



Success Story Summary

Manufacturing Plant Goes From Worst to Best in Division

ORGANIZATION

James River Corporation, a Fortune 200 paper & packaging manufacturing company

ISSUE

This manufacturing site was last in every key performance indicator — safety, quality, productivity, cost reduction, and earnings. If it could not be turned around it was most likely going to be shut down. Directly contributing to low performance was misaligned leadership and a non-collaborative culture built on confrontation.

OUTCOME

In less than eighteen months the site went from last to first in every area:

- Sales: 17% increase
- Safety: 92% reduction
- Quality: 25% improvement
- Productivity: Up by 25%
- Costs: Decreased by 12%
- Profit: 11% increase; the facility became the most profitable plant in the division.

PROCESS

A Powered by The Human Element® methodology was applied gradually to the leadership team and the plant employees, including two different labor unions. The Human Element® was used to introduce and utilize key aspects of leadership development, concordance decision-making and to create a culture of openness and personal accountability.

Consultant/Company

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Country

U.S.A