

Case Study – Alpla

Bridging the Leadership Gap in China

ABOUT CLARKMORGAN

Founded in 2001, ClarkMorgan Ltd is one of Greater China's most awarded training and development firms. The firm has been named 'Training Firm of the Year' in both 2007 and 2008 by CCH Wolters Kluwer and has won 'Most Outstanding New Trainer' at the Hong Kong Management Association in 2008.

In 2005 the company began publishing China's longest running, bilingual human resources magazine, NetworkHR. In 2012 ClarkMorgan helped found the Chinese Association of Training & Development Specialists (CATDS).

Today ClarkMorgan Ltd has three offices across China, as well as an office in Melbourne, Australia. The firm assists multinational firms across APAC, China and the Middle East, improve the soft skills of their employees to improve productivity, engagement, sales and negotiation outcomes.

The company maintains a faculty of full time trainers, each with unique skill sets. Trainers speak English and Mandarin and have worked throughout Australia, China, Europe, South East Asia, the Middle East and the USA.

For more information, please visit www.clarkmorgan.com.

BACKGROUND

Alpla, otherwise known as Alpla-Werke Alwin Lehner GmbH & Co KG, is an Austrian plastics manufacturer headquartered in Hard. The company specialises in blow-moulded bottles and caps, injection-moulded parts, preforms and tubes. It is the largest producer of packaging in Europe, with 53 production plants in Western Europe and a total of 154 production plants in 40 countries worldwide. The company has approximately 16,000 employees and an annual sales of €3.14 billion in 2014.

Alpla opened its first plant in China in 2007, and in March 2016 opened its Competence Centre in Shanghai.

While Alpla is a major player in the European market, in China their market share is in single digits. They hope to be able to grow this business by developing the leadership talent.

ISSUE

The previous year the HR department of Alpha in China conducted an internal analysis on the development needs of middle managers working across China. While the Austrian headquarters had an existing leadership program, the HR department in China believed that it did not focus on local needs, and began investigating training and development suppliers that could assist Alpha develop a China-centric management and leadership program.

Since most of the middle managers who would attend this training had not yet experienced any management training to date, there was a need to focus on the transfer of basic tools for daily business. The program also had to be practical, so that trainees got involved and applied the learning immediately in their workplace.

The HR department also wanted the first training course to include general leadership topics, as well as operational excellence and strategy. Furthermore, the course needed to be provided in both English and Mandarin/Simplified Chinese.

SOLUTION

The Alpha Head of HR and CEO of Greater China spoke with key opinion leaders in the training and development industry in China before meeting with four of ClarkMorgan's team. After due diligence, Alpha chose ClarkMorgan to develop, design and deliver the Alpha Management Development Program (AMDP).

The AMDP was based around Alpha's values and included the Hogan Assessment psychometric test, which would be completed by all trainees prior to the training. Fun, team building components were also spread throughout the 14 day program. Four sessions, each with Alpha's mission and vision threaded throughout, were then scheduled into each of the four quarters of the year. They were:

1. Leadership Fundamentals (4 days)
2. Communication is Key (4 days)
3. Operational Excellence (3 days)
4. Developing Strategy (3 days)

Three separate groups of trainees were then identified across all of Alpha's offices and factories, and assigned as either 'Group A', 'Group B' or 'Group C'. Group A consisted of both expatriates as well as local Chinese with a strong command of the English language. Groups B and C sessions were delivered completely in Mandarin, with training materials translated into Simplified Chinese.

Six ClarkMorgan consultants and trainers were involved in the entire development and delivery of the program which is scheduled from 2015 to 2017.

RESULTS

Group A, which run throughout 2015, was a huge success, and consequently Group B began in 2016. Feedback from trainees included:

“The content was extremely practical and I am teaching it to my team now.” – Bowie Jia, Engineering Manager.

“The communication skills that were taught were very clear.” – Aimee Zhao, Quality Manager.

“The conflict solution was the best part of the training.” – Jolie Li, Logistics Supervisor.

“Communication skills were great.” – Todd Shao, Finance Manager.

SOME OF THE MODULES TAUGHT ACROSS 14 DAYS

Session 1 : Leadership Fundamentals

- Benchmarking Yourself Against Global Leaders
- Improving Fast with Structured Feedback
- How to be Assertive
- Creating Deeper Self-Awareness
- Motivating Your Staff
- The Art of Motivation
- Creating a Well Balanced Team – Belbin Team Roles
- Identifying Skillsets

Session 2: Communication is Key

- The NLP Communication Model
- Choosing the Right Form of Communication
- Structuring Your Business Writing with PDA
- Pro-Actively Presenting Solutions – PCESC
- Direct vs. Indirect Language
- Presenting Information in a Persuasive Manner
- Key Message
- Advanced Listening

Session 3: Operational Excellence

- Project Origination
- Project Initiation
- Project Planning
- Project Execution
- Project Closeout
- Planning Your Process Improvement
- Analysing Your Problematic Process
- Redesigning the Process
- Acquiring Process Resources
- Implementing the Redesigned Process

Session 4: Developing Strategy

- SWOT Analysis
- Customer Feedback
- PESTLE
- Competitor Analysis
- Five Forces
- Porter’s Curve
- Ansoff Matrix
- Weighted Analysis
- Aligning Your Team’s Skills to Change
- The Change Curve
- Five Resistors to Change

CONTACT INFORMATION

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