



# Keystone

Case Study  
**Imperial Tobacco**  
**My Factory Programme**

# **Imperial Tobacco Limited**

## **My Factory Programme**

**Incorporating the Institute of Leadership and Management**

**Level 3 Award in First Line Management**

## Programme aims

As a manufacturing company, ITL had been through an 18 month period of major change, with another 6 months of change still ahead of them. One fundamental element of this change was a dramatic reduction in people – and a loss of thousands of years of experience across the workforce.

As a result of this, and other change initiatives happening around the same time, the senior management recognised the need to reduce the skills and behaviour gap between themselves and the supervisory level staff operating on the factory floor. A key challenge was that there was no longer a layer of people between the senior and supervisory management levels.

## What we did

This programme involved a partnership approach between Keystone and Imperial Tobacco. The design stage was carefully tailored through meetings over a period of several months to ensure that the learning was bespoke to the ITL culture and tailored to enable them to successfully drive their business forward.

We started by gaining an understanding of what the senior team expected of the supervisors, as this needed clarifying. Senior managers understood what was not required in terms of past behaviours, but recognised the need to now provide clear and specific objectives.

Working with the senior managers, we facilitated a workshop to produce two specific outcomes:

- Defining the role of the first line supervisor
- Identifying the senior management team's perception of the skills requirement to fulfil the new role

Next, we facilitated a series of workshops in which all 38 supervisors were invited to participate. Once they had formulated their view of the role, this was compared to the senior managers' version and any small differences identified and managed.

The final stage in preparing to design the development intervention was the production of a questionnaire that focused on the 8 key areas that the senior team had identified in defining the supervisors' new role:

- Maintain and improve standards
- Clear and accurate reporting and figures
- Performance management
- Controlling resources
- Communication effectiveness
- Focus on deliverables and outputs
- Employee and industrial relations
- Measures and targets

Each supervisor was asked to self-assess their current skills, knowledge and ability against 30 questions grouped under the 8 headings. The senior manager of each supervisor also completed the questionnaire for each and every one of their supervisors with their own ratings. At a formal face-to-face meeting, the supervisor and their senior manager then went through the questionnaire and identified an agreed score for each of the questions. This data gave us a numerical start point of the self-perception and senior managers' perception of the skills, knowledge and capability of each supervisor against the competences identified for the new role requirements.

The average score on this questionnaire across the 38 supervisors was 65% of the available total. This analysis enabled us to identify specific learning objectives for the training intervention required and to create a tailored four day residential development programme to develop the skills, knowledge and capabilities of the supervisors in the areas identified as below required levels.

The programme was called 'My Factory' as this captured the new culture that was desired – that each supervisor would take complete ownership for their part of the process, people and operation. To consolidate this change of emphasis in the role, the title of 'supervisor' was

changed to 'First Line Manager' (FLM) as this symbolically reinforced the change in role requirements, and better reflected the nature of the job.

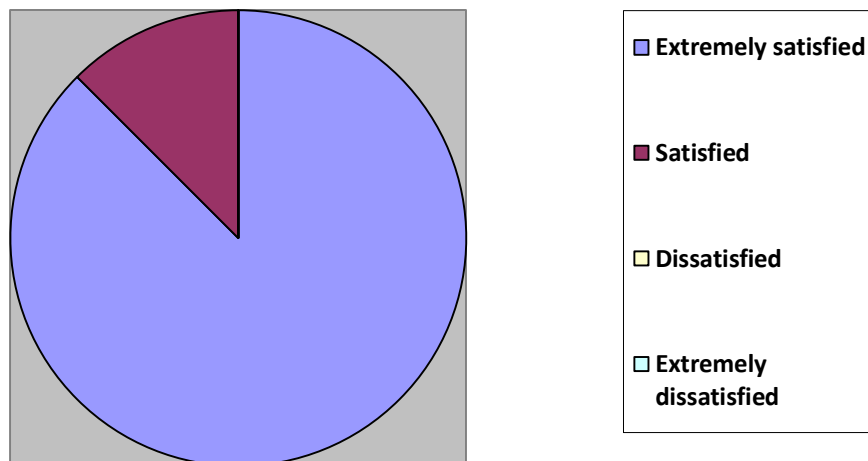
## **Accredited qualification**

The programme was mapped to an Institute of Leadership and Management (ILM) qualification, the Level 3 Award in First Line Management. All supervisors participating on the programme were invited to complete the required assessments to gain an ILM qualification.

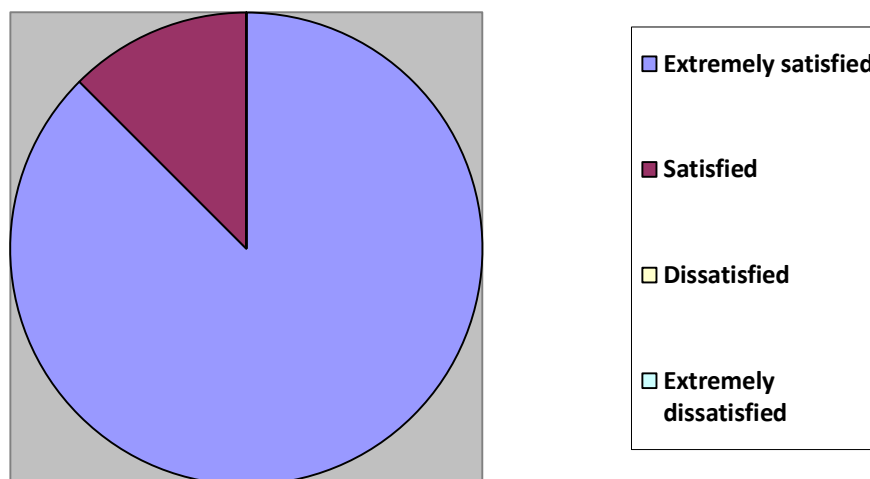
# Feedback

## Evaluation form feedback

### The trainer's knowledge of the subject



## The trainer's communication skills



## Delegate feedback

- Excellent, I've been show new ways of working methods.
- Excellent course which was very thought provoking and inspirational.
- Great course full of energy and enthusiasm from trainer and attendees.
- Good content and good delivery, good use of the actor.
- Have attended many similar courses, but Jon was the best trainer I have experienced so far, excellent all round.
- Keystone are a valuable asset to Imperial Tobacco, it's a great and valuable partnership.
- I was really not looking forward to attending this course, I now realise the importance of the role I fulfil. Being 75% of the top 10% of the workforce (realisation moment). Working with my peers and in coaching groups, has been an indescribable benefit. Although I deal with these people on a day to day basis the time together has been invaluable.

- Overall an excellent course, good structure and content. Course tutor gained 'buy-in' very early on from myself and others. The days were different and kept the interest level high, using actor on day 3 and 4 was good and greatly added to the value of the course, this was done by working through real situation in a simulated environment. Excellent all round.
- I am actually looking forward to getting back to work to carry this content on.
- The course was unlike any course I had attended. I felt engaged all the way through and never felt the need to clock watch or rush through the objectives set at night. The group worked well together and I feel everyone not only has gained from this week but genuinely will take it back and use it at work.



## Return on Investment

Six months after completion of the programme, every First Line Manager had a second face-to-face meeting with their senior manager to re-evaluate their skills, knowledge and capabilities against the same 30 questions previously assessed.

Some individuals' personal scores increased as much as 24%. The average increase was over 6% across the board in the 8 areas listed above.

This demonstrates increased performance and sustained change many months, and dozens of challenges, after the formal training intervention was completed.

First Line Managers have continued to grow and deliver against the requirements of their new role. Senior managers have since attended workshops facilitated by Keystone to ensure they have the necessary skills and understanding to continuously support the FLMs in their endeavour to make it 'My Factory'.

Keystone would like to thank Imperial Tobacco for their support and personal commitment to helping us to create the programme and ensure its success.

*“The success of this programme has largely depended on the partnership approach between ourselves and Keystone which has enabled us to creatively design a hard hitting programme. The attention paid and time taken to getting the planning and design stage just right has hugely impacted on the effectiveness of the learning.”*

Dave Jones, Training Officer