



FREE TO GROW

Igniting purpose, passion and potential for growth



Pabod Breweries Limited

Boosts its bottom line with employee engagement

Background

For several years PABOD Breweries was not performing according to expectations. An organisational assessment in 2014 revealed numerous 'people related issues' that were detracting from employee motivation and engagement, including negative self-perceptions and a deep-rooted external locus of control. For PABOD to succeed it would be essential that employee potential be unlocked. To help achieve this goal PABOD partnered with Free To Grow, a leading specialist in the field of employee engagement, to assist with personal development and organisational alignment.

Approach

To understand PABOD's context, Free To Grow conducted in-depth conversations and focus groups with different stakeholders in the organisation. This provided valuable insight into PABOD's strengths and challenges – enabling Free To Grow to customise **WorkQ®**, an employee engagement programme, to bring together the needs of the organisation and that of its employees.

WorkQ® helps employees 'Go for Gold'

At the heart of personal wellbeing and employee engagement is PsyCap, or psychological capital, which consists of the 'simultaneous presence of hope, self-efficacy, resilience and optimism'. Comprising of three journeys – personal, work and organisational – **WorkQ®** is designed to shape a positive self-esteem and bolster these qualities within employees.

- The '**personal journey**' helped employees understand their strengths and adopt an attitude of possibility and hope.
- The '**work journey**', encouraged employees to find value and meaning in their work, engage in conversations and take accountability for their learning.
- The '**organisation's journey**' focused on aligning employees with the purpose, picture and plan of the organisation, as well as the part they needed to play in helping PABOD achieve success. It inspired employees to set a new standard for the organisation, to literally 'go for gold.'

Aligning employees through 4C's

Through these three journeys, **WorkQ®** helped employees develop the mindset, knowledge and skills required to understand the needs of PABOD, be aware of what is expected of them to sustain and grow the organisation, be more willing and able to contribute their best, and effectively support each other in the process. It enhanced their:

- **Confidence:** helped employees believe in their own value, become aware of their potential and be more able to handle challenges that come their way.
- **Commitment:** helped employees understand the 'bigger picture' of their organisation – its mission, vision, values and strategies – and link this to personal purpose and passion
- **Contribution:** deepened awareness of how employees can contribute to the success of their team, department and organisation, increasing pride in their work and willingness to go the extra mile
- **Connection:** developed understanding for the need to work constructively with others to produce results and enhance respect, trust and open communication in the team.

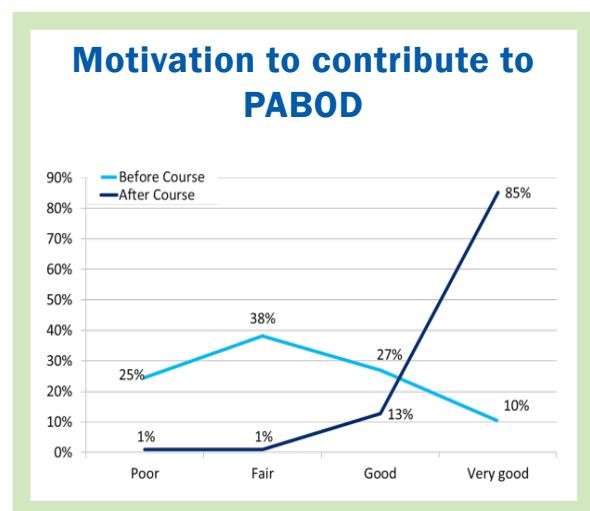
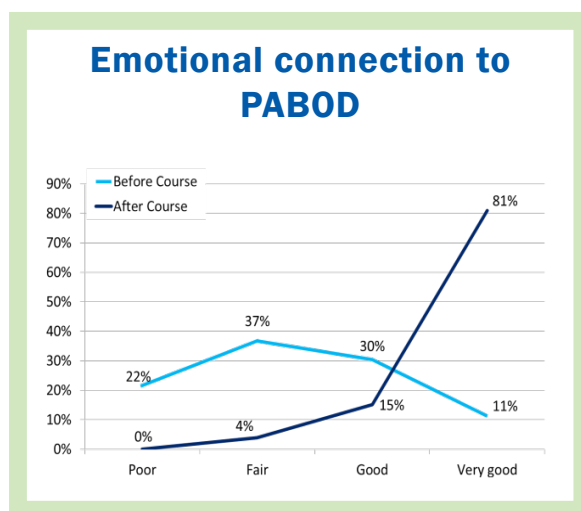
Impact

“The impact of the programme exceeded expectations” Yolande Chirwa, HR Director, Nigeria Breweries

PABOD experienced a significant shift in the attitude and behaviour of employees, resulting in a new set of values and a new way of thinking. Examples of this shift include:

Before	After
Leadership behaviour unmatched to organisational values	Renewed trust in management
Passive, pessimistic attitude	Hope for better things to come
Mistrust and poor communication	Honest and open communication, free to voice concerns
Cynical about the organisation	Speaking positively about the organisation and their work
Employees did not understand their value and potential contribution	Employees now see the bigger picture and understand the part they have to play
Lessons and mistakes not acknowledged	Personal accountability
False commitments	Enhanced commitments
No sense of belonging – talking of 'us' and 'them'	Strong sense of belonging – talking of 'we'
Negative and destructive attitude towards work	Exhibiting fulfilment, happiness and willingness to contribute
Placing blame and finger-pointing	Acknowledging mistakes and accepting greater responsibility – now make things happen
Fear of contributing knowledge and skills to the success of their team	Respect and value each other’s backgrounds. Sharing information rather than restricting it

The below before and after measurements demonstrate the impact of **WorkQ®** on employee alignment:



“Previously, in our employee survey, PABOD’s results were far lower than our other breweries in Nigeria. This time it was on par with the others.” Yolande Chirwa, HR Director, Nigeria Breweries

Conclusion

With the help of Free To Grow, PABOD's work climate has been vastly improved. A year after the completion of **WorkQ®**, Yolande describes how *"PABOD's performance has been the best it has ever been, for a number of reasons, including the work done with Free To Grow."*

"The workshops have had a deep positive impact on all those that attended. Feedback from line managers is that there has been a significant change in the employees. They have become more pro-active and have taken ownership and accountability for their performance. 'The smell of the place has become extremely pleasant and more positive.'" Yolande Chirwa, HR Director, Nigeria Breweries



Employees commit to becoming 'active drivers' dedicated to contributing to PABOD's success.



Through WorkQ® PABOD was able to realign employees with the organisation's vision and inspire them to care more deeply.