

# Juliette Lee

Coaching • Workshops & Retreats • Speaking

## CASE STUDY: CULTURE CHANGE

### Gestamp Chassis



#### Gestamp Chassis Business Unit

June – October 2015 Group 2 (16 people)

June – October 2014 Group 1 (16 people)

#### Issue

Gestamp design, develop and manufacture metal components for the automotive industry employing around 28,500 people worldwide across 19 countries with a turnover of 5.6M euros. They acquired ThyssenKrupp Metal Forming in 2011, and as part of global company restructure created the Chassis Business Unit. The Chassis BU encompasses sales, finance, project management, process definition and R&D. It operates globally with main centres in Spain, UK and Germany.

In order adjust to these radical changes in multi-cultural and multi-functional ways of working, designed and delivered a personal leadership development programme for 16 delegates from the Chassis BU. The programme was extended to the rest of the business unit team the following year.

#### Solution

A six month leadership programme combining a series of development days with 1:1 coaching sessions after each event to support behavioural change, reinforce accountability and integrate learning.

Event 1: Who am I? Introduction to personality & behavioural change

Event 2: How do I Lead? Leadership impact, emotional intelligence & capability

Event 3: Empowering Others - Leader as coach & high performing teams

Event 4: Moving Forward Together - breakthrough performance

#### Result

The success of the programme was immediately felt across the business. In order to maintain a consistent approach and build momentum for change, the programme was extended across the BU.

*“Gestamp Chassis Business Unit was formed as part of a global company restructure, creating cultural and functional challenges in our ways of working. Juliette’s leadership program enabled us to meet these challenges and develop our key personnel. Her unique style of interactive learning opened our minds to embrace a more collaborative approach; inspiring, challenging and encouraging each other. Feedback: inspirational, created belief that training really is beneficial, provided the discipline and drive to move forward, benefit reaches far beyond today.” Kevin Potter Manager, Gestamp, BU Programme Management*

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**Gestamp Tallent Ltd**  
**Cannock, West Midlands**

**June – August 2013**

**Operations Team & New Product**  
**Introduction Group (32 people)**

## Issue

Spanish based global supplier, Gestamp Tallent Ltd design, develop and manufacture chassis structural components for the automotive industry. Their UK activity employs around 3000 people across 6 sites.

They acquired ThyssenKrupp Metal Forming in 2011 and made a number of changes to the structure and operation of the business. The New Product Introduction Group (NPI) group based at Cannock in the West Midlands now operates as a central function rather than dedicated solely to the service of Cannock.

Production issues coupled with this change of focus for NPI, created difficulties in working relationships between project managers and plant managers in particular. There was an urgent need to shift perceptions of both the plant and project managers to this new way of working as a central function and strengthen relationships overall.

## Solution

A bespoke leadership and team development programme bringing together 32 people from engineering and production with the following objectives:

- Strengthen and deepen relationships within the NPI and production teams.
- Gain insights into personality type, style and approach
- Develop awareness of personal leadership behaviours and impact using 360 feedback.
- Have a fun, shared and memorable experience which acts as a catalyst for improving relationships and ways of working together.

The programme combined thought-provoking group sessions with challenging outdoor activities over a three month period. One-to-one coaching sessions were used after each session to support sustainable behavioural and hence culture change.

## Result

*“When looking to improve, the first place to look is at developing your own workforce. Leadership and working together is critical to our future. This programme is a great way of opening minds and hearts to a new and better future”*

**David Land, UK Engineering Director**

This is the third programme of its kind to run within Gestamp Tallent Ltd; the other two being at their Newton Aycliffe site in County Durham in 2012 and 2011.

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**March – July 2012**  
**First Line Managers (20 people)**

**January – November 2011**  
**Operations Team (15 people)**

## Issue

Tallent Automotive Limited (recently acquired by Gestamp) produce leading edge, innovative chassis structural products, modules and systems for the global automotive industry. The Newton Aycliffe site in County Durham employs around 1000 people and is heavily focussed on process and product improvement.

Aycliffe has grown significantly over the past 20 years, with turnover increasing from £10M in 1990 to £180M in 2011. Employee engagement and morale became an issue, specifically:

- Highly production focussed, no focus on people
- Low engagement
- Control high, trust low
- Existing process improvement models omit impact of personal leadership

In order to sustain growth, there was a need for a change in organisational culture and an increase in motivation and empowerment across the site.

## Solution

A programme focussed on developing the personal leadership capability of the 15 members of the senior operational team. It combined dynamic development days with individual coaching sessions to support behavioural change.

Key elements of the programme:

- self-awareness, personal impact, strengths and blind spots
- leader as coach, team dynamics, communication and relationships
- overcoming resistance to change, creating shared vision and goals
- building high performing teams, supporting a developmental culture
- 1:1 coaching sessions to reinforce accountability and learning

## Result

- Increased self-awareness and major shift in leadership approach.
- Higher levels of trust and honest communication.
- Motivation and morale improving in spite of Gestamp takeover and restructuring.

*“Culture change is one of the hardest things to manage. Juliette’s leadership programme was the start of that change process. What has been achieved is extremely beneficial to each member of my team and rich in its rewards.”*

**David Land,**  
**Engineering and Operations Director,**  
**Thyssenkrupp**

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