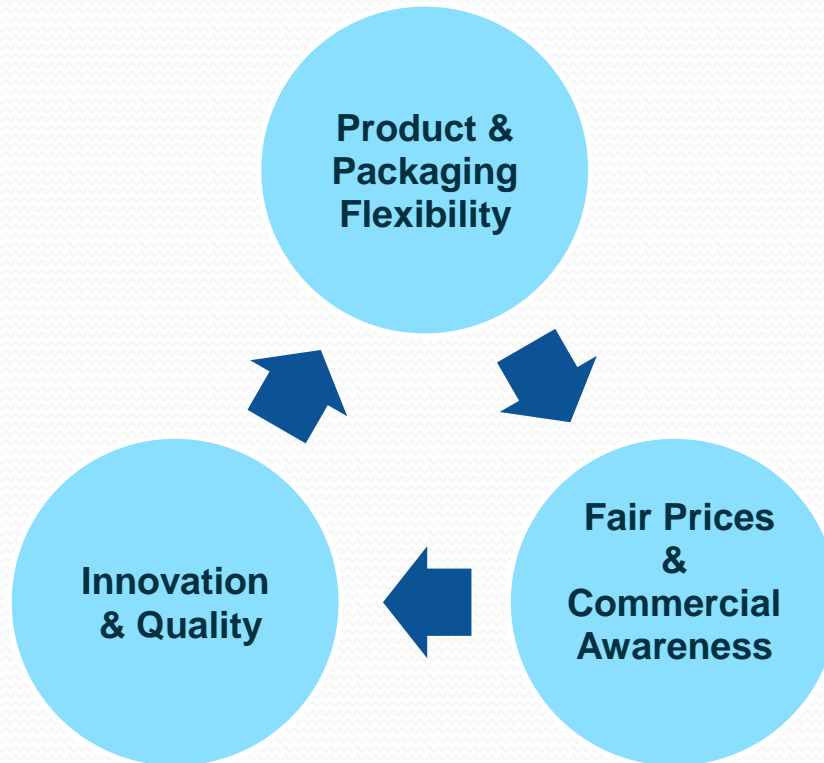


# How Behaviour Technology can impact performance

Kieran Hynes  
Glenpatrick Spring water

# company snapshot

- Glenpatrick is Ireland largest water producer with a 25% market share.
- Market leading and innovative, with a focus on the supply of brand and house brand products to the retail sector.
- Business relationships across Ireland, & UK.
- Natural Mineral Water Accreditation.
- On site NPD department and CLAS A accredited laboratory.
- BRC Grade A status.



# GLENPATRICK SPRING WATER

- Facilities
  1. Glass line (Tunnel Pasteurization)
    - Presses & Cordials
    - 330ml, 500ml & 750ml
  2. Cold fill PET Water/flavoured lines
    - Water ,Flavoured water, Energy
    - 250ml, 380ml, 500ml, 1 litre & 2 litre
  3. 1 Bulk Line 19 litre, 15 litre.
    - Capacity of 180 million units
  
- BRC Grade A Accredited with Class A microbiological lab on site.
  
- Dedicated NPD department (full recipe development capability)



**Dedicated Water & Premium Soft Drinks Plant based in the South East of Ireland.**

# Krones combi bloc production line

- Highly efficient PET line
- Range of sizes from 250 ml to 2 litre
- Multiple pack formats
- Lighter and more eco-friendly PET bottles
- Water, flavoured water and hydration drinks



# Pillars & partnerships

Infant  
Nutrition



Retail  
Partners



Brand  
Partnerships



Pharma  
Foods



# Restructuring 2013

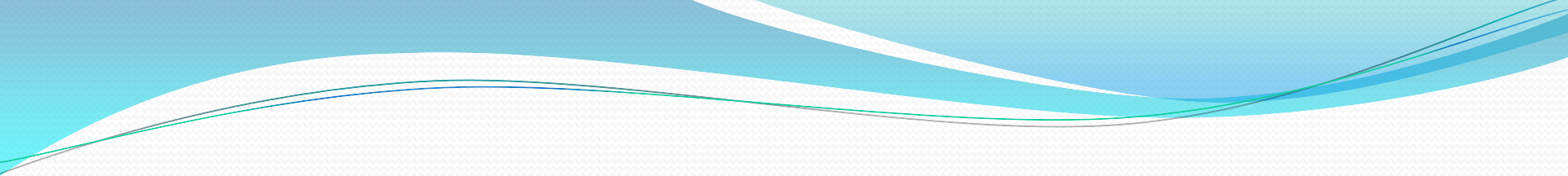
- Driven by investment/market opportunity Investment of 7 million euro in plant automation.
- Lean Manufacturing Programme
- Requirement to restructure the management and supervisory team.
- Requirement to change the culture in line with the new requirements of our business model.



## **We did a number of things:**

Created a new organisational structure.

This structure required some selective recruitment for new positions and redundancy where positions no longer fitted the needs of the organisational structure.

- 
- Change Management Journey
  - We introduced a number of tools to identify and accelerate the change management process.



# The Results Driver Questionnaire

Performance

Potential Level of Performance

Actual Level of Performance

Basic Level of Performance

Performance  
Hindering  
Behaviour

Performance  
Accelerating  
Behaviour

Performance  
Sustaining  
Behaviour



## Improving your performance

If you want to get different results you need to do some different things.

The second part of *The Results Driver Questionnaire (RDQ)* asked you what you thought was most important for top-level performance in your job.

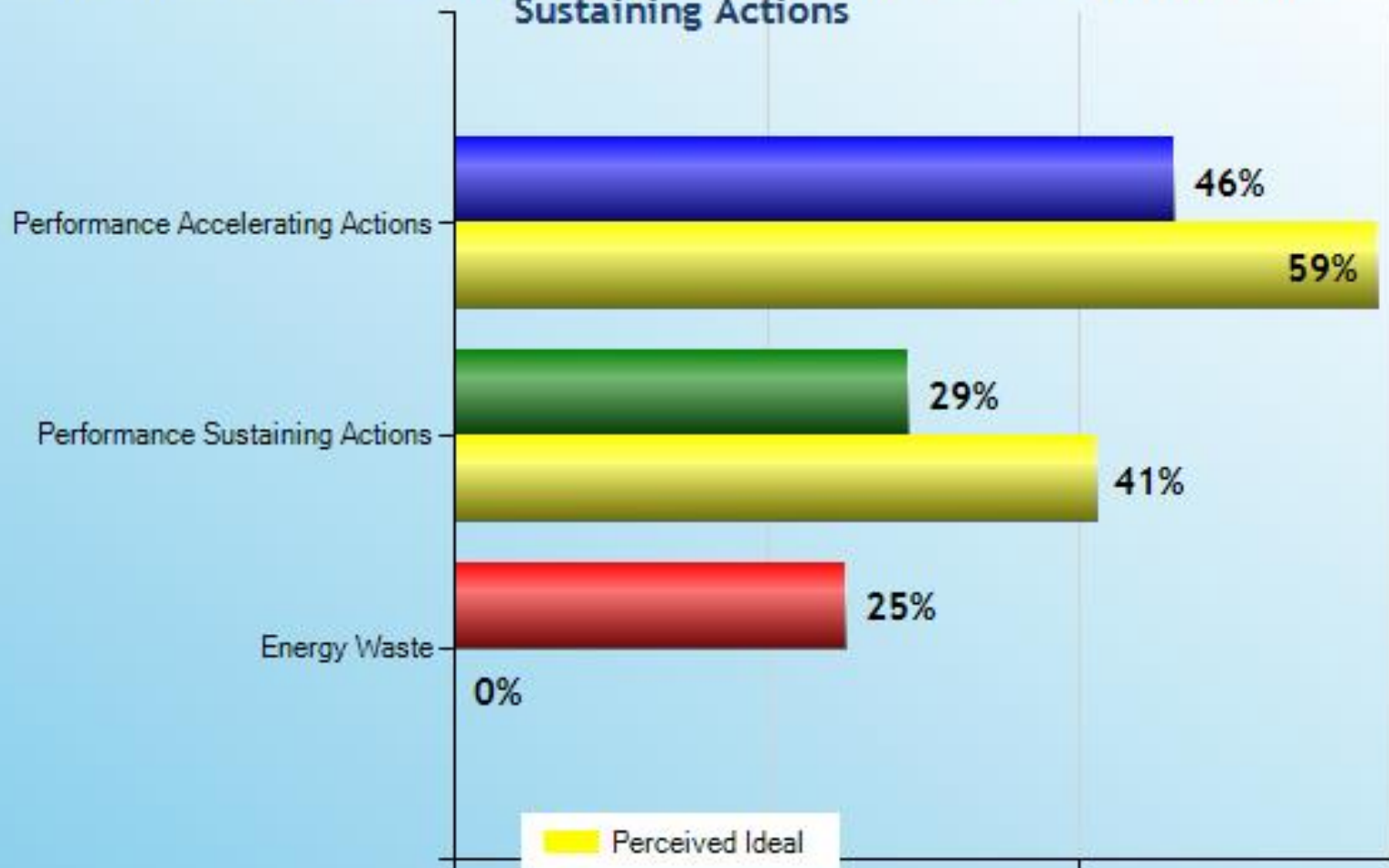
An interesting psychological fact is that you, like everyone else, actually know at the back of your mind what you should do to perform better.

The only problem is that the constant pressures at work very rarely allow people the opportunity to sit back and bring these thoughts to the front of the brain.

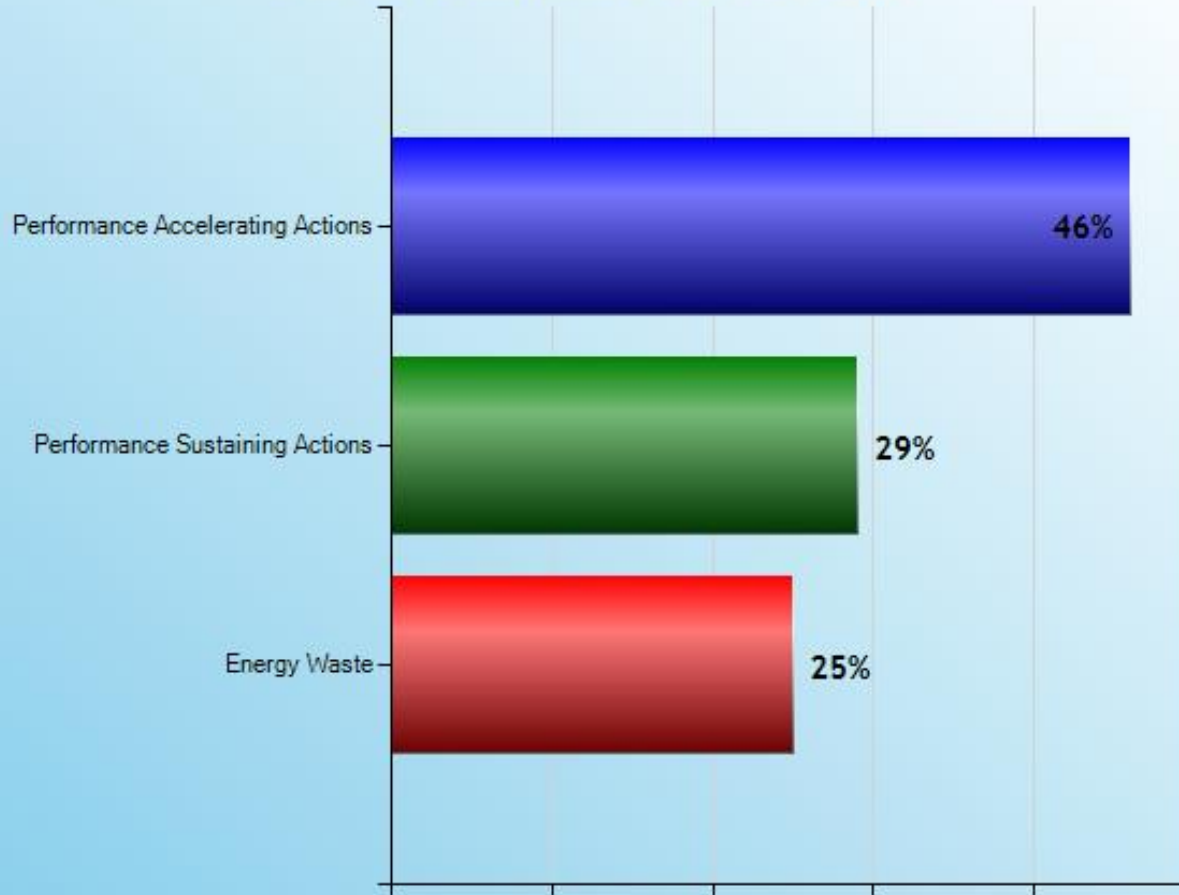
The way *The RDQ* is structured enables you to do that.

The following chart shows the general balance of performance accelerating and sustaining actions you feel is ideal for your job, as compared to your current balance.

## Current vs. Perceived Ideal Balance of Performance Accelerating and Sustaining Actions



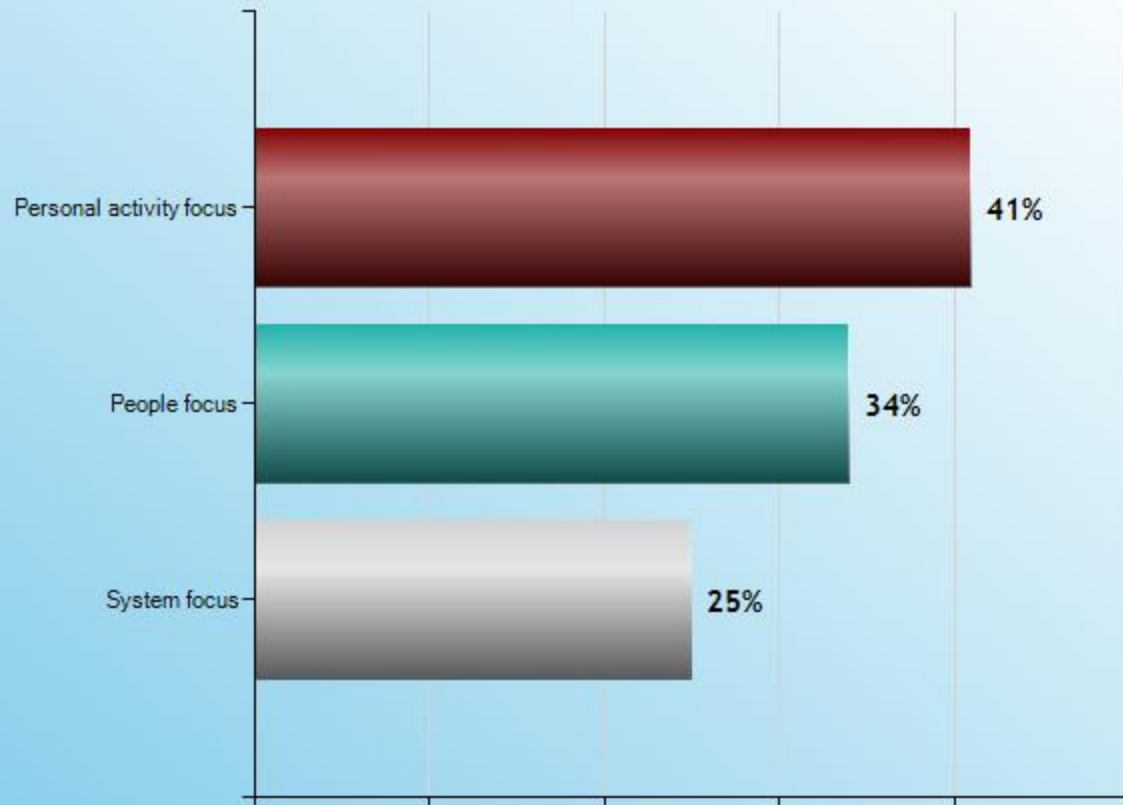
## Current Balance of Actions



**Accelerating or sustaining performance can basically be done in three ways. With:**

- **A Personal Activity focus - achieving results through personal energy, initiative, example, challenge, setting clear objectives and tracking them.**
- **A People focus - achieving results through influencing the actions of others, delegating, developing team, helping and supporting people.**
- **A System focus - achieving results through the application of systems, process, analysis, coordination and integration.**

### Current Focus on Personal Activity, People, and System

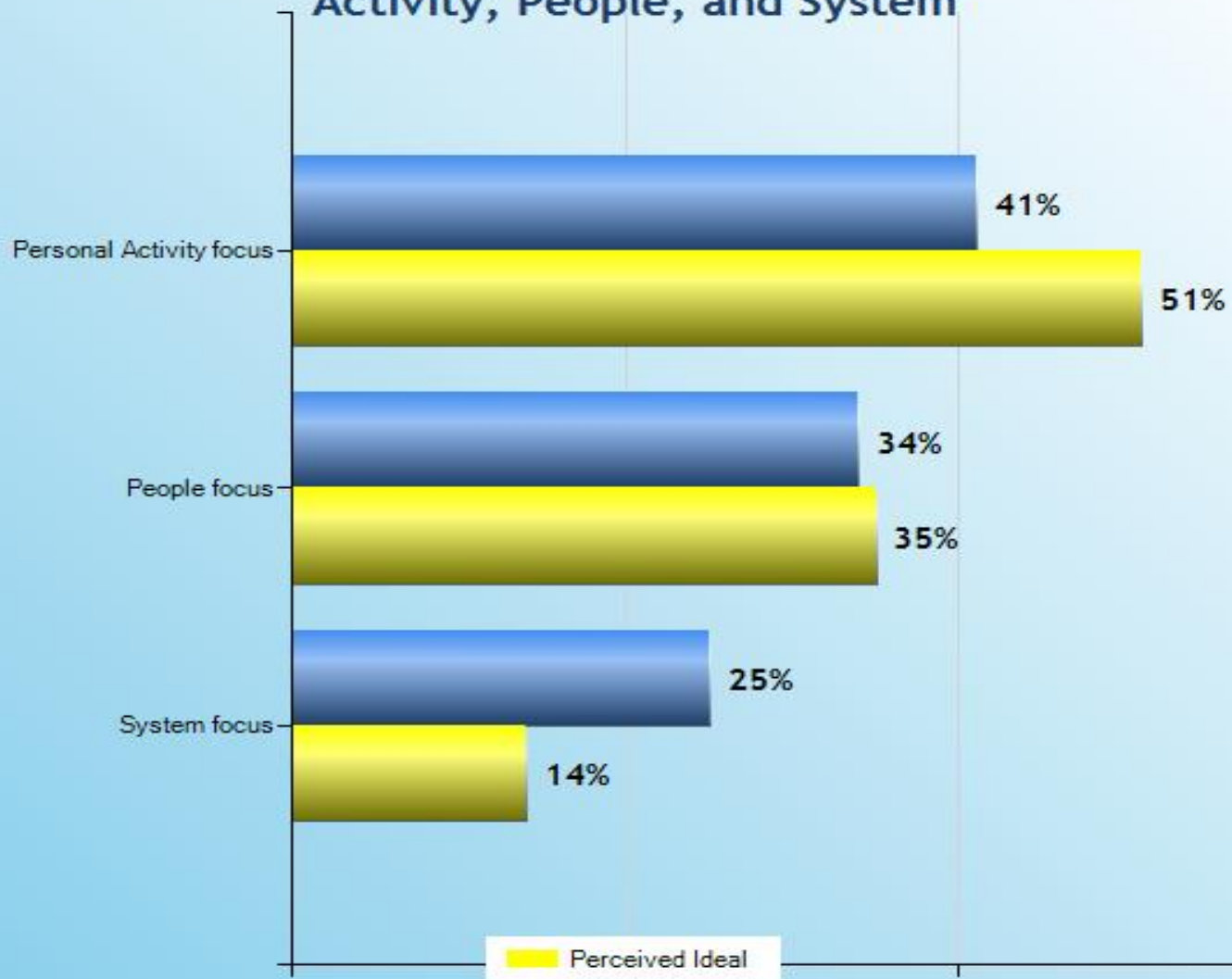




The chart below shows the relative focus on personal activity, people and system that you feel is ideal for your job, compared to your current focus.



## Current vs. Perceived Ideal focus on Personal Activity, People, and System





**Your current general approach to managing  
your job**

# How you're managing your job currently

To perform their jobs effectively, individuals focus, in varying proportions, on a combination of the following things which either :

## **Accelerate Performance**

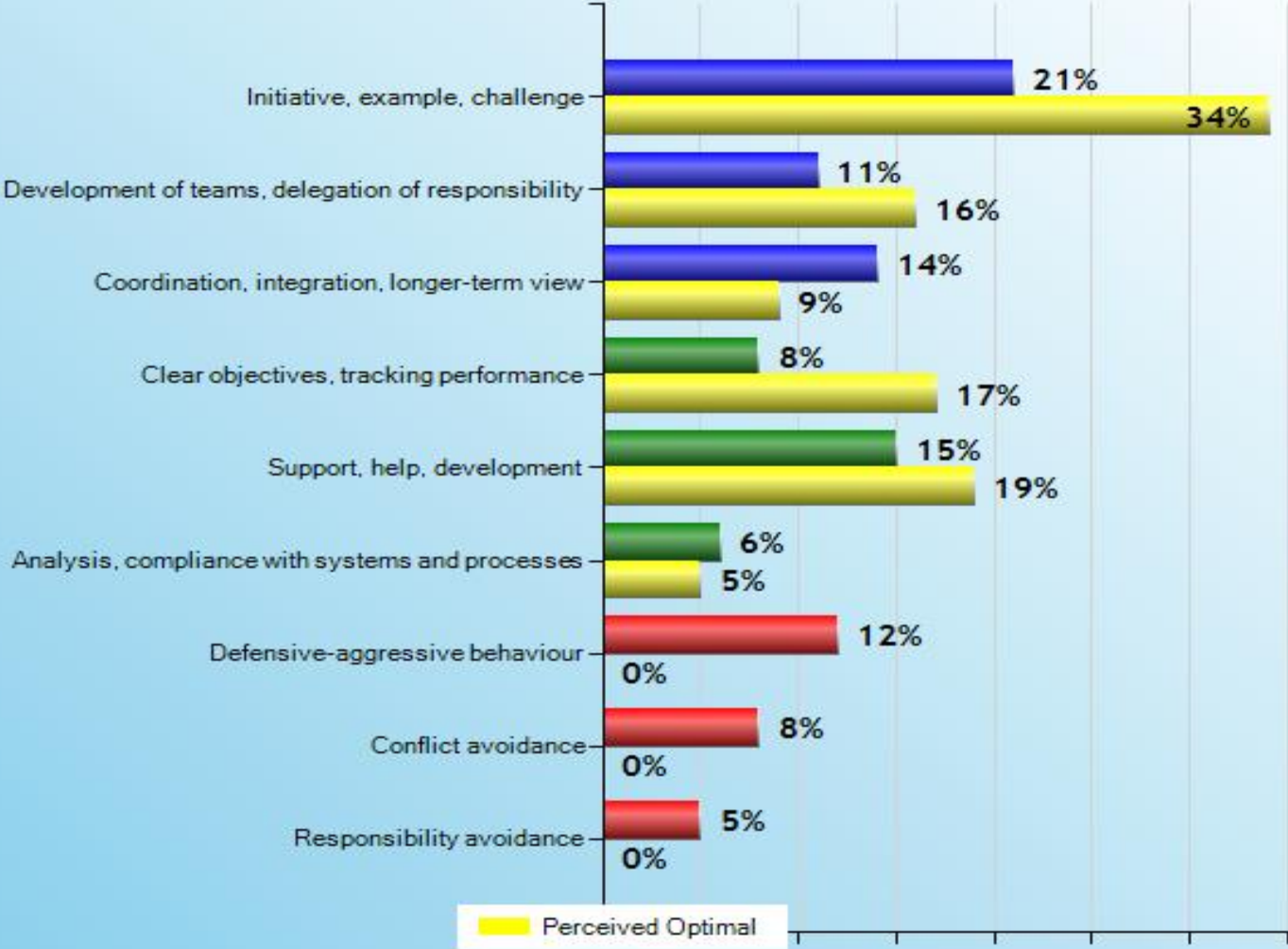
- Take initiative, set an example, and set and accept challenges
- Create and develop teams and give responsibility to people
- Coordinate and integrate the activities and outputs of people, and taking a longer-term view of the business

## or Sustain Performance

- Set clear goals and objectives and track performance against them
- Provide support for people and help them grow and develop in their jobs
- Analyze decisions and situations and ensure that systems, processes and procedures are Followed

The *Results Driver Questionnaire* identifies and measures fifty to sixty specific actions that fall into each of these general categories. If you want to see examples of these actions and capsule descriptions of the six types listed above, see Appendix A at the end of this document.

### Current Vs. Perceived Optimal Behaviour



## Finding the key to performance improvement

The technology of *The Results Driver Questionnaire* enabled you to articulate, in everyday language, what you think you can do to improve your performance in your job.

These are ***your*** ideas, not the suggestions of any outside party.

The following is a list of 20 actions that you think could help you deliver top-level performance.

It isn't a list of things you *must do*, but it's a list of things that are worthwhile considering.

You will notice that some of the actions may be printed in *italics*.

*They are things on which you are currently focusing a lot of energy and attention and were on your list of 20 most important current actions.*

But what else might also be important?

That's what the rest of the list shows you.



Review and clarify people's objectives with them

Try to achieve things that really count

Take action on things immediately

Constantly suggest ideas to increase effectiveness

*Establish clarity about objectives*

Try to create passionate commitment in people

*Insist that things are done according to accepted processes*

Make people feel part of a team

*Make sure people are treated with respect*

Make sure similar problems are dealt with the same way

Review past performance to see what can be learned from it

Show open appreciation to people for their accomplishments

Link reward to measurable objectives

Make sure jobs get finished

Regularly review how work is proceeding

Require people to commit formally to plans and objectives

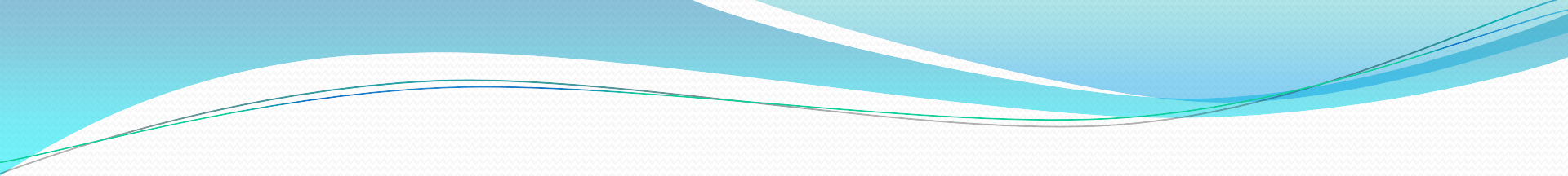
Require quality output from everyone

*Face up to and deal with demanding situations*

*Generate enthusiasm and excitement*

*Set an example by getting change started*

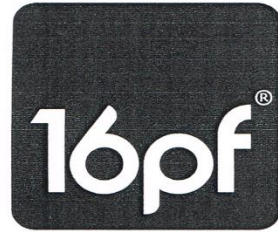




	<b>1<sup>ST</sup> Key Priority Actions</b>	<b>Date Implemented By:</b>
1.		
2.		
3.		

# Core Behaviours Reviews

	<b>Acts with Integrity</b>	<b>Leads with Vision</b>	<b>Delivers Results</b>	<b>Knows our Business</b>	<b>Builds Effective Teams</b>	<b>Listens &amp; Communicates</b>	<b>Thinks Tactically</b>	<b>Develops Others</b>
<b>General Operative/Clerical Admin</b>	Is open & honest	Is open to change	Hard working	Understands the business	Good team player	Communicates what is needed effectively	Learns new information quickly with an agile mind	Willing to learn
	Is respected by the team	Has a 'can do' attitude	Gets 'it' done	Understands the part they play	Supports others	Is patient and listens	Understands the key goals and objectives	Shares knowledge and expertise they may have willingly and openly
	Lives by core values	Uses initiative	Meets deadlines and acceptable standards	Is a good cultural fit	Understands the impact their behaviour/actions may have on other people	Shares information with others appropriately	Thinks ahead	Learns from experience and mistakes made

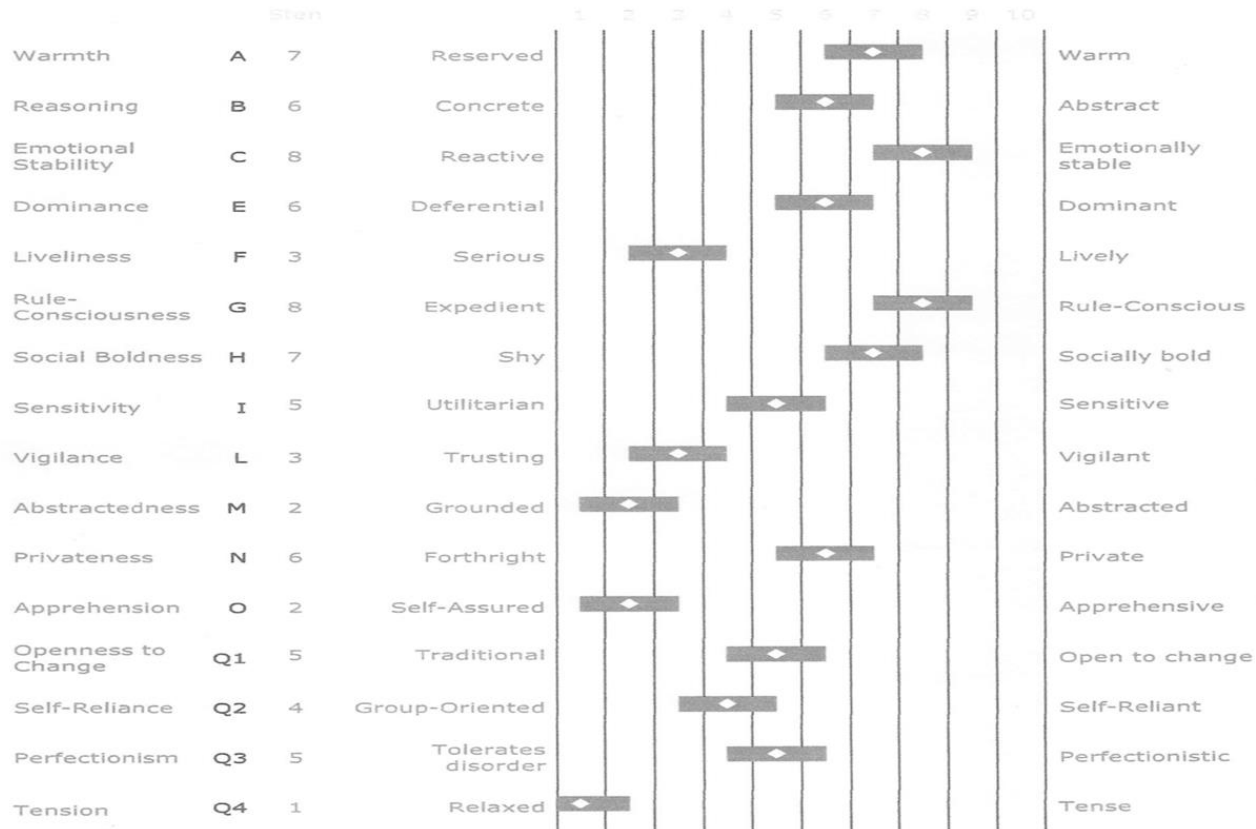


## Practitioner Report

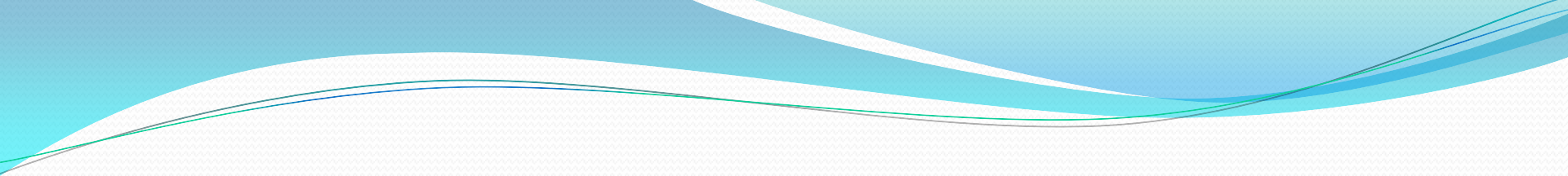
7 October 2014

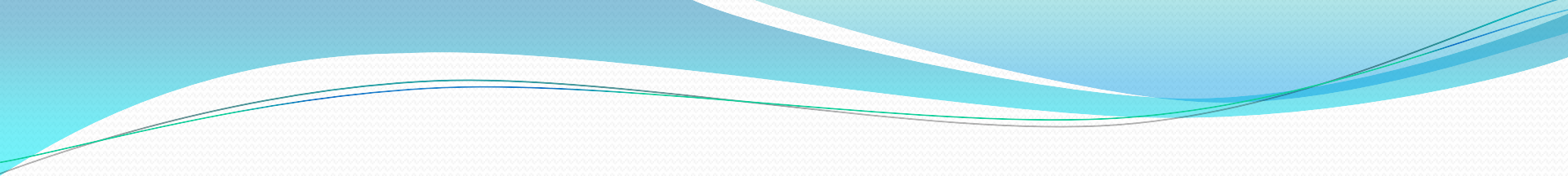
**CONFIDENTIAL**

## Primary Factors

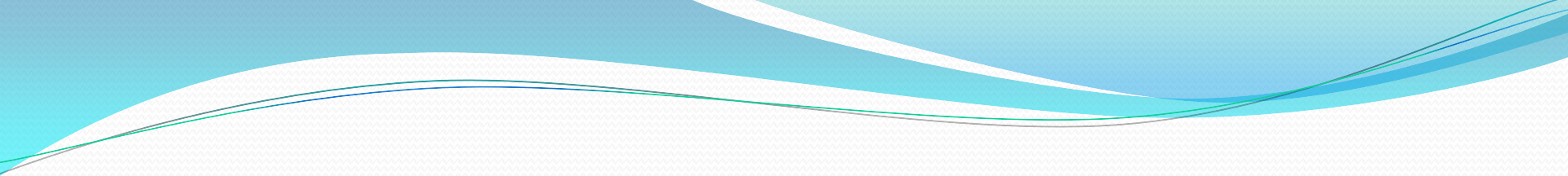


# Conclusions

- 
- In order to improve performance and initiative positive change, we have used key Behaviour technology tools to help members of the team understand their strengths and key areas of developments.

- 
- The process is driven by the individual's own inputs which is leading to excellent data for the line managers to discuss performance improvement and change processes.
  - Everyone is involved in the process so it is seen as inclusive.



- 
- Change and continuous focus on excellence and driving performance is a difficult process that can be aided and accelerated by the above powerful and engaging tools.