



Experiences from the Halton Future Leadership Development (HFLD) programme

The new Halton Future Leadership Development (HFLD) training programme started in 2021. The programme's target is to develop potential future leaders and team or project managers, foster networking in the organisation, and test new work models at Halton.

The programme participants were chosen based on geographical diversity, work roles, gender, and accumulated employment time in Halton. The participants represented different business units from Halton: 14 people from the SBA Foodservice unit, five from SBA Marine, four from SBA Halton, and two from Halton Group. The participants were from 16 different countries, the age range was delightfully wide, and women also participated. The right people were selected, and the group's diversity was successful from my point of view.

When the training started, the COVID-19 pandemic still affected the world, and the training programme was implemented as hybrid training. The training started remotely, but later it also included face-to-face meetings and created a team spirit on site. I found these close-up sessions to be the best way to implement the training.

The training programme consisted of four modules. The virtual meeting included VUCA, financial figures and service business topics. This was a complete and concise information package from which we received useful information to support our work. Our first meeting together was in Vierumäki, Finland. There, we familiarised ourselves with the coach management work and the utilisation of emotional intelligence in working life. The coach management approach was welcomed as it is a very useful management tool and many of us can use it in our management work.

The next module took place at Halton Bethune. In this module, we focused on innovation and were provided with new tools, which were diligently tested in the group work. This was perhaps the densest and most positively challenging part, including a presentation of tools, the implementation of these tools, and presentations to other groups. Importantly, we have already utilised these tools in practical operational problem-solving on the production side.

The last module was at Halton Scottsville. This included C-level selling, utilising the outside-in customer value methodology, and practising and presenting elevator pitches. For my part, the project's elevator pitch to the CEO produced results: Global Halton Sourcing received a positive reception and is moving forward with the green light given to the project by the management team (ET). An enthusiastic and motivated project team from Halton Oy and Halton Foodservice is working step by step on this topic.

Through the training programme, the participants' skills and abilities developed. In addition, it allowed us to do follow-up projects, which I also got to present. Our enthusiastic group of participants has already started the preparation of the Ambassadors of Sustainable Development, module 5, part A 2024. The goal of this module is to define how to create operational targets for sustainable development: suppliers and internal and external customers. The management team (ET) has approved this further training and is waiting for the results from this part A. Based on the results the part B can be implemented in the future.



It feels great that I was able to join this group. The group's enthusiasm and sparring support has continued following the end of the official part, and it's not like usual after training, where the good stuff people learn is forgotten after two weeks of everyday work. In addition, I feel that the training has been very motivating. We have new tools at our disposal, and the cooperation with new contacts working at Halton is a great advantage for the future.



The group's diversity brought about good results in the group work because the experience and vision that came about through different tasks and experiences were extensive. The discussions were fascinating, focusing on thoughts and ideas. With the enthusiasm of our group members we requested further training, the module 5, for our group. Being ambassadors of sustainable development, we have this opportunity for the future. The outcome is up to us – just like most things in our lives.

One of the most interesting tasks we did was to write a letter to our future selves. In the letter, we were encouraged to express what had happened in our working lives over the last two or three years. Later, when I got the letter back, I noticed that most of the things mentioned in the letter had come true or were coming true! Systematic planning results in future output, and I will use this method in the future as well. However, you still need to leave some space for coincidence: Carpe diem!

Merja Kauto
Team member of Tiger of the IoT