



Ricoh International & Ricoh Emerging Markets EMEA

Transforming Culture, Leadership and Performance

This assignment was won and delivered by Graham Keen and GKPsy franchisee Henrik Hansen.

Background

- Original client was Ricoh International (RIBV)
 - 130 people, €300m sales, 30+ languages
 - CEO Henning Rudbech
- Subsequently expanded to Ricoh Emerging Markets Group EMEA (REMG)
 - Comprises 5 operating companies: RIBV, Ricoh Turkey, Ricoh Russia, Ricoh Middle East, and Ricoh South Africa
 - 850 people, €1Bn sales
 - Henning Rudbech was promoted to CEO of REMG

Objectives

- Objectives were
 - Embed an enlightened positive inclusive leadership culture
 - Upgrade supervisory & management skills to industry leading standards
 - Release trapped personal potential
 - Improve revenues & profits via resilient positivity and motivation
 - Ensure sustained impact in all areas.

Solution

The assignment started in 2012 with a pilot 2-day New Impetus programme at RIBV for Henning and his direct reports. As a result of its success we were asked in 2013 to write and deliver a full 11 day leadership development programme for 15 directors & senior managers comprising

- 4-day New Impetus
- Influencing with Grace
- Leadership 1 & 2
- Interviewing and corrective feedback
- Ongoing monthly 121 mentoring



Results

- Results were so good the programme was repeated for new groups of executives in 2014, 2015, and 2016; mentoring for several years thereafter.
 - All directors, managers, talent group individuals and high potentials in RIBV & Ricoh Turkey have attended the full leadership programme
 - Many other REMG Op Co directors ditto
 - New Impetus has been run for the whole management of the largest distributor: Nashua in South Africa
 - Along the way every RIBV employee has attended at least a two-day New Impetus Overview programme
 - Refresher and/or update programmes have been run every year for all participants
 - At one point we were mentoring 64 executives on three continents
- Henrik Hansen has developed close trusted advisor relationships with Henning & his teams across EMEA, attending SMT board meetings and being involved in senior appointments.

Outcomes achieved

- In a period where the industry has faced challenges RIBV has been a consistently high / top performer at revenue and profit level compared to other Ricoh companies, in no small part due to our involvement according to Henning
- The longevity of TPPC's partnership with RIBV/REMG speaks for itself – unless we added substantial value through improved financial performance that wouldn't happen
- We have revitalised and sustained morale in a period of prolonged uncertainty and change as the group has gone through serial reorganisations, including materially impacting retention of senior staff
- Many senior people have delivered impressively in part under our guidance resulting in very substantial promotions.