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**2009 Excellence in Practice Award – Performance Improvement Category**  
**Partner: Ball Metal Beverage Packaging Division (Williamsburg, VA)**  
**Program: Leading to Win!**

Ball Metal Container Operations of Williamsburg, Virginia began their partnership with Training Modernization Group, in May of 2007. The Management Team in Williamsburg recognized the need for a comprehensive intervention to prepare for the upcoming wave of retirements and resulting leader churn projected within the next five years. This approaching turnover coupled with an opportunity for improved performance from current Supervisors and Chief Maintainers generated the need for a well-developed plan to train current leaders, identify and develop future leaders, transfer knowledge to newer employees and cultivate a highly engaged workforce. The underlying hypothesis that has guided this initiative is that an aligned team with well-trained leaders will result in an engaged workforce generating improved business performance.

After a detailed analysis, the senior leadership made a long-term commitment to design, build, pilot, and rollout a system to attack these trends. Within 12-months, the plant developed a synchronized and integrated Leader Performance Improvement System consisting of: Individual Development Plans for plant leaders based upon High Performance Behaviors; implemented a Chief Maintainer Training Program; completed three rounds of Leader Coaching; deployed a Leader to Led Promise aligning the organization and explaining roles and responsibilities from the new employee to the plant manager, completely re-organized the workforce to break up dysfunctional teams and "shock" the non-performing culture; developed a Team Scorecard to communicate daily performance goals; conducted a plant-wide Value Stream Analysis prioritizing four process improvement projects to remove barriers to daily job performance; and developed a substitute leader qualification system to reduce daily disruption due to normal leader churn. Through careful, measured program management, these trends began to reverse and plant performance began to improve. Since June of 2008 the plant realized an ROI of over \$3,090,000 by increasing production by 84,000,000 units over the previous 12 months, while decreasing spoilage by over 24.5% and improving customer complaints by 50.4% from the previous year.