



FREE TO GROW

Igniting purpose, passion and potential for growth



Coca-Cola Beverages
South Africa

Devland

Growing a culture of Ubuntu

“In 2014, our employee engagement score was 44%. Within three years we were able to turn this around and almost double this score to 81% in 2017. This is no small achievement, 81%, even according to the standards of the survey professionals, is phenomenal.”

Moses Lubisi,
Regional Supply Chain Manager



Background

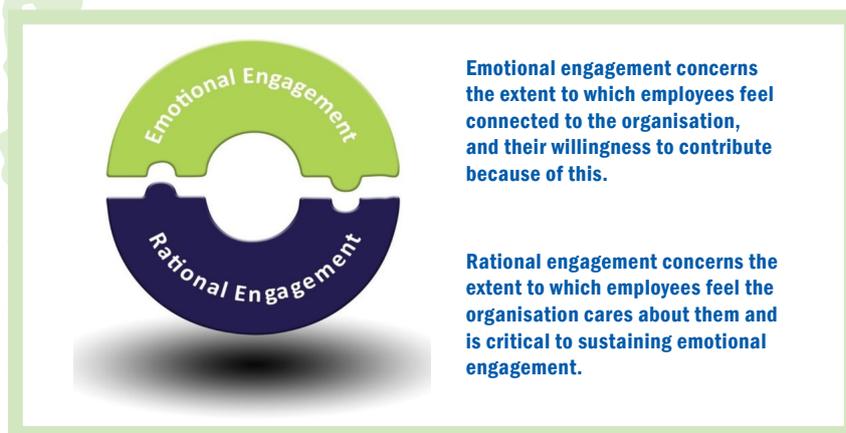
Following a difficult restructuring and two illegal stoppages at CCBSA's Devland Plant in 2015, employee trust, customer service and organisational performance were at an all-time low. Challenges such as high levels of stock theft, poor housekeeping, low levels of engagement, lack of ownership as well as absenteeism further inhibited collaboration and growth. As a plant that could dispatch over 150 trucks per day, there were times where it struggled to dispatch a mere 50. This resulted in Devland being ranked the poorest performing plant in 2015.

The turning point came with the appointment of a new MD, who was committed to shaping a culture of Ubuntu within CCBSA. This was seen by Devland's Senior Leadership Team as the ideal opportunity to partner with culture and engagement specialists, Free To Grow, to foster a shared vision and spirit of co-creation within the plant.

A customised approach

Free To Grow started its journey with CCBSA by developing an understanding of the organisation, its challenges and its strengths. Individual conversations and focus groups were the main tools used for this.

To meet both the needs of employees and that of the organisation, Free To Grow then designed a program for the Devland plant that would enhance both emotional and rational engagement.



Enhancing emotional engagement

Bolstered by three journeys – personal, work and organisation – **WorkQ®** was utilised as a tool to strengthen emotional engagement.

- The '**personal journey**' helped employees adopt an attitude of possibility, hope and ownership.
- The '**work journey**', encouraged employees to find value and meaning in their work and engage in conversations to shape a meaningful work environment
- The '**organisation's journey**' focused on aligning employees with the purpose, picture and plan of the organisation. This journey aimed to create awareness regarding the part each employee needs to play to help CCBSA Devland realise its potential.

"The impact has been exceptional. The change in attitude and willingness to take part in the business is mindblowing. The morale is different. When you walk around here now, you feel uplifted, where before it was not comfortable to be in that space."

Florence Lekalakala, HR Business Partner

Sustaining change through rational engagement

Following on from **WorkQ**[®], leaders across all levels attended **LeadQ**[®], a programme centred on building the 5I's critical to cementing an engagement culture: involve, incent, inform, instruct and inspire.

By ensuring that the drivers of rational and emotional engagement were in place, CCBSA Devland was able to evoke, and sustain, the passion and enthusiasm of employees towards their work and the organisation.

"I was away for two weeks and the operation was still running effectively, hitting perfect numbers and targets in my absence. The team leaders ran operations as if it was their own business." Andre Breytenbach, Supply Chain Operations Manager

Key enablers

The success of any employee engagement intervention is dependent on both the quality of the programme delivered and the level of commitment shown by an organisation's leaders to embed the change. Critical success factors at CCBSA Devland were:

1. Clarity of vision:

Guided by the vision of creating an 'inclusive, proud and sustainable organisation, the MD communicated his dream to build CCBSA into an organisation that truly lives Ubuntu, one where the needs of all stakeholders are equally important. This message was a key theme of the **WorkQ**[®] programme and inspired employees to become part of the journey. Today, this vision is kept alive by managers and team leaders on a daily basis, shortening the divide between employees and the co-creation of a new CCBSA.

2. Demonstrated commitment to change:

The change process was given credibility by the commitment and willingness of both the MD and Devland's management to 'walk the rational engagement talk' and address the barriers to engagement that existed in the organisation. These actions demonstrated that CCBSA was not simply using Free To Grow as a 'quick fix' to achieve short term results, but that they were prepared to turn words to sustainable and liveable actions.

3. Employee voice and involvement:

Committed to creating a workplace where employees felt respected and valued, and where their wisdom and experience would be utilised, Devland's leadership increasingly started to engage employees in the decisions that affected them. This attempt to bring employee voice to the table was met with a positive response, and employees embraced the opportunity to co-create the CCBSA they wished to be a part of.

"Free To Grow was like magic. It did not give people a platform to complain, but a mirror to see themselves: as they are now and what they can become. It became a platform for people to act". Moses Lubisi, Regional Supply Chain Manager

Significant impact

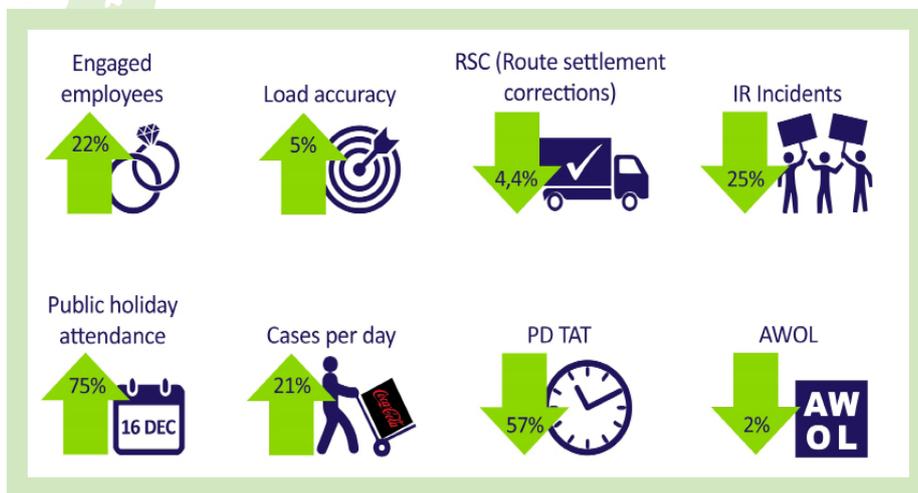
CBSA Devland experienced an increase in employee engagement, resulting in change across two areas – culture and business. Examples of culture shifts include:

Ownership: Shifting from a lack of ownership and resistance, to a ‘can do attitude’, resulted in high employee ownership, confidence to approach colleagues and increased accountability.

Quality of first line leadership: There was a total turnaround in the attitude and behaviour of team leaders who are now stepping up, accepting responsibility and showing initiative.

Collaboration: Renewed trust in the direction of leadership contributed to shifting the culture from one of silo thinking to one of strong collaboration.

As the culture at Devland began to change, the positive ripples became visible in the metrics that impact the business, as illustrated below:



Conclusion

In intent on sustaining the impact, Devland’s leadership continue to ‘unlock happiness’ in the workplace by focusing their energy and efforts into taking action and implementing change where it matters most.



WorkQ® and LeadQ® unfold in Kiptown, an historic district of Soweto, as employees and leaders begin their engagement journey.