

Case example: 'Training courses for integrating locations'

Case example 1:

Sustainable training program for integrating different locations: Ball Packaging Europe

In 2003 the American can producer Ball Packaging, world market-leader, bought the traditional German company Schmalbach Lubeca with production facilities in Germany, the United Kingdom, France, the Netherlands, Poland and Serbia. In the integration process of the different locations, a close collaboration across cultural borders became a priority: an innovative and profitable European organization was to replace the lax collaboration among relatively autonomous subsidiaries.

Different management cultures, common values

Dr Hans-Jörg Keller has been supporting this process since 2005. He conducted his first workshops with board members and directors. Focal points were the integration process of different management cultures, a common orientation on corporate values, communication between the different locations, and planning and implementing international projects.

Two different training courses for managers and employees

For managers and employees he designed two training programs. The focus of the 'Intercultural Awareness Training' is to create awareness of the impact of culture on international co-operation. After having attended this basic course, participants can develop their intercultural communication skills in exercises on presentations, difficult conversations, negotiations and conflict resolving in the 'Intercultural Skill Training'.

Important elements of the integration process

In addition, Dr Hans-Jörg Keller regularly runs workshops with international teams from sales, service, IT-consulting, finance, research, supply chain or production on specific topics. In total, 30 executives, 60 leaders in middle management and 300 employees and specialists have attended these training sessions. They have become an important element in the integration process of Ball Packaging Europe.

The CEO's appreciation:

"The training courses are an excellent way to get an understanding of the impact culture has on values, behaviour, communication, leadership responsibility and management style. They are an outstanding exercise that should be mandatory for every manager from a certain level."

(Gerrit Heske, CEO Ball Packaging Europe)

Please ask for more information via e-mail: office@keller-leadership.com