

**CUSTOMER CASE STUDY**

**CASCADES**

Industry: Sustainable Consumer Packaging • Kingsey Falls, Canada • <https://www.cascades.com/en>

Employing over 10,000 people in 70 facilities across North America, Cascades is a leader in packaging, hygiene, and recovery solutions.

Founded in 1964, Cascades has one mission: “To improve the well-being of people, communities, and the planet by providing sustainable and innovative solutions that create value.” The world has continued to evolve in big ways, and to fulfill their mission, Cascades has needed to evolve right along with it.

Their evolution led to the company’s expansion, resulting in over 10,000 workers employed across 70 facilities in North America. With that many people to manage, Cascades needed a robust leadership program that could align management into a singular style while upholding the company’s mission.

To reinforce their forward-thinking culture, Cascades has set out goals for 2021-2025 and 2030. They plan to fight climate change through responsible packaging, ensure employee health and well-being, and increase DEI measures to bring even more diversity and strength to their teams. These goals require that their large management team approach leadership with the same mindset and tools. That’s why Dale Carnegie was brought into the Vaughan plant.

Emmanuel Gingras, plant manager at Cascades Containerboard Packaging—Vaughan, says, “The Dale Carnegie program was a good way to initiate people to the way we should be, the way we should work at building relationships. [We] take into account that everybody contributes in their own way to the plant. Without every single person’s ability to be part of the team, we’ve got nothing.”

Since the start of Cascades’s usage of the Dale Carnegie Course in 2019, reports from the Vaughan plant have certainly improved. By using quarterly pulse surveys

and biennial reviews, Cascades is able to keep its eye on refining processes, and the continued results of using Dale Carnegie’s principles are clear.

Chelsey Stamegna, human resources manager, shares that “About a year after the team had started to change over, we increased our [engagement] score by 11%, so we jumped up to 61%. But what was really impressive out of those results was that one of the dimensions, which is about leadership and management, was one of our top-scoring dimensions in the entire survey. That jumped from 48% in 2020 to 70% in 2022, which is phenomenal. I think it really speaks to the fact that it’s a very aligned approach. It’s not just that people are the priority, it’s that people and our leadership style are really the value that we can all tie back to.”

Employees from various roles and generations around the Vaughan plant have experienced the Dale Carnegie Course, which has embedded the culture shift Cascades was working toward. Improving company culture, increasing engagement, and focusing on an open-minded, people-first mentality remain Cascades’s priorities.

When it comes to the Dale Carnegie course graduates, Gingras says he is “Really proud. I think we’ve all noticed a difference with anybody who’s gone through it—from some of the really timid ones to some of the more energetic ones—[everyone has] definitely taken some things away from it.”

**“It’s a way of being. It highlights that we still need human interaction and to build relationships.”**

**- Emmanuel Gingras**

**Challenge**

Internal restructuring and expansion led to the hiring of new management who needed to quickly adapt to a singular companywide management style.

**Solution**

The Dale Carnegie Course brings a common language to managers and employees at the Vaughan plant, so team members can continue to work together to achieve the company mission.

**Results**

Employee engagement rose from 50% to 61% in just two years, while management and leadership effectiveness jumped from 48% to 70%.