



COLEMAN BRANDS CASE STUDY

TAKING LEADERSHIP TO THE PEOPLE



COMPANY PROFILE

COLEMAN BRANDS

Coleman Brands: Coleman, Esky, Aerobed, Sevylor, Ball and many more – you have almost certainly used one of their products and you probably have one in your home, or shed right now.

Coleman Brands, in Australia, is a subsidiary of its US based parent, Newell Brands and had not delivered on acceptable levels of profitability since the company incorporated in 2000.

In 2010, in just three months Coleman implemented a new SAP system, reduced its staff by 50%, introduced a shared services environment and relocated the business to new premises.

Despite the scale of the changes, staff engagement measured 84% at the end of the year – which Human Resources manager Katrina Small puts down to the strong, charismatic leadership of general manager, Justin Casey, with his trust in people to do their jobs. But one man cannot drive a company's behaviour forever or alone. He required his leadership team to step up.

At the start of year two, the leadership team – made up mainly of technical specialists who had been promoted into senior roles – agreed to clear expectations of each other and communicated those expectations to employees. Further staff changes were made when some of the team did not accept the changes.





STARTING POINT: IDENTIFICATION OF THE CHALLENGE

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THE BALANCE BETWEEN THE COURAGE OF DECISION MAKING AND EMPIRICAL HUMANITY

In year three, Coleman was lean, profitable, made up of 50% new staff and led by technical specialists who were expected to be the next generation of leaders. The business identified a need to invest in the company's people. Key changes they were looking for were the development of leaders who could grow within themselves to show courage in their decision making – a key attribute of Justin Casey that the business was hoping to emulate in the next tier of leadership – while being human and approachable.

Katrina's Measures of Success

- Trust between leader and the staff
- Establishment of collaboration

FEEDBACK

"My measure of success was when the most junior person in the business could have a direct and honest conversation with the most senior person in the business. That would demonstrate that silo walls had been broken down and there was trust. We were still making big changes very quickly and couldn't afford people to stand in the way of the conversations."

Katrina Small
Human Resources Manager



THE AMBITIOUS NEEDS MET

"PROVOKE" AND "TEACH"

Coleman called for tenders from consultants who could "provoke" and "teach" leadership skills to the executive team, and roll out behavioural upgrade throughout the company using a common language around accountability, responsibility and ownership.

FEEDBACK

"We went out for tender and ended up with a shortlist of four providers. Two big ones and two smaller outfits, one of which was [Integrity and Values](#). The big firms came in with slick presentations they felt like they were just rolling out a standard sales pitch – they could have been selling insurance or banking products. There was little of substance that demonstrated that they had focussed on us, and what we needed.

Jennifer came in with very little in the way of presentations or slick brochures. Instead she listened to what we wanted and could link her work to a specific and measurable impact on the bottom line."

Justin Casey
General Manager
Oceania, Coleman Inc



Integrity and Values was able to describe a clear return on investment expressed as specific behavioural upgrade and financial returns.



FEEDBACK

Other providers, when I asked, what I would see as a return on the investment, talked fluff and I would say, "This means nothing to me – I need you to say what I am getting out of this program?"

What I liked about Jennifer, when I had meetings with her, is that I bought her language – she is direct, clear and simple, which works with our workforce and works in the regions – and she understood that I needed a return on the investment.

Katrina Small
Human Resources Manager





THE 24-MONTHS WALK

COACHING, PEER SUPPORT AND E-LEARNING

[Integrity and Values](#) implemented a 24-month leadership program and an effective communications course. Everybody in the business attended Integrity and Values workshops and Coleman's business leaders used the Integrity and Values, 'Teach Once, Learn Twice' method to cement their learning by teaching it to the rest of the organisation – supported by coaching, peer support, an online learning platform and other resources.

RESULTS

The result was to develop staff who are empowered to resolve issues themselves, who take responsibility for doing so, are accountable for the results and own the solution. Coleman Brands also earned a position on the

BRW "GREAT PLACES TO WORK" LIST FOR TWO YEARS RUNNING #34 IN 2013 & #2 IN 2014.

The messages from the development program are now embedded in the organisation and the common language around accountability, responsibility and ownership have filtered through into behaviour and strategy. Coleman has even embedded these qualities in its recruiting requirements.

FEEDBACK

It occurred to me, one day, that I wasn't being approached to resolve issues as often, and people weren't turning to structures to solve problems. They were just talking to other team members and getting it sorted. I thought, my God they finally get that this is a TEAM effort – it's not just about YOU performing.

Katrina Small
Human Resources Manager



"I used to do work at home every day except Saturday for probably two hours on top of my day job dealing with the same problems that came up again and again. Then, all of a sudden, the guys just "got" the theme of how it's supposed to be done and they stopped asking. Probably the biggest measure of success is my inbox. It has shrunk to, maybe, 30 messages.

FEEDBACK

Justin Casey
General Manager
Oceania, Coleman Inc



HIGHLIGHT

During this time period Coleman Brands turned its operating income to a significantly higher profitable position – it took the clear commitment of a great leader and a committed leadership team.



TRANSFORM YOUR ORGANISATION TO THE ONE YOU DREAM OF

INTEGRITY AND VALUES

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Integrity and Values changes organisations by transforming people. It is a process designed to deliver lasting change. We don't just train you in a few tools then leave you to survive on your own, we demonstrate new ways to deal with old problems, coach you while you make the changes to keep you on track, and measure the results along the way. At the end you can see how far you have come and have not only the experience and muscle to lead effectively you can pass your experience on to the next aspiring leader.

For a taste of what you'll learn, come to one of our regular business breakfasts to hear Jennifer tackle a topic that you are sure to be dealing with in your organisation. Or call us in for a conversation about how [Integrity and Values](#) can work with you to transform your organisation to the one you dream of.

Call 1300 364 588 or visit integrityandvalues.com