

Set Your Objectives and Tell Everyone: How to Align Your Workforce

The leadership process and supporting technology of e-suite.com provided the means for giving direction and structure to Massilly after it acquired a new larger facility as well as greatly expanded goals for growth.

The annual meeting was an opportunity to assess current state and determine the best direction to take. “When we first started these meetings, we threw all sorts of ideas on the board,” said Duane McBay, Production Manager. “We were ready to explode with growth and just had to ask ourselves how we were going to handle all of this. We broke it down into the manageable areas of effectiveness.”

To channel their explosive energy into something productive, Massilly used prioritization to transform that energy into practical work. Once the company goals were set, it was easier for individual team members to set their own goals, in line with the general ones.

“With all of the growth we’ve experienced, e-suite.com has given us a template to use to keep us focused. When a company is growing rapidly, a system to keep everyone aligned isn’t a nice-to-have; it’s vital.”

To support the goals established at the annual meetings, Massilly also established Weekly Top 5 meetings using e-suite.com. “Before, there wasn’t much alignment with teams around tasks that were being accomplished each week,” said McBay. “Now, every Friday, our teams come together to talk about our top five priorities for

The Company

Massilly North America Inc., a member of the international consortium Massilly Group, provides Twist Caps, Easy Open Ends, Capping Machinery and container closure-related services to the food and beverage industry and a variety of other packaging manufacturers throughout Canada, the USA, Mexico and South America.

The Challenge

Manage a doubling of capacity and team size over a decade and continue to expand production by updating machinery and hiring more staff. More staff and infrastructure means effective procedures must be in place to keep the entire organization focused on the same goals.

The Solution

Deploy e-suite.com to:

- ✓ Set annual goals
- ✓ Establish a culture of prioritization and alignment
- ✓ Track progress and overcome obstacles with weekly meetings
- ✓ Effectively communicate and coordinate with headquarters

the following week, as well as what was accomplished during the previous week. It's a short meeting—only about 45-minutes—to get us all on the same page. It also helps identify barriers that prevent us from accomplishing our goals. And if employees are asked to do something out of the ordinary scope of their job, it helps them understand why. It isn't an arbitrary ask—it's because it aligns to the bigger company goals.”

By focusing on weekly tasks and tracking their completion and achievement (as well as inevitable roadblocks), the big yearly goals are broken down into manageable chunks. The weekly meetings are a chance to recognize what has been accomplished, to overcome roadblocks before they become major issues that impede progress, and to plot out a clear course for the following week. Progress on goals is practically inevitable.

“It’s such a simple tool, but it’s effective because it lets everyone understand, very clearly, what we’re trying to accomplish. It helps all of our employees prioritize their time and work on the right jobs that will move the needle.”

Coordinating with local staff is a challenge in itself. Massilly had to coordinate across an ocean, with its French headquarters. Now that e-suite.com has been deployed, meetings with HQ proceed much more smoothly. Not only do local teams understand their shared direction, every individual knows their own priorities. In addition, the North American leadership can clearly articulate what they're trying to accomplish at the plant level. They can also incorporate what the French group is doing and adjust to agreed-upon priorities.

Structure, focus, and hiring the right people have created the conditions to meet the company's goal of producing billions of caps per year. “Everyone wants to work together and succeed,” said McBay. “Now, when we look back each year at what we've accomplished together, it's satisfying. We don't always see that on a day-to-day basis, but looking back over a year's worth of work, we can see the changes. We also have check-ins every three months to make sure that we're on track, but those yearly reviews are where it hits home for us.”

“I believe every company should be using this model for alignment. If we didn't implement this system, we'd be in a totally different place—and not in a good way. This system has allowed us to bring these incredible people together and get everyone on the same page. Now, there's no stopping us.”

What's stopping you? To find out how you can align your teams and fulfill your potential, visit www.e-suite.com.