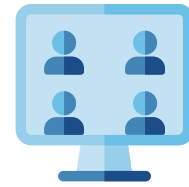


# Driving strategy execution virtually



Tetra Pak, a global food packaging and processing company, with many long-tenured leaders, recognized that the mindsets enabling past success would not necessarily sustain it. Thus, Tetra Pak's leaders set a goal: to become a packaging company of the future. To do so, they implemented a new business strategy that would increase its focus on sustainability, quality, innovation, and customer centricity.

To bring this vision to life, Tetra Pak's leaders identified the behaviors necessary to drive new directives, then partnered with BTS to develop its leaders. Together, Tetra Pak and BTS designed an initiative that would reach 2,000 mid-level leaders – a diverse group spanning all functions – just below the company's top 150 executives. Due to their far-reaching influence over the Tetra Pak's more junior employees, these mid-level leaders were crucial to implementing a new future-focused strategy.

## Driving the strategy with mid-level leaders

Despite being fundamental to Tetra Pak's future, the critical behavior changes would not be easy to implement. The leadership team needed to shift from focusing on past successes to anticipating the needs of the future.

To accelerate the mid-level leaders' mindset shifts, BTS and Tetra Pak's co-created an immersive six-month journey with three key phases. As a result of COVID-19, the program would be delivered in a fully virtual environment.

## A six-month journey to drive behavior change

In the first phase, participating leaders used BTS's Leadership Signature solution to explore **personal leadership motivations**, imagining the company's collapse and formulating reasons for its failure. This activity helped build the case for change. After developing this understanding, participants identified their own personal strengths and leadership motivations, focusing specifically on how they could support Tetra Pak's new purpose and strategy.

The second phase of the journey focused on leading others. Participants worked to develop a "Multipliers" mindset, or the ability to get the most out of one's team by amplifying individual intelligence – a concept developed by Liz Wiseman in her book of the same title.

The final phase of the journey was devoted to leading the business. Leaders experienced a customized business simulation which allowed them to practice the new behaviors in a risk-free, dynamic, and challenging team environment. During the simulation, leaders formed teams and assumed the most senior leadership roles in the company, competing to deliver the best results

**"COVID required us to work closely with the client to reassess and redirect early on in the development"**

over multiple rounds. This forced leaders to weigh the tradeoffs inherent to the strategy and make consequential decisions, overall improving their understanding of what it takes to turn strategy into action.

Due to COVID-19, the program was delivered in an entirely virtual environment, featuring LinkedIn Learning courses and Go-Do activities hosted on Tetra Pak's internal platform. Go-Do's are predesigned actions or experiments that would enable participants to act on their learnings, incorporating them from the journey into their workflow.

## The impact

The Evolve Program has catalyzed substantial change throughout Tetra Pak. Exposing 2,000 influential leaders to the same experience disrupted old mindsets, allowing them to explore new capabilities and ways of working. All this has created momentum, and Tetra Pak's culture has clearly started to shift:

- **98%** of participants have applied their learnings back on the job
- **60%** of leaders have seen tangible business impact following their participation

## Client impact

- "The amount of honesty... in sharing with each other was amazing. [I] learned things about myself and others that I will reflect on now and in the future."
- "Shaping my [my own leadership style] was a great journey, sharpening my views of myself and [teaching me] how to use my strength best in leading my team."
- "[I gained] a **shared mindset** among leaders that have gone through the program and a new network of colleagues to reach out to and share, encourage, and challenge each other."
- "We can appreciate the challenges faced by [senior leadership], especially during the business simulation session... It is even more important that once you **commit** to a decision, then fully support it at all levels."
- "[I learned] to see things with an **end-to-to-end perspective** and focus upon cost and efficiency, [and] most importantly, to add customer value."
- "We can appreciate the challenges faced by GLT, especially during the business simulation session... It is even more important that, once you commit to a decision, [to] fully support it at all levels."
- "More smiling faces."

## Testimonial

“ Evolve [was an] eye-opening experience that allowed me to focus on what's important and what my strengths are, [as well as identify] key levers that would allow me to inspire and motivate others. The bonding between the team was so strong; it was a year and a half [throughout which] we met every 2-3 months.

The program is an eye-opener, revealing that "I can do things at my level, without waiting for the company. What can I do within my department, my team, etc." Evolve drives people to do things themselves without waiting for guidance from the organization.

– *Elena Girardo,*

*Tetra Pak's Global Head of Talent and DEI*

