



WE TAKE A LOOK AT AMPHENOL INVOTEC AND HOW SHARING IN GROWTH HAS GIVEN THEM A WHOLE NEW APPROACH TO LEADERSHIP.

## A FRESH LOOK AT LEADERSHIP

We've talked to Amphenol before, a US listed international company operating in a broad range of sectors of the electronics interconnect and sensors industry. Since we spoke to their Whitstable facility last issue the company has released their results for 2017, and they have a lot to be pleased about.

Amphenol just recently released our 2017 results. We achieved over \$7 billion dollars revenue globally, and there are currently over 70,000 employees around the world," explains Tim Tatton, General Manager of Amphenol Invotec, which works out of Tamworth and Telford in the UK. "The majority of our activity is in Asia, North America and Europe. We're a truly global company. We've a successful record of revenue growth and profitability, very good performance valued by the shareholders. There are eight operating divisions within Amphenol across the main market sectors such as automotive, industrial and we sit within the

acquired by a private equity company and that's when we started the Sharing in Growth programme," Tatton explains. In 2015 the company was acquired by Amphenol.

The Sharing in Growth programme is a government sponsored scheme to provide training and skills to the British aerospace industry to make it more competitive.

"We are a significant supplier to Rolls Royce and overall 60 to 70% of our income is aerospace, so naturally we became aware of the program," Tatton says. "We've been trying to do a lot of activity ourselves using consultants to change our model from a smaller owner managed company to a real world-class aerospace player and we tried a number of avenues with mixed results. What we liked about SiG was that it focused on our sector but also it was a lot more holistic. It covered a whole range of subjects from leadership and strategy through to costing & NPI, they helped address all sorts of subject matters."

These were all areas that Amphenol Invotec had already been looking to develop, so they signed up to the four-year program.

### LEARNING LEADERSHIP

That course was an invaluable experience for Tatton and the leadership team, and one that >>

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military and aerospace operations group. In 2017 that was a \$1.1 billion group."

With growth, comes change however, and the last few years have been eventful ones for Amphenol Invotec.

"Until 2012 we were privately owned and then we were

<<  
Tim Tatton,  
General Manager of  
Amphenol Invotec

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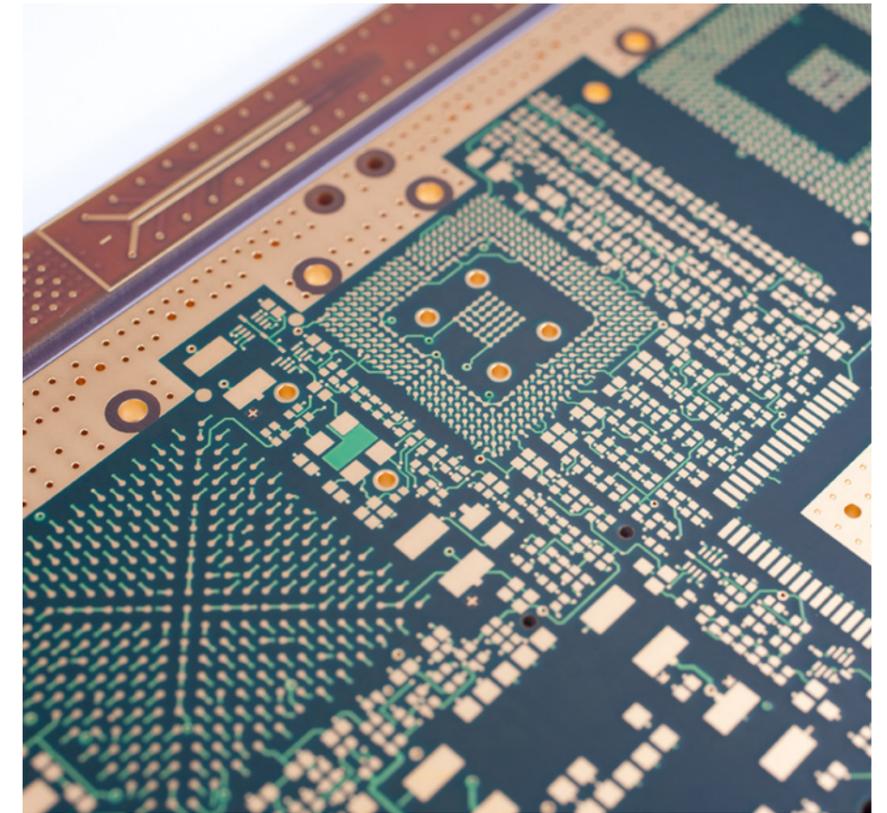

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involved taking another look at the entire way their business was managed.

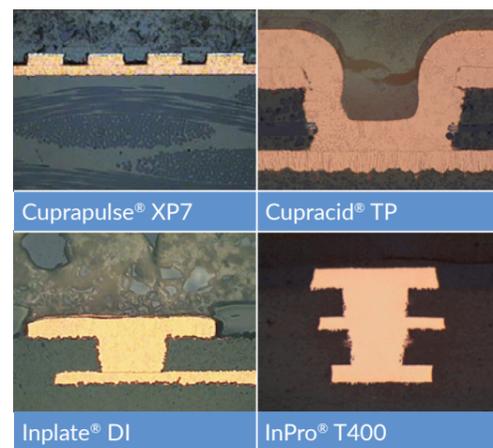
“From a leadership point of view one of the first things we did was look at how organisations behave,” Tatton explains. “Some of that is historic, affected by past leaders and history, and we found we assessed ourselves as being a top-down culture very much about issuing instructions, telling people exactly what to do.”

Naturally, this realisation was a cause for reflection among the team.

“We reflected on that and realised that it’s a difficult model to maintain as you grow. You can’t keep your finger on every pulse, so that was a significant



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“HISTORICALLY WHAT WE’VE DONE IS SEEK TRAINING OR CONSULTANTS WHO COME IN, DO THE CLASS, THEN WALK AWAY AND IT’S BEEN DIFFICULT TO SUSTAIN.”

cultural change for us,” Tatton says. “What we are aiming towards, and this is where SiG involvement is instrumental, is to give people more freedom within the framework, the right tools and training, and develop them to affect their own outcomes. Now that must be done with a degree

Outside the Tamworth factory >

of control, but that’s the most profound thing we’ve all reflected on, that there was a need for a cultural change we hadn’t really seen before.”

Amphenol Invotec has seen impressive results already from their work with a wide range of benefits.

“The leadership development has been valuable to us, being privately owned, then owned by a private equity firm, then a listed company, that’s a lot of change and lot of changes of ownership, emphasis and direction,” says Tatton. “One thing we had as a leadership team is lots of different priorities and the SiG program



helps leadership address their own personalities, culture and way of working. Then we can get that into a framework of strategies, coherent culture, and vision-mission-values, subjects that aren’t always priorities for smaller privately- owned companies.”

Before long the company was beginning to focus on specifics, looking at the more precise ways they could improve the way they work.

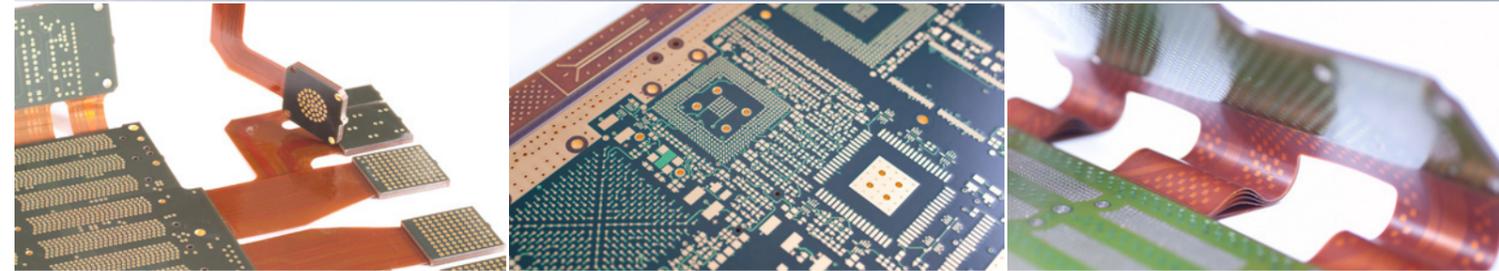
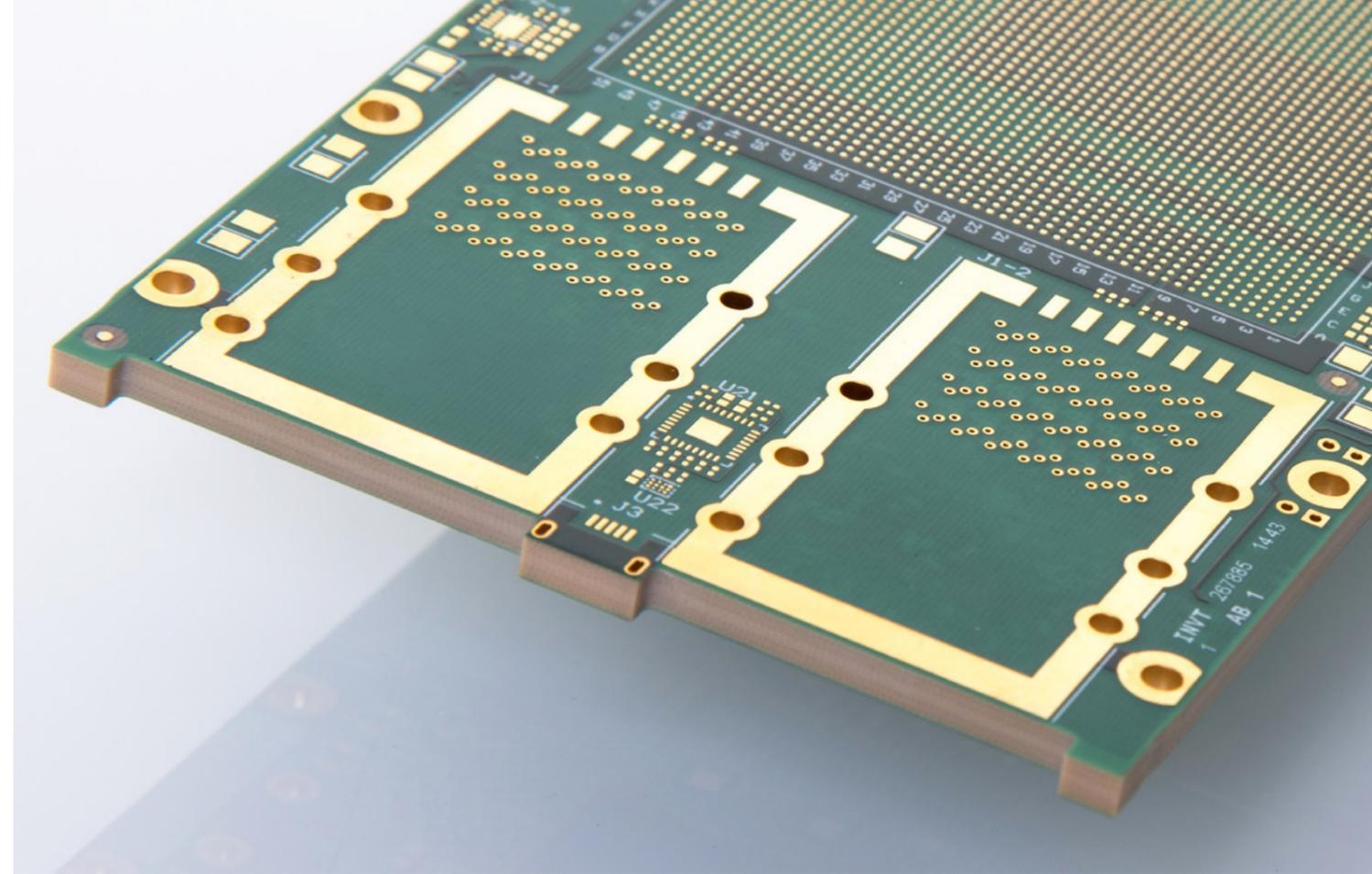
“You get into the more nuts and bolts of things. Areas like purchasing strategy, NPI, product costing, continuous improvement activity to name a few. Those areas have been invaluable,” Tatton says.

The real benefit to the scheme that Tatton sees, however, is that Sharing in Growth provides underlying support throughout this process.

“Historically what we’ve done is seek training or consultants >>



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who come in, do the class, then walk away and it's been difficult to sustain. But SiG provides the learning based side of things but what's important is that follow up from the SiG team helps us to coach ourselves and how we use that education," he tells us. "That's the key difference with SiG, coming in, doing it with you and converting that into real methods of work."

Sharing in Growth also proved themselves to be responsive, as Tatton and Amphenol Invotec found to their benefit.

"We've probably made some mistakes along the way as SiG is a bespoke package to the industry," Tatton admits. "Where we made mistakes is that we tried to do things that weren't suited to us, so we had to recognise which areas were perfect for us and those areas that needed tailoring. I think

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that's something SiG have learned from also, and that we reflected on that and adapted to it is a big credit to everyone involved."

While Amphenol Invotec is coming to the end of its four-year course, that's not the end of its journey.

"We've just confirmed that we've been accepted for an extension on the SiG programme for another 18 months," Tatton is proud to tell us. "The next phase for us is much more focused on skills and capability. Up until now

we've done broad training on leadership and strategy and some specific activity around costing and NPI. What we're doing next is narrowing that into particular areas where we feel we need to accelerate as a company. We want to move to a zero-defect culture, looking at skill sets around engineering and quality, but what we really want to do is increase the training and education of operators, team leaders and manufacturing engineers to support that." ☺



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