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Client Story

A Learning Journey for Leaders at Snell Packaging & Safety Ltd

Snell’s people are experts in packaging, safety, and the many sustainable options and approaches available. Snell partners with many of New Zealand’s largest manufacturing, agricultural and food processing companies to help them become more competitive. It does so through effective supply chain management, vendor consolidation and risk mitigation.

As an ISO and HACCP accredited partner, Snell also helps its customers to manage risk through meeting their sustainability objectives as it holds an in-depth understanding of the implications of Environmental, Social and Governance (ESG) for New Zealand businesses. In addition to experienced leaders, Snell also had a large group of emerging leaders. Since leadership skills varied, the company recognized an opportunity to create a consistent leadership approach that could be used for all levels of leaders throughout the organization.

“Many of our leaders, while experienced, had no formal training,” explains Paul Grant, national development manager. “We knew if we provided every leader with a consistent set of leadership skills, we could support not only our growth goals for the business, but also the wellbeing of our staff. We wanted a tried-and-true formula that all leaders could use in all situations.”



Paul Grant

Grant realized the timing for leadership development was perfect as the company emerged from the challenges of the pandemic. He partnered with Robert Bryce, director of Blanchard Aotearoa New Zealand, to create a learning journey that would provide fundamental leadership skills for all leaders. The initiative kicked off with a one-day executive overview of Blanchard content, delivered to the senior leaders. Comprehensive training was then delivered to the cohort. “We brought people from different departments together for the training. We knew they would have opportunities to learn from each other about cross-department challenges and projects in addition to the formal training,” says Grant.

The learning journey began with an online launch session to familiarize participants with content that would be covered in depth in the first phase: a full-day, in-person session focused on Blanchard Management Essentials. After attending the one-day session, participants completed additional exercises online to reinforce the training and attended a group reflection session to share their learnings.

Blanchard’s Building Trust program was the next content presented to the cohort. They completed the learning modules online, then met virtually to debrief the session and extend learning.

The next phase of the learning journey focused on SLII®, where each leader completed online modules to get them familiar with the basics of the program. They met in person for the full two-day SLII® workshop, then completed online activities to help them master the skills of SLII® before attending another group reflection session to reinforce the learning.

At the conclusion of the learning journey, a graduation ceremony was held where participants made presentations about



their key learnings or shared a success story with the executive team. “The graduation event celebrated the accomplishments of the participants,” says Grant. “We hold subsequent coaching sessions to continually reinforce the learning and make sure every leader knows they are supported to become the best leader they can be.”

Measuring the Results

“Since the training, we’ve observed higher confidence and lower turnover in our leaders, as well as increased performance in teams,” says Grant. “We also conducted surveys to measure Levels 1, 2, 3, and 4 results.”

Blanchard Management Essentials

Level 1 and 2 participant results:

- 91% thought course materials were useful
- 82% gained knowledge that was applicable to their jobs
- 82% agreed that concepts, tools, and resources were relevant to their roles
- 91% thought the overall program was a positive experience
- 100% thought the new knowledge would increase their performance on the job

- 64% said they have confidence in applying the new skills and knowledge on the job
- 91% were overall satisfied with the training experience

60 days past training, level 3 and 4 participant results:

- 100% acquired new and valuable skills and knowledge
- 71% applied their new skills to a great amount and 14% to some amount
- 71% said the training had a good impact, while 29% said the training had strong impact on their ability to lead others
- 100% said applying the new behaviors improved their team's performance
- 57% was the estimated average increase in performance
- 100% said they are more engaged in their role as a leader
- 100% said they are more committed to staying with the company as a result of the development opportunity

The SLII® Experience

Level 1 and 2 participant results:

- 92% thought the course materials were useful
- 92% gained knowledge that was applicable to their job
- 92% agreed that the concepts, tools, and resources were helpful to their role
- 100% thought the overall program was a positive experience
- 100% thought the knowledge would increase their performance on the job
- 83% said they have confidence in applying the new skills and knowledge on the job
- 100% were overall satisfied with the training experience

60 days past training, level 3 and 4 participant results:

- 100% acquired new and valuable skills and knowledge
- 58% applied their new skills to a great extent, and 33% to some extent
- 42% said the training had a strong impact and 58% said it had good impact on their ability to lead their teams
- 25% strongly agreed and 75% agreed that applying the new behaviors improved their team's performance
- 43% was the estimated average increase in overall performance
- 100% said they are more engaged in their role as a leader
- 100% said they are more committed to staying with the company as a result of the development opportunity

"The results are strong," says Grant. "Ultimately, I believe that by offering this training, we've had a positive impact on business consistency, continuity, and overall performance. Just seeing people work across departments has improved relationships and trust."

Robert Bryce noted a great endorsement. "After the learning success stories were shared with the senior leaders at graduation, I prepared to present the impact survey data. The CEO said he didn't really need to see the data because he had just heard the impact from the participants. It was so rewarding to celebrate that with Paul and all the leaders."

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