

## TEAM BUILDING ENHANCES PRODUCTIVITY AND COMPANY CULTURE

**ABOUT CERELIA USA CORP.** Cérélia is a leader in refrigerated dough product manufacturing and employs 2,000 people worldwide. Based in France, Cérélia Bakery USA's Central Ohio plant is one of three in North America and one of twelve globally.

**THE CHALLENGE.** Over the past two years, Cérélia's Central Ohio production plant has seen significant growth. This expansion has led to promoting some employees to leadership roles and hiring new supervisors. Company leadership recognized that both new and existing leaders would greatly benefit from opportunities to develop skills that enhance their sense of ownership in their roles, their ability to demonstrate leadership to their direct reports, and their capacity to be accountable for decisions. Meanwhile, there was also an understanding that, during this period of growth, the senior leadership team needed to be highly effective and collaborative.

**MEP CENTER'S ROLE.** The MEP at Columbus State conducted a needs assessment for Cérélia leaders, managers, and selected training participants. Working with Cérélia's leadership team, our facilitator reviewed the results and custom-designed a training program for Team Leads and Supervisors that addressed the identified needs within the context of Cérélia's operations and growth. Simultaneously, our facilitator collaborated closely with the General Manager to develop content for a two-day Executive Leadership Retreat, which focused mainly on building a cohesive leadership team but also complemented the training received by Team Leads and Supervisors. This approach helped improve understanding among staff across the plant and supported the necessary cultural shift.

"I enjoyed being off-site with everyone so that we could be fully engaged without interruptions in the materials we were learning. I greatly appreciated understanding the "DISC" style of my direct reports and especially learning how to communicate with those styles."  
- Réal Bernier

"The MEP Leadership Training and Off-site were great learning experiences for all participants. The leadership styles provided insight on how we need to interact more effectively."  
-Christine Santiago

"The hands-on game built trust, teamwork, and communication."  
-Ginger Petway"

-Réal Bernier, Christine Santiago, Ginger Petway, General Manager, Plant Manager, Quality Director

## RESULTS



Providing a custom-designed training program allowing the opportunity to address needs



Productivity continues to improve as leaders have a better understanding of their direct reports

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