



Speedy

L&D initiative to enhance productivity for white-collar workers
2022, Robbert Flypo



PAULIG
Exploring Great Taste



Paulig in a nutshell

145 years of valued and loved brands

We are an international, family-owned food and beverage company, offering sustainable taste experiences.

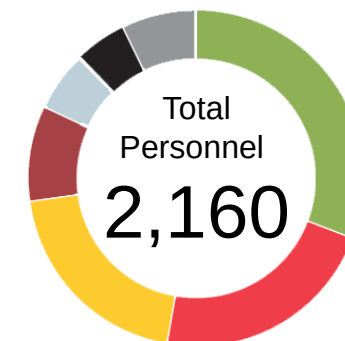
TOTAL
REVENUE

920

Million Euros

OPERATING
PROFIT

9.6%



31% Belgium
22% Sweden
20% Finland
9% Russia
6% Estonia
5% UK
7% Others

In today's Paulig family company we have over 2,000 members – for all of us to sit and have dinner together we would need **a table almost 1 km long** and the conversation would happen in **several different languages.**

Learning & Development in BE

Hi, I'm Robbert Flypo, senior L&D specialist in Paulig. (robbert.flypo@paulig.com ; 0470 99 24 41)

I am responsible for local L&D projects together with a team of 2 Training Coordinators as well as the international L&D policies regarding on-the-job training in all Paulig production sites.

” Let's never stop learning.



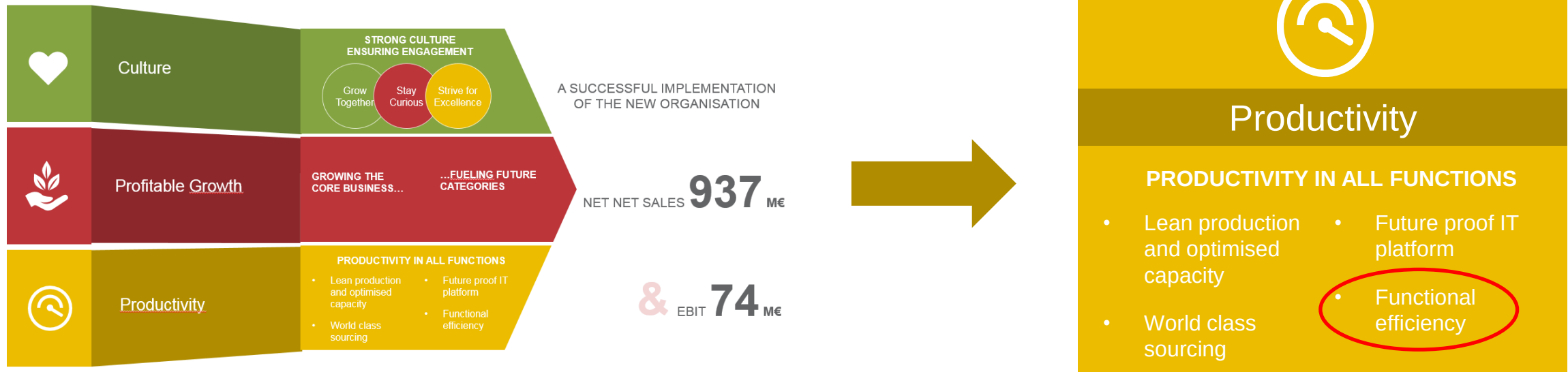
Paulig BE, locally known as 'Poco Loco', is situated in Roeselare (West-Flanders) and has +/- 750 employees



Alignment with Paulig Strategy

‘Speedy’ is a L&D-program that aims at enhancing productivity of white-collar workers by increasing personal efficiency

Growth and profitability targets for 2019



*“Create efficiencies to enable growth”**

*“Build our performance culture and drive productivity”**

*“Focus resources in fewer, bigger and bolder opportunities from a total Paulig perspective”**



SCOPE

- Initiative focuses on:
 - All White Collars from all functions:
from Production Managers to
Finance Directors
 - Employed in BE
 - Total: 170 people

If proven successful, the program can be expanded to all white collars of Paulig





Origin of the program



TellUs 2017

= Paulig Satisfaction Survey

Results

In Belgium a lot of respondents indicated they felt stress. This was conform the benchmark of other companies in Belgium, but nevertheless still important to tackle



Project Chill-i (2018)

Local initiative @ Paulig BE

Through workshops within the organisation we aimed at:

- 1) Identify Stressors
- 2) Deal with them

Many concrete actions came out. One of the actions was the organisation of a "Time Management Training" (within Supply Chain and HR)



Time Management Courses

Local initiative @ Paulig BE in Q1 2019 for departments that specifically asked for Time Management Training:

Feedback:

High overall evaluation by the participants
However, important footnote: impact of others on your planning/time management. Need for rules fixed by the organisation that are known and practiced by all.



Speedy

Seeks to develop productivity/efficiency of white collar workers

Starting from a detailed quantitative and qualitative need analysis

Shaped in a 2-year holistic program

= Fewer, Bigger, and Bolder



First Step = Need analysis

- Online Forms
- 3 Theme's – each 10 statements
 - What are our biggest productivity pitfalls?
- 75% Response rate



See Appendix: "Survey Analysis"

For more in-depth and complete information



Need analysis methodology

Tool: online multiple choice survey ([Google Forms](#))

Questions derived from research on most common enablers for personal efficiency

- CHOICE: Determination of themes

“What are according to you our biggest productivity pitfalls? In other words, what often goes wrong and most improve?”

- PRIORITY: Determination of the most important pitfalls

“Pick the 5 topics that you deem most worthwhile/important to tackle. Which 5 topics can prevent the most loss of time when done correctly?”

See Appendix: “Survey Analysis”

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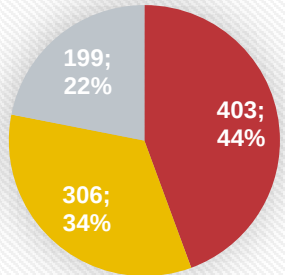
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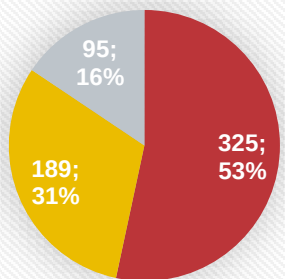
Survey Results

Share Themes without priority



■ MAILING CULTURE
■ TASKS
■ EFFICIENT MEETINGS

Share Themes with priority



■ MAILING CULTURE
■ TASKS
■ EFFICIENT MEETINGS

Overview		Choice	Priority	Change
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Targeted Conclusion

In descending priority:

- Mailing culture:** biggest pitfall
 - Remove technical bottlenecks
 - Train 'electronic communication skills'
 - Establish and reinforce clear rules around electronic communication
- Tasks:**
 - Focus on quick wins, tips and tricks
 - How to remain focused
 - How to set realistic deadlines
 - How to make deadlines
- Efficient meetings:**
 - Establishing clear rules on:
 - What needs to be accomplished after a meeting
 - How will we follow up on meetings?
 - How do we start on time?

See Appendix: "Survey Analysis"
For a more in-depth and complete study



Speedy – Learning Journey

1



Mail Culture

- Remove technical bottlenecks
- Establish and reinforce clear rules for electronic communication

2



Time & Task Management

- Tips & Tricks to use our time more effectively
- Emphasize on 'focus' time

3



Efficient meetings

- Define best practices for (online) meetings



Speedy – Learning Journey



Mail Culture



FEBRUARY TO JUNE 2021

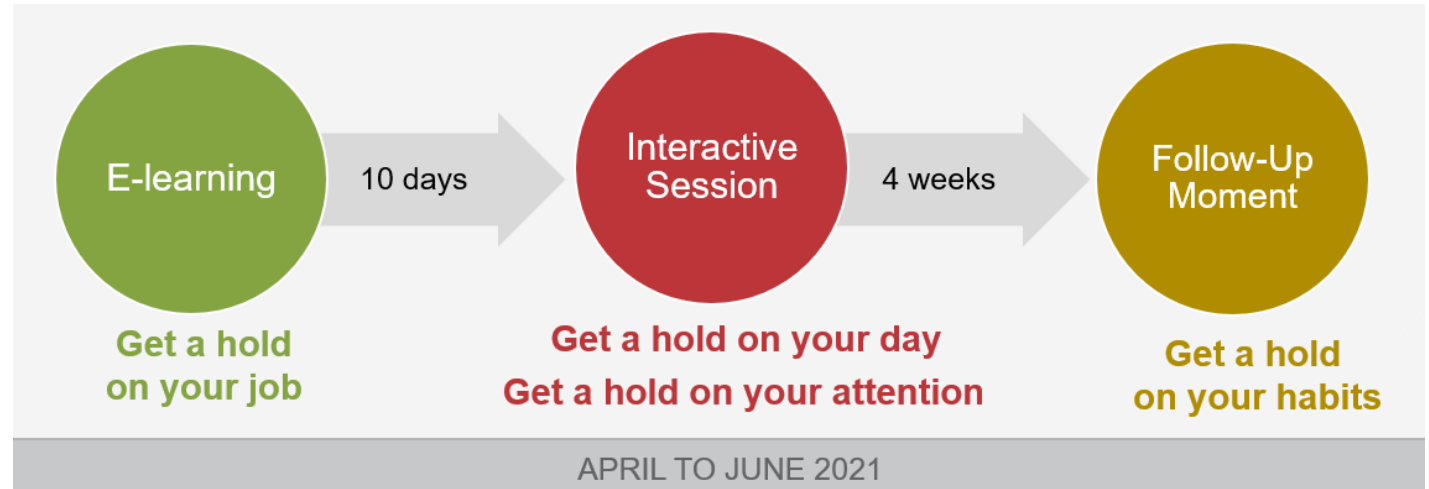


Speedy – Learning Journey

2



Time & Task Management



3



Efficient Meetings





Our agreed guidelines

PAULIG BE

MAIL GUIDELINES

1. Call or talk about complex matters, don't mail
2. Do not expect an answer the same day you sent a mail
3. Start your mail with the core question/message. Keep it short.
4. Only use CC when it is asked or adds value.
5. Mail to share information. Never to discuss, argue or convey emotions.

PAULIG BE

MEETING GUIDELINES

1. Plan shorter meetings of 20, 45/50 minutes instead of multitudes of 30 minutes.
2. Include the following in invites of larger and more complex meetings:
 - I. Goals to be achieved
 - II. Schedule
 - III. Participants: mandatory & optional
3. Respond to meeting invites (by choosing 'Accept' / 'Decline' and avoiding 'Tentative')
4. Make decisions and assign someone to keep timing and drive decisions if needed
5. Keep notes and make an action plan with timings and responsibilities (preferably on a common platform)



Keys to success

Detailed Need Analysis



We knew exactly what our people wanted/needed.

Large Scope



Holistic 2-year program for all white collars

Easy & Practical



Can be used instantly, by everyone

Focus on Long Term



Focus on consolidations & knowledge retention



Results & Future

Feedback

- Very positive:
 - “Finally, someone explains Outlook to me”
 - “The tips are sometimes so easy, but I needed a kick in the but to implement them”
 - “Because everyone has received the same training, we could really change things across departments”
- Return of Investment:
 - Every little change that wins you 5 minutes per day, * 5 days/week * 40 work weeks = huge gain in time
 - Possibility for open discussion regarding frustrations around mail culture, time & task management leads to less frustration
 - Training = higher engagement for employees
 - The E-scan benchmark after Speedy 1 – Mail culture shows that, compared to other companies in BE, our mail culture is better than average

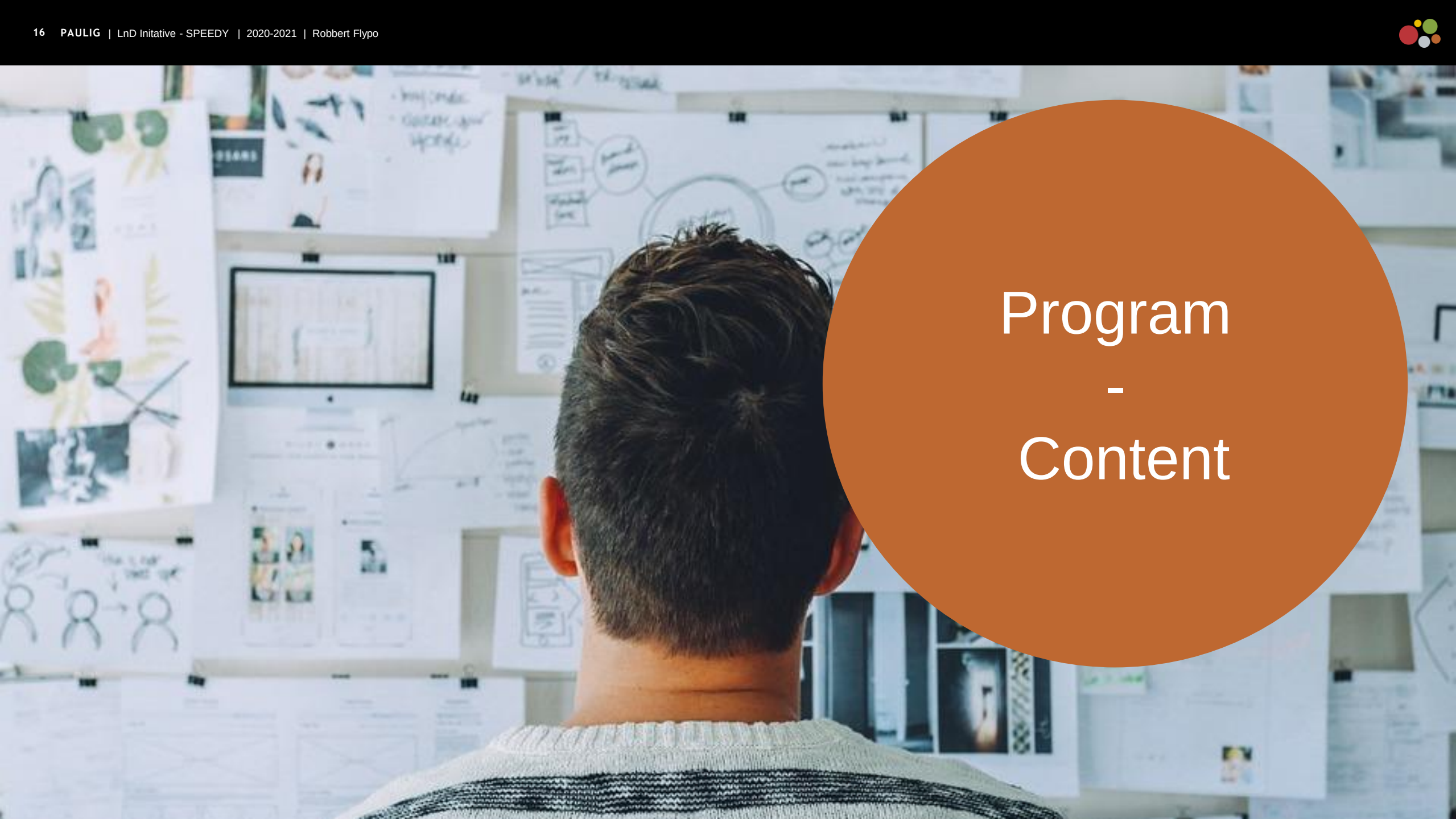
Learnings

- Online Format due to covid:
 - Some parts a huge success (outlook workshops of 1 hour), others would have been stronger in person (e.g. corporate theatre)

Future

- Program was approved as a pilot in Belgium
- We have had continuous updates with stakeholders in other countries updating them

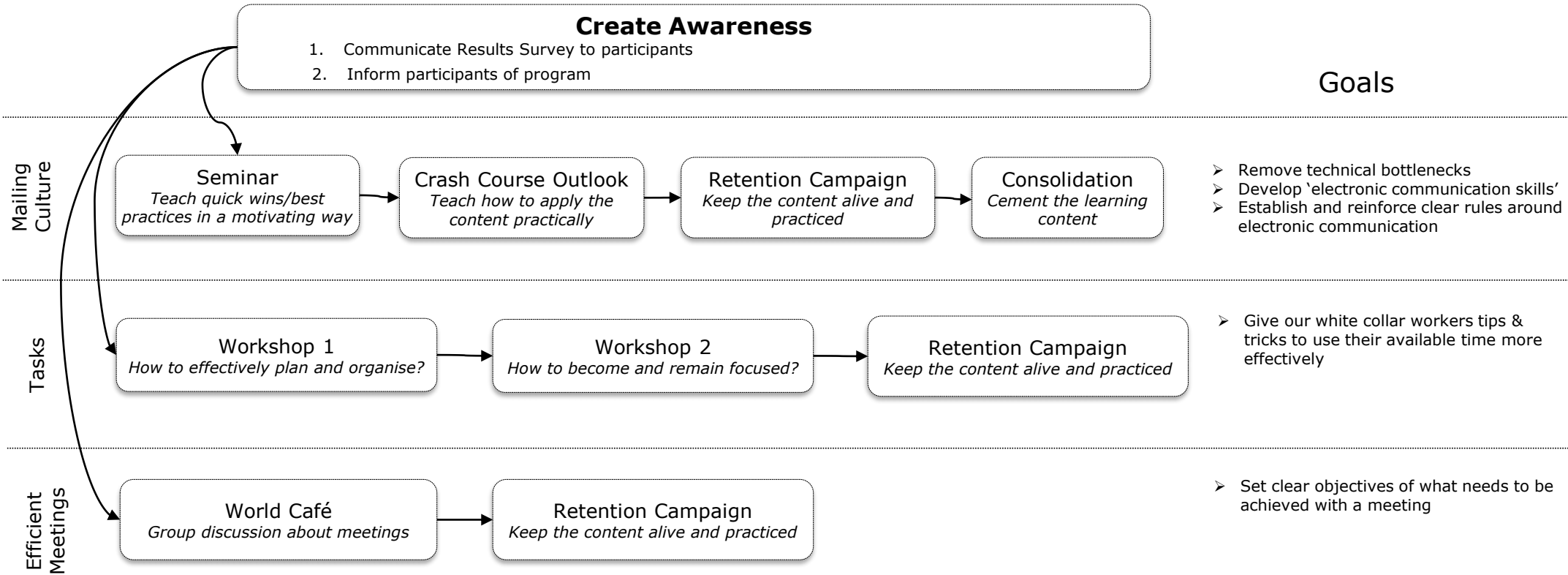
→ There is a possibility we'll launch the program Paulig-wide



Program - Content

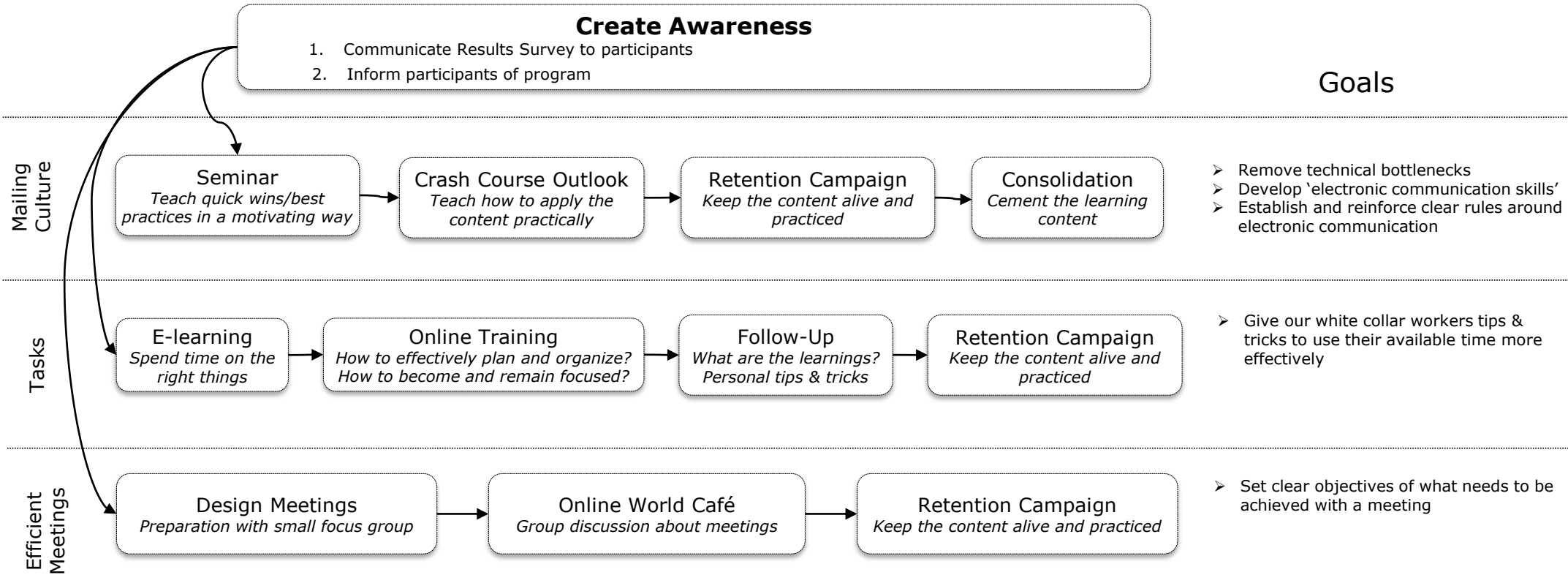


Program (pre-covid)





Program

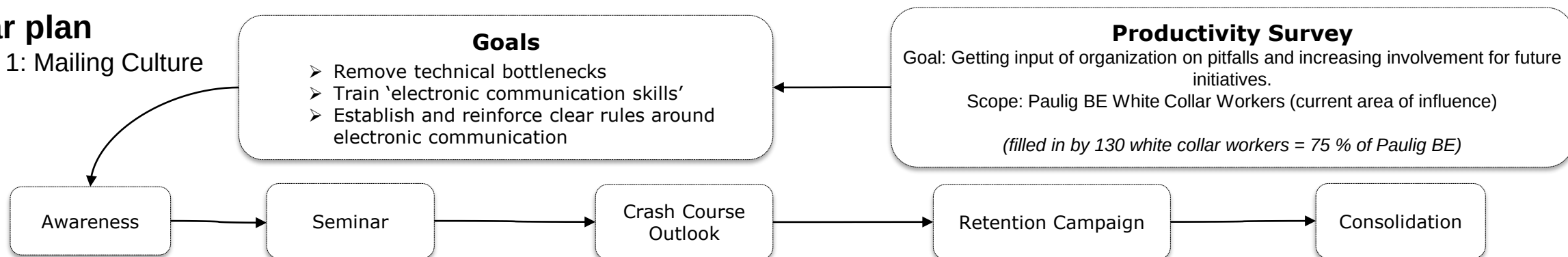




2-year plan

Theme 1: Mailing Culture

Phases



Content

Create Awareness

1. Communicate Results Survey to participants
- Create awareness of pitfalls and challenges to overcome
2. Inform participants of program
- Create awareness of what is expected of them and the practical organisation

Teach Quick Wins/Best Practices in a motivating way

- Limit the times you open your mailbox
- Never guess the intention of a mail
- Value of a clear subject
- Value of a transparent first paragraph
- Use of bullets/numbering
- To whom do you address a mail?
- Don't send long texts by mail
- Always reread your mail
- When can you mail/call?

How can you apply the content practically?

- Outlook-training with focus on how to gain control over the means of electronic communication
 - Best practices
 - Tips & Tricks
 - Link with Tasks

Keep the content alive and practiced:

- 12 Info-mails at regular intervals
 - 1 movie: what's the theory about
 - 2 instructional video's on how to apply the theory effectively
- Content can also be shown on Stella
- OR!
- E-Learning
 - Create a mandatory E-Learning for all current and new white collars to keep the new mailing culture alive

Cement the learning content

- New survey
 - "What are the ingredients of a good mail culture?"
 - Data is analysed, compared to other companies and given back in a report
- Output analysis
 - Creation of Paulig mail guidelines
 - Posters/Flyers/...
- (Edit or create the Mail E-Learning)

Practical

SURVEY RESULTS

- Communication at noon (informal) or formal info session (~TellUs Communication)
- Give info to supervisors to pass on and discuss in debriefings/team meetings
- Stella Article (Intranet)

NEW PROGRAM

- Inform Participants of their role in the new program

CORPORATE THEATER (Klein Barnum)

- 3 Online Shows (on the same day)
- 1h10
- Max. 50 participants per group

WORKSHOP (Bruno Verhaeghe)

- 3 Online Outlook Workshops of 1h each
- Max. 20 participants per group

RETENTION CAMPAIGN (MYE Digital)

- Material provided for by MYE Digital to be spread to participants.
- Ability to check clicks and views

CONSOLIDATION (MYE Digitaal)

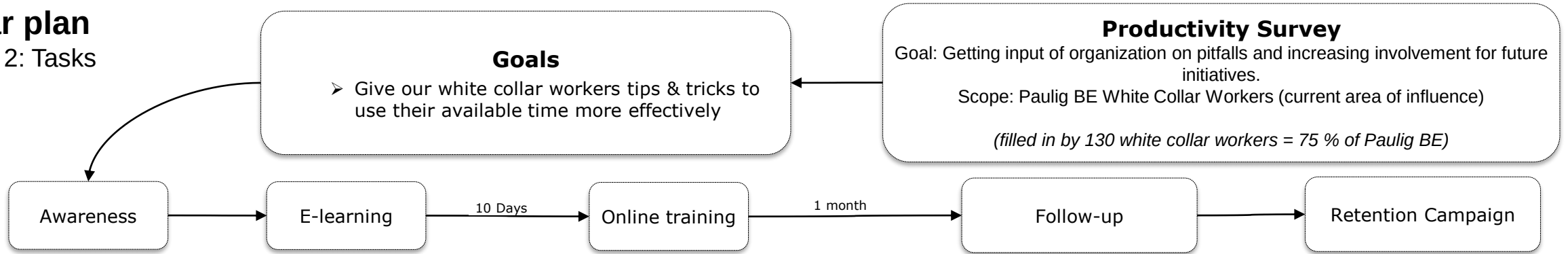
- Included in price: electronic wallpaper with guidelines, comments by specialist and proposal for e-mail guidelines



2-year plan

Theme 2: Tasks

Phases



Content

Create Awareness

1. Communicate Results Survey to participants
 - Create awareness of pitfalls and challenges to overcome
2. Inform participants of program
 - Create awareness of what is expected of them and the practical organisation

How to spend time on the right things?

- Task Monitoring
- The Eisenhower Decision Matrix (how to determine the urgency)
- How to set priorities

(Possibility for internal follow-up)

- Group discussion about Eisenhower Decision Matrix

How to effectively plan and organise?

- Avoid procrastination (*Pomodoro*, ...)
- Tools : One Note – Notes – Sticky notes - Outlook
- Assertive communication (don't follow others in problems)

How to become and remain focused?

- The story about the elephant and the rabbits (E. Geeraert – how to get the big things done and not be distracted by the small things)
- Working with attention (tips & tricks)
- From multi tasking to single tasking
- Time Robbers

Follow-up

- What went well, what were the challenges of the past month?
- Further tips & tricks
- What are your actions for the future?

Keep the content alive and practiced:

- Messages/Articles on Stella
 - Tips & Tricks, repetition of given content, ...
- Poster of content at strategic places

Practical

SURVEY RESULTS

- Communication at noon (informal) or formal info session (~TellUs Communication)
- Give info to supervisors to pass on and discuss in debriefings/team meetings
- Stella Article

NEW TRAINING PROGRAM

- Inform Participants of their role in the new training program

E-LEARNING (Amelior)

- 1 hour
- Individual
- Platform provided by Amelior

(Internal follow-up)

- Guidelines for managers send by mail

ONLINE TRAINING(Amelior)

- 2-3 hours
- Max. 20 participants per group

FOLLOW-UP

- 30 minute sessions
- Max. 7 participants per group bundled in groups of 3

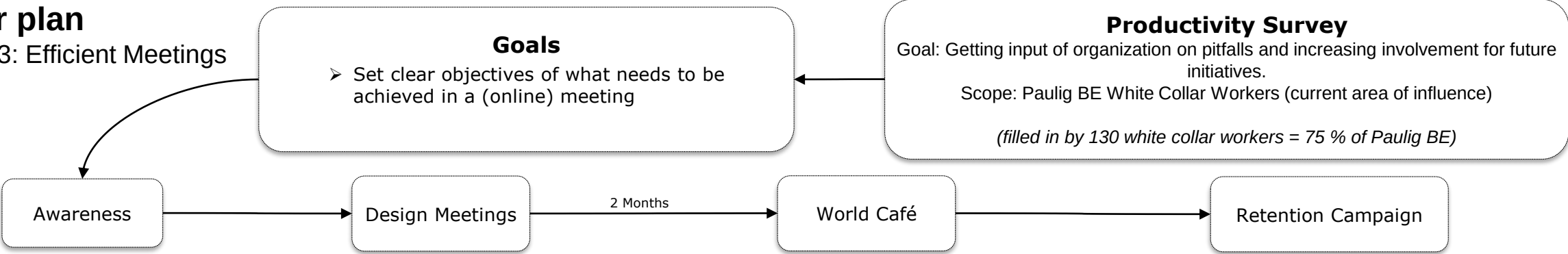
RETENTION CAMPAIGN

- Collaboration communication & LnD?



2-year plan
Theme 3: Efficient Meetings

Phases



Content

Create Awareness

- 1. Communicate Results Survey to participants
- Create awareness of pitfalls and challenges to overcome
- 2. Inform participants of program
- Create awareness of what is expected of them and the practical organisation

Preparation for World Café

- 2 one hour sessions with 2-3 internal stakeholders
- Internal Stakeholders
 - Have a lot of meetings
 - Willing to be more involved in project
 - Possible ambassadors
- Bean Machine prepares World Café based on decisions/feedback

World Café

- = Interactive dialogue setting based on group discussions
- 1. Exploration challenge: what do we do well, what needs to be improved?
- 2. Brainstorming: what are the possible solutions?
- 3. Selection of solutions and translation into concrete actions
- 4. Creative output: participants will design posters/flyers about their proposed solutions in Mural

Keep the content alive and practiced:

- Messages/Articles on Stella
 - Tips & Tricks, repetition of given content, ...
- Further professional development of posters/flyers created by the participants
- Posters/flyers in meeting rooms

Practical

SURVEY RESULTS

- Communication at noon (informal) or formal info session (~TellUs Communication)
- Give info to supervisors to pass on and discuss in debriefings/team meetings
- Stella Article

NEW PROGRAM

- Inform Participants of their role in the new program

Notice The Difference + beanmachine

- preparation (2 meetings + prep material)
- Facilitation World Café with 2 consultants
- Consolidation output and report

DISCLAIMER:

Here we only include people who attend meetings regularly (more than once a week), hence the smaller number of participants.

(see 'Survey Analysis – Efficient Meetings')



Appendix

Survey Analysis



Survey Analysis - methodology

1. Online Research

- What are the pitfalls for productivity?
- What are the keys to efficient work?
- What are the focuses of productivity training?

Distilled to **3 themes with each 10 topics**

= major risks/pitfalls

- | | | |
|----|--------------------|--|
| 1. | Mail Culture | (relevant for every white collar worker) |
| 2. | Tasks | (relevant for every white collar worker) |
| 3. | Efficient Meetings | (only relevant for those that regularly have meetings) |

2. Online survey (Google Forms)

1. Intake

- | | | |
|---------------------|--|--|
| 1. Name | | (to identify recurring trends and analyse true training needs) |
| 2. Department | | |
| 3. I have meetings: | Only during debriefings/teammeetings
approximately once a week
Multiple times a week | (they will not get the meeting topics as their input is less relevant)
(They will get the meeting topics) |

2. Select our productivity pitfalls (no restrictions on amount):

= CHOICE

"What are according to you our biggest productivity pitfalls? In other words, what often goes wrong and most improve?"

3. Select the most important pitfalls (up to 5):

= PRIORITY

"Now pick the 5 topics that you deem most worthwhile/important to tackle. Which 5 topics can prevent the most loss of time when done correctly?"

4. Software Support – Identify Training Needs

- | | | |
|---------------------------|---------------------------------|---|
| 1. Indicate use: | Never, monthly
weekly, daily | (= sporadic use)
(= intensive use) |
| 2. Indicate training need | Yes
No | (Training asked)
(No training asked) |

TRAINING REQUIRED?	Sporadic Use	Intensive Use
Training asked	MAYBE	YES
No training asked	NO	NO

DISCLAIMER:

*survey was created and spread in Dutch,
the native language of the target audience.*

3. Interpretation (Excel)



Survey Analysis – General results

Communication methods

- Survey launched and communciated on stella on 24/6/19 with deadline 28/6/19.
- Reminder mail send on 1/7/19 with second deadline 3/7/19

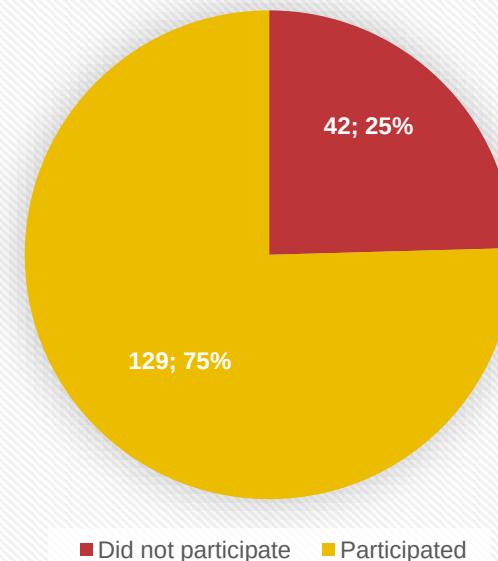
Validity Conclusion

- 75% of Paulig BE white collar workers filled in survey
- Participants spread over entire organisation in a variety of different functions
- Due to the large amount of participation, we can conclude that the results are valid for Paulig BE

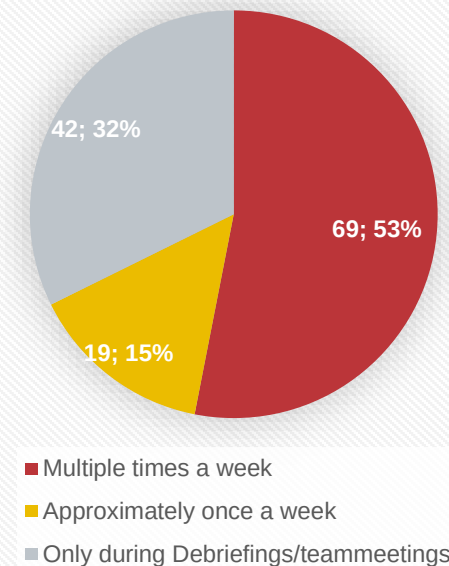
Meeting Behaviour

- 88 participants or 68% has frequent meetings.

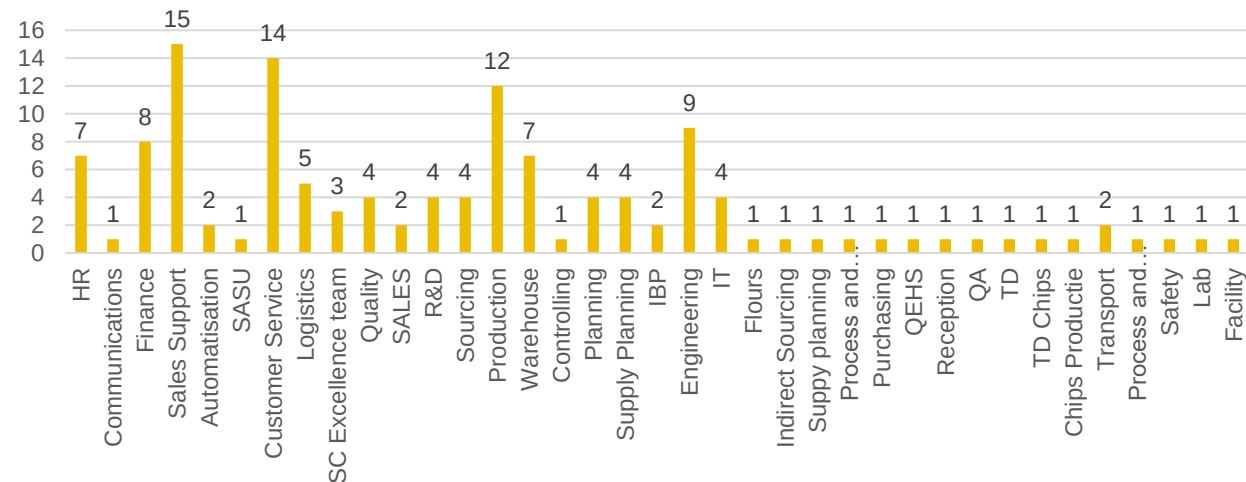
Survey Participation



Meeting Behaviour



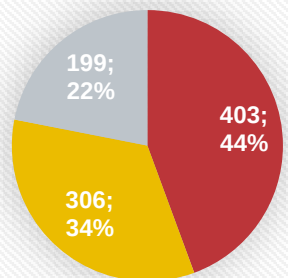
Distribution Participants





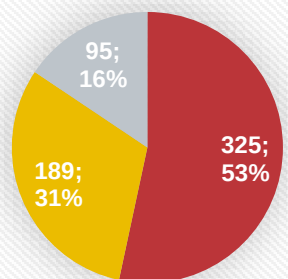
Survey Analysis – Results Productivity

Share Themes without priority



■ MAILING CULTURE
■ TASKS
■ EFFICIENT MEETINGS

Share Themes with priority



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Targeted Conclusion

In descending priority:

1. Mailing culture: biggest pitfall

- Remove technical bottlenecks
- Train 'electronic communication skills'
- Establish and reinforce clear rules around electronic communication

2. Tasks:

- Focus on quick wins, tips and tricks
 - How to remain focused
 - How to set realistic deadlines
 - How to make deadlines

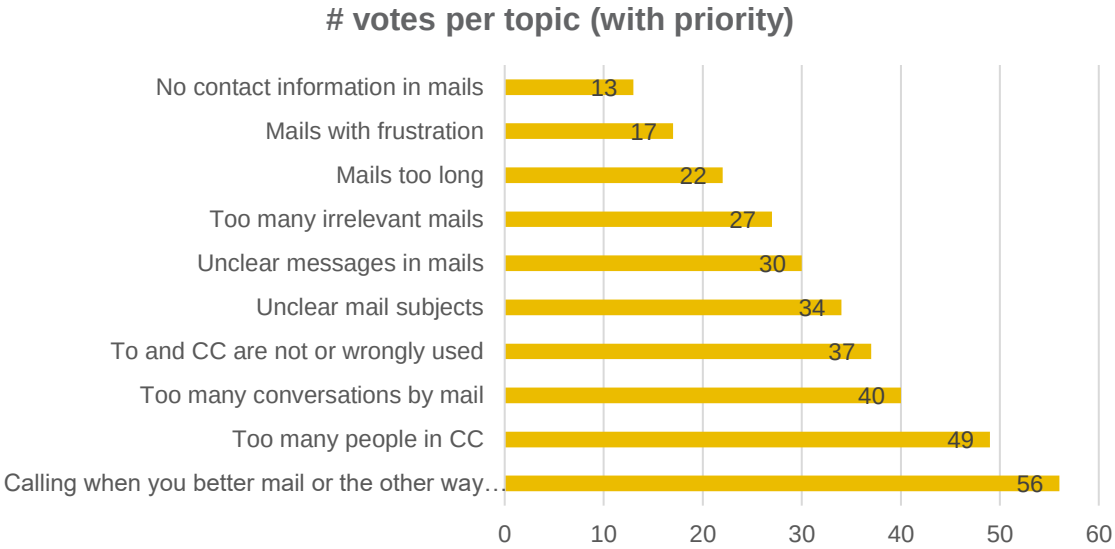
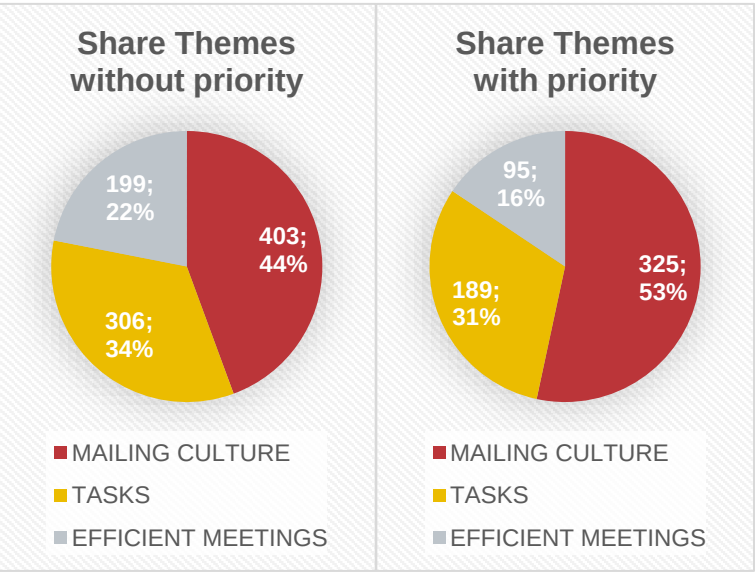
3. Efficient meetings:

- Establishing clear rules on:
 - What needs to be accomplished after a meeting
 - How will we follow up on meetings?
 - How do we start on time?



Survey Analysis – Results ‘Mailing Culture’

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Mailing Culture

TARGETED CONCLUSION

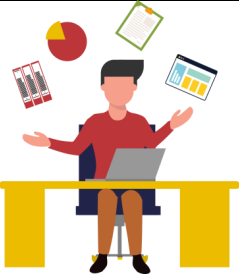
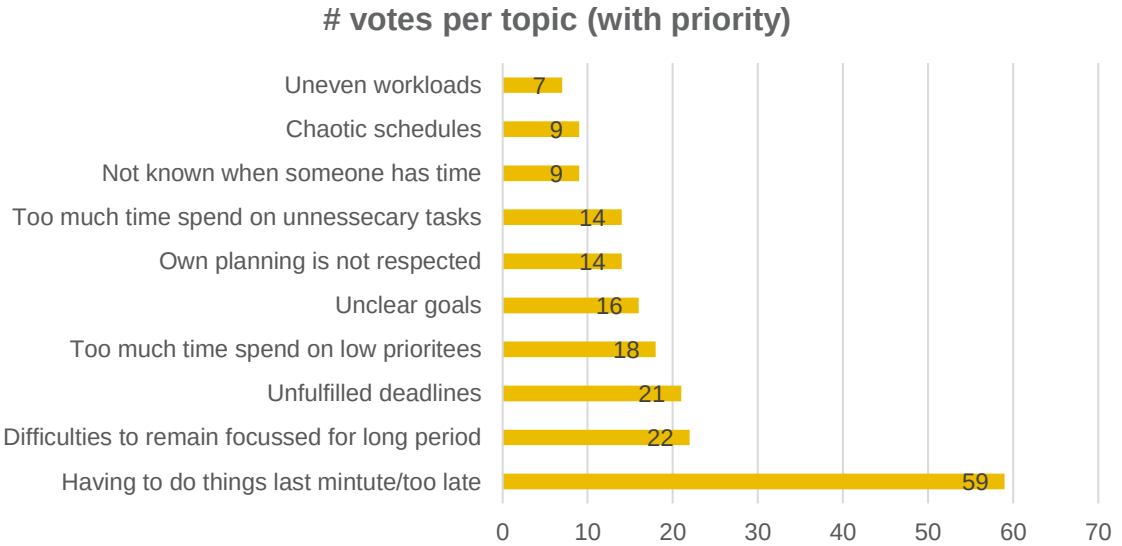
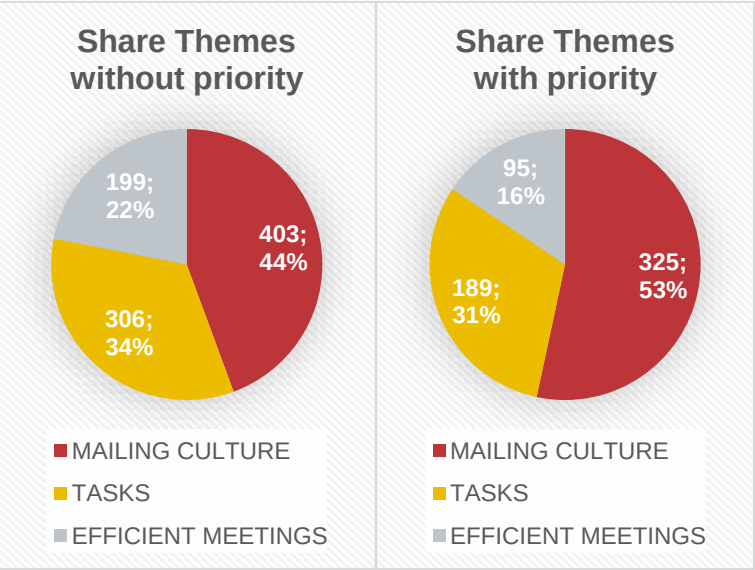
- Biggest pitfall / Productivity bottleneck
- No clear rules on what is expected of mails
 - A lot of time spend deciphering the message (subject – content)
 - Too many mails to too many people

- Conclusion:** Set-up program to change our current mail culture.
- Remove technical bottlenecks
 - Train ‘electronic communication skills’
 - Establish and reinforce clear rules around electronic communication



Survey Analysis – Results ‘Tasks’

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Tasks

TARGETED CONCLUSION

- Some difficulty in making deadlines + clear difficulty in doing things on time/beforehand
 - Realistic deadlines / Procrastination?
- Low priority tasks also take too much time
- Difficulty to become / remain focused

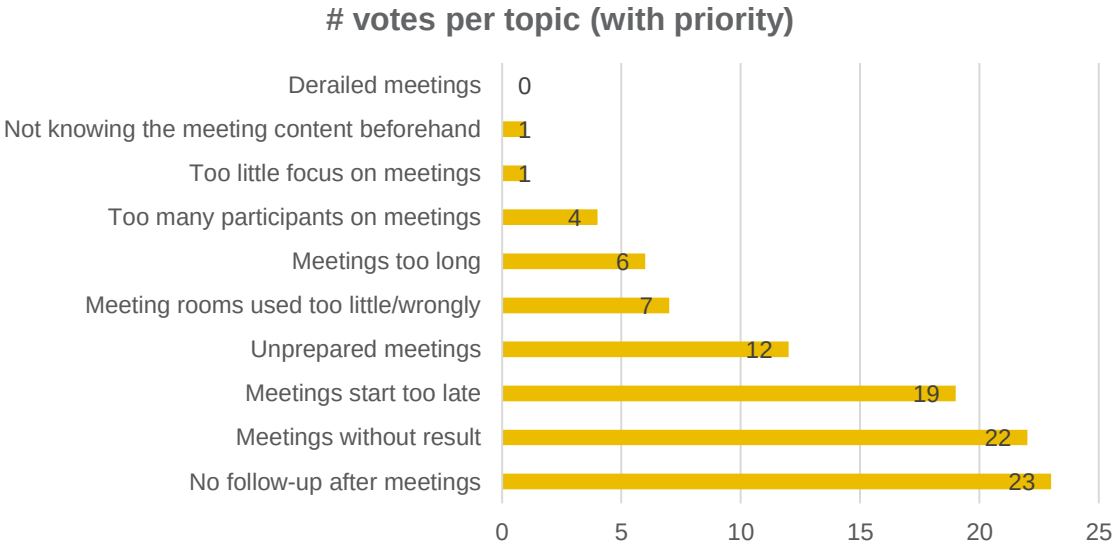
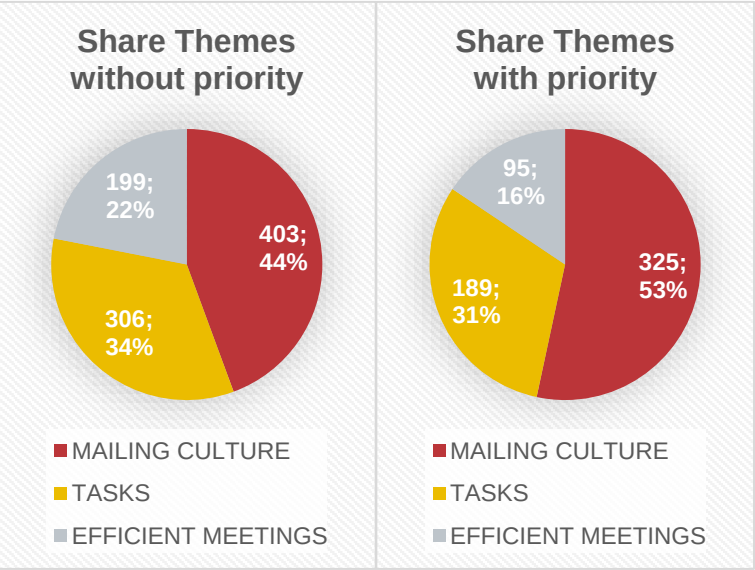
Conclusion: Give people the tools to master their schedule/deadlines

- Focus on quick wins, tips and tricks
 - How to remain focused
 - How to set realistic deadlines
 - How to make deadlines



Survey Analysis – Results ‘Efficient Meetings’

Overview		Choice	Priority	Change
Meetings too long	Efficient Meetings	15%	5%	-11%
Unprepared meetings	Efficient Meetings	18%	9%	-9%
Meetings start too late	Efficient Meetings	26%	15%	-12%
Too many participants on meetings	Efficient Meetings	8%	3%	-5%
Derailed meetings	Efficient Meetings	7%	0%	-7%
Meetings without result	Efficient Meetings	25%	17%	-8%
Meeting rooms used too little/wrongly	Efficient Meetings	11%	5%	-5%
Not knowing the meeting content beforehand	Efficient Meetings	9%	1%	-8%
No follow-up after meetings	Efficient Meetings	28%	18%	-10%
Too little focus on meetings	Efficient Meetings	5%	1%	-5%



Efficient Meetings

TARGETED CONCLUSION

Attention: 88 participants or 68% has frequent meetings and received these topics.

- Normal that these figures are lower
- Meeting organisation is well done
- important indicated shortcomings:
 - No result after meetings
 - No follow-up after meetings
 - Meetings start too late

Conclusion: Establish clear rules on:

- What needs to be accomplished after a meeting
- How will we follow up on meetings?
- How do we start on time?



Stay
curious

Strive for
Excellence

Grow
together