

Connect the Dots Case Study



SARA LEE CORPORATION Leadership Development

Leadership Development: A High-Quality Food and Personal Care Products Company Gets the Right People in the Right Places.

Today's consumer products industry faces changing consumer demands, shrinking operating margins, compliance and regulatory pressures, and a globalized economy. These challenges are interconnected and need careful analysis in order to keep an organization profitable.

Such companies need the right data to reduce operational risk, provide high quality and compliant products, and avoid counterfeiting issues associated with global trade. To survive these challenges, companies must prioritize their critical needs and develop strategies to overcome them.

The Sara Lee Corporation, founded in 1939 in Downers Grove, Illinois, is a global manufacturer and marketer of several well-known brands of high-quality food and

Quick Shot

Company Name

Sara Lee Corporation
www.tysonfoods.com

Industry

Food and Personal Care Products

Key Challenges

- ▶ Struggling to achieve target production results and decrease employee turnover
- ▶ HR and operation leaders tried several initiatives to address both problems but none produced results

Solution and Services

- ▶ Created a custom assessment model to collect current data
- ▶ Analyze and recommend action steps based on data

Solution Highlights

- ▶ Extensive analysis focused on current state of the employee population and processes
- ▶ Designed leadership development to accelerate the success of new leaders

Key Benefits

- ▶ The analysis surfaced six core opportunities for improvement
- ▶ Implementation of key recommendations had a significant positive impact on employee selection and retention, as well as leadership communication
- ▶ The bakery remained open and operating as a result of the recommendations

personal care products. The North American Bakery division (renamed Hillshire Brands) is 17% of the overall sales revenue at Sara Lee. The bakery division is comprised of small to medium-sized bakeries around the country of which many are a part of the organization through acquisition.

While each bakery is organized and accountable to the corporation, they all have their own unique culture and operational nuances. Key initiatives regarding quality and manufacturing processes require a higher level of consistency across all bakeries. While an obvious business objective, consistency across each field operation brings significant challenges.

The Challenge: Lagging Production and a High Turnover Rate Unable to Deliver Results

The Sara Lee bakery located in Mobile, Alabama was struggling to achieve target production results and decrease employee turnover. The human resources and operation

leaders at the local and at the corporate level had launched several initiatives to address both problems, but none produced the needed results. The organization was at the point of determining whether it was financially feasible to keep the bakery open.

The Solution: Leadership Analysis and Development Helps Define Essential Action Steps

The human resources team, both corporate and local, decided to make one more investment to try to surface and assess the actual issues that were plaguing the Mobile bakery. Connect the Dots (CTD) was brought in to provide an external perspective on what was keeping the bakery from reaching its objectives.

CTD customized their assessment model to collect current state data, analyze and recommend action steps based on data gathered and objectives. The extensive analysis focused on the current state of the employee population,

labor market, human resources and businesses processes, and communication vehicles. A deeper analysis also was conducted to evaluate the work process.

CTD designed leadership development to accelerate the success of new leaders and positively affect Sara Lee's business performance. Leaders, their managers, HR partners and other key stakeholders were all involved in the process.

A Focus on Leadership Produces Engaged Employees Who Are Ready to Excel

The analysis surfaced six core opportunities for improvement. The information was presented to the Mobile leadership team with a specific set of

recommendations focused on recruitment processes, employee onboarding and ongoing training, reward and recognition practices, leadership communication and organizational structure opportunities.

Implementation of key recommendations had a significant positive impact on employee selection and retention, as well as leadership communication.

The decision was made to keep the bakery open and operating as a result of Connect the Dots recommendations.

<http://www.connectthedotsconsulting.com/contact.htm>

Our coaching and feedback processes give your leaders and teams "real-life" situations to work through. We apply your organization's needs to our approach which takes the guess-work out of the how to translate new ideas and behavior changes in a real world setting. Contact us to get started.

connect
the dots