



STRATEGIC ALIGNMENT AT LAFARGEHOLCIM:

Building a Performance Culture



Executive Summary

In 2018, following a difficult merger and several years of underperformance, incoming CEO Jan Jenisch developed a bold transformational strategy. “Strategy 2022 – Building for Growth” aimed to simplify the business and drive profitable growth. A key facet of the strategy, “Simplification and Performance,” highlighted a greater focus on country-centric business units, increasing local market empowerment and accountability for profit and loss. To execute the strategy, LafargeHolcim needed a strong performance culture aligned around these goals.

In April 2018, LafargeHolcim initiated a partnership with The Ivey Academy to develop an impactful, tightly-executed executive education program for its most senior global leaders. “LafargeHolcim Leaders Program” would align the global top 200 leaders behind the new strategy, while equipping them with the knowledge and skills for leading strategy execution. The initiative was rooted in experiential learning to deliver key strategy and leadership development learnings. To reinforce alignment throughout the organization, the program was then cascaded to the next global 150 leaders, then cascaded further with local adaptation and delivery in the regions.

The first Leaders Program was delivered in August 2018. By June 2019, 350 leaders from around the world had completed the Leaders Program, and regional roll outs began. To continue the momentum, the partnership commenced a second cycle – LafargeHolcim Leaders Program II – launched in August 2019. A third cycle is scheduled to begin in Fall 2020. This partnership has played an important role in enabling LafargeHolcim to build a strong performance culture within the organization and to reach its business targets.

KEY FIGURES H1 2019:

