

Client Spotlight

Terex

The Power of Team Alignment



Challenge

Driving cultural alignment and increasing efficiency within an already high-performing organisation.

Terex Corporation is an industrial equipment manufacturer of materials processing machinery, waste and recycling solutions, mobile elevating work platforms and equipment for the electric utility industry. Their purpose is “to help improve the lives of people around the world”. At the Terex site in Northern Ireland, Terex Omagh, the Operations Director, Barry Taylor, recognised an opportunity to work more effectively together and align teams more deeply with the company values and shared aspirations, to become the Number 1 performing site in Terex Materials Processing.

Despite already achieving record output and profitability, internal complexity and a heavy meeting culture were limiting the ability of teams to operate interdependently.

The goal was to build a unified culture that unleashed the full potential of each employee and sustained high performance amidst change.

Solution

To tackle this challenge, Barry engaged FranklinCovey to help build a compelling internal business case and co-create a solution designed to drive measurable results.

Terex implemented The 7 Habits of Highly Effective People, launching a 24-month initiative beginning with 100 top level managers.

“The 7 Habits is living and breathing in Terex. It has helped drive results and operational excellence!”

- Barry Taylor,
Operations Director

With strong leadership from Barry, the 7 Habits principles were embedded through training, coaching and peer-led initiatives. The leadership team then continued to watch for indicators of success and areas where they could course correct, learning through employee 1-2-1's and team collaboration.

To ensure managers not only learnt but also lived the 7 Habits principles, buddy groups of 3-4 people were created. Weekly huddles took place, and refresher sessions were formed, leveraging the support of FranklinCovey's Success Team. Terex also had internal champions, who voluntarily stepped forward outside of the L&D and HR team.

While Barry's clear vision served as the catalyst for action, the collaborative partnership with FranklinCovey laid the foundation for a successful, sustainable outcome for Terex Omagh.

Results

The implementation of the 7 Habits became woven into the cultural fabric at Terex's site in Northern Ireland. Initially this was driven by Barry, his passion and belief in the power of the principles was infectious. As the initiative grew there was a wider shift in mindset and behaviour across the leadership team. Galvanising 65 managers and leaders with a common language and principles was a journey, but initial resistance soon dissipated as the impact of the training started to deliver improved relationships and positive results.

The vision of the managers was to lead highly effective teams. True listening was embraced, and 'big rock' planning increased productivity by fostering proactivity and empowered boundaries. With these changes there was less reactive behaviour in the business, and when difficult decisions needed to be made a more collaborative approach between teams was evident.

The 7 Habits was helping Terex Omagh achieve 'Operational Excellence', with increased alignment, output and delivery results. As a result, schedule adherence and on time delivery improved by consistently hitting the pre-build and build schedules. In turn customer relationships continued to improve as deadlines were being consistently achieved.

As operational excellence increased, thriving team dynamics followed. By practicing a Win - Win philosophy, teams began to work as a true collective and think first about how actions impact others. Clear communication, mutual accountability and a remarkable commitment to improvement became the hallmark of Terex teams.

Employees even launched an Innovation Hub to create a meeting and working space that included 7 Habits principles, designed to further inspire creative thinking and collaboration around continuous improvement. Those who were initially hesitant or did not want to be part of the 7 Habits journey, now understood and proactively took steps to champion the initiative, citing how the 7 Habits had transformed both their personal and professional life.

With new challenges on the horizon, the 7 Habits continues to guide Terex through change.

"People feel more proactive and innovative in their thinking - the creation of the Innovation Hub is proof". – Barry Taylor, Operations Director

Industry

Manufacturing

Number of Employees

8000+ across 29 Countries

Solution

The 7 Habits of Highly Effective People

Opportunity

Improving alignment and increasing efficiencies within a complex organisation, that was already performing.

About

Terex is a global manufacturing organisation of materials processing machinery, waste and recycling solutions, mobile elevating work platforms and equipment for the electric utility industry.

The Innovation Hub



TEREX®



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