

KEMIRA PULP & PAPER EMEA

OUR WAY OF LEADING

Kemira is a global chemicals company serving customers in water-intensive industries. Kemira offers expertise, application know-how and chemicals to improve their customers' water, energy and raw material efficiency. Kemira Pulp & Paper EMEA has unique skills to provide the best possible chemical applications as well as to support pulp and paper producers in innovation and continuous enhancement of operations.

DIVIDING RESPONSIBILITY AND TAKING RESPONSIBILITY

The co-operation between Trainers' House and Kemira Pulp & Paper EMEA (PP EMEA) began in early 2016. As the co-operation started, Kemira PP EMEA grew faster than the current market. During the strong growth rate Kemira PP EMEA also wanted to strengthen management and supervisory work throughout the organization so that people have better qualifications to achieve long-term strategic goals.

The co-operation aimed at identifying the critical elements of strong leadership and starting their systematic implementation. "We started co-operating with Trainers' House because we wanted an experienced management training partner to support our process in developing leadership at different levels of the organization. The goal was to achieve more efficient decision-making and ownership through the organization, as well as open communication and increase consideration of individuals. This required people to have the ability and courage to make decisions, and for the organization to feel that they are empowered to take responsibility and make decisions", Janne Silonsaari Kemira PP EMEA's Director, marketing and product management comments.

OUR WAY OF LEADING AND LEADERSHIP ACTIONS

Trainers' House involved executives and supervisors in order to familiarize themselves with the current leadership culture, by extensively observing and interviewing them around the EMEA, as well as conducting a brainstorm session by the means of an online survey.

A clear and inspirational story on leadership was created for Kemira PP EMEA, "Our Way of Leading". The story made the framework for identifying the leadership cornerstones that make it easier to empower people; Courage, Caring, Ownership and Trust.

We broke down the themes into concrete leadership actions at every level. We helped managers learn and internalize leadership tools and drive them forward within their organization.

Kemira PP EMEA used the Pulse Change Management system for transparent monitoring and rooting of leadership practices as well as sharing experiences.

VISIBLE CHANGES IN THE LEADERSHIP CULTURE

The co-operation created visible changes in Kemira PP EMEA people-to-people communication and behavior.

"People actively participate in assignments that are beyond their responsibility area. Managers are more committed and give more feedback. People talk openly about key leadership themes and mirror their own work through them", Silonsaari comments.

Many of the participants of the co-operation have thanked the concrete tools that take into consideration the starting point and that can be used in everyday management. They also felt that it was useful to share ideas and thoughts related to leadership.

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