

Culture Change

The Need

Knauf; a global business and has determined Innovation for Growth as one of its strategic levers for success. The business recognised the need to shift from no or low cost innovation to a culture where innovation will be more heavily invested in. An 'Innovation Month' was agreed to be a landmark event signalling the start of a concentrated focus on making innovation a living reality within the business for all.

The Centre for Facilitation was selected to facilitate a series of events to mark this culture change, transmitting a strong message that this is the beginning of a bright future for Knauf and one that will achieve growth and success through nurturing and enhancing their innovation culture. This 'Innovation Month' was to send this message strongly to employees, industry partners and customers.

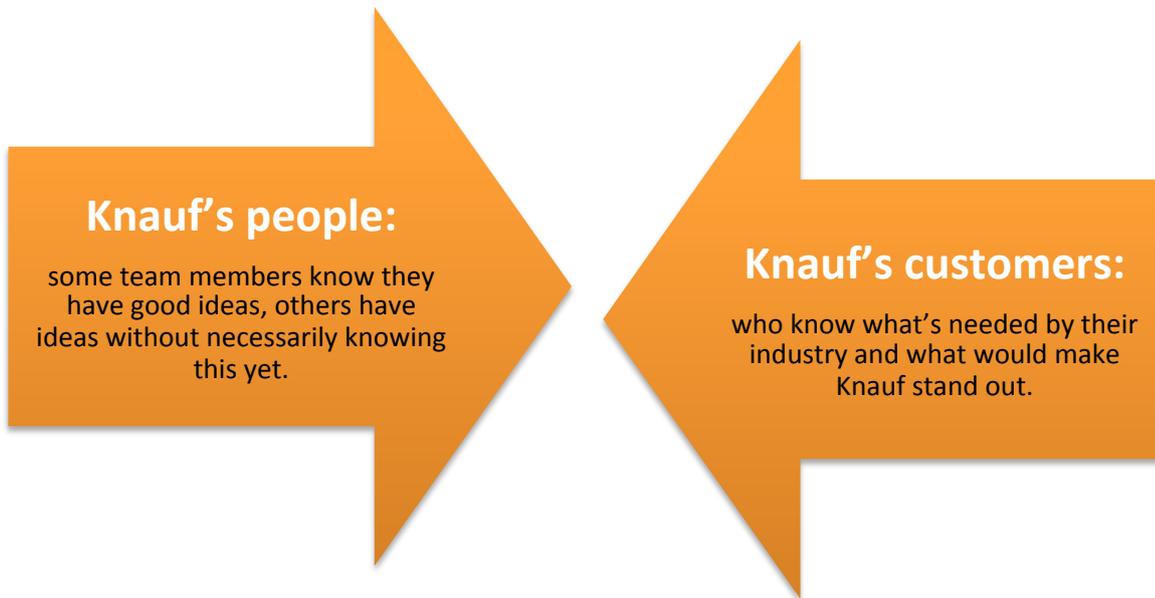
There were no boundaries on what was to be seen as innovative. It may be a product, a new and better way or working, enhanced service, improvement in logistics, more effective processes or any other way to add value to the business. New products could be related to Knauf's core business of plasterboard, or related to building materials or beyond into other areas. The judgement as to whether the idea is one that Knauf should take forward will solely be the perceived added value to the business.

The Events

The Centre for Facilitation designed the overall project plan and the agendas for each of the events, intentionally keeping events short and impacting to create and retain engagement. We then facilitated the events to enable employees and customers to understand what innovation is and to experience tools and techniques that support innovative thinking as a critical first step towards creating an innovation culture within Knauf in the UK. There was a process to ensure all viable ideas that emerged during the events would be cultivated and individuals/groups were recognised for their contribution to innovation and growth.



The Key Players



Some events typically included Knauf's employees; others were more revolutionary and involved Knauf's customers and industry partners. As is usually the case the revolutionary idea to include those external to the business proved to be the most transformational.

What the participants liked about the process

Not being complacent, creating our future – company stability and job security

Involving customers and customer facing staff is critical to success

Lead the way rather than follow

Give us the opportunity to think outside the 'plasterboard' box

Open to involving customers and the team to get a wide mix of ideas and partnering with other industries to create solutions – cementing relationships

Knauf is forward thinking, open to new ideas and change to be market leaders

Putting customers at the heart of change

More Information on Knauf

www.knaufdrywall.co.uk/