The Culture Factor
Metal Forming Excellence
Ray Leathers
Greetings from Kentucky…“The Bluegrass State”
Change the Culture, Change the Game

- Provided RFC a proven methodology and approach
- Diagrams how to achieve a culture based on accountability and achievement

Authors: Roger Connors and Tom Smith
Introduction

Every organization has a culture…

• Working for you or against you – making the difference between success and failure.

• You will manage your *culture* or your *culture* will manage you.
The Definition of Culture

“The Values used to make decisions.”
What do we mean by culture?

“Organizational culture is the way people think and act.”

Why is culture so important?

1. an essential role of leadership and a core competency
2. employees must think and act to achieve desired results
3. optimizing culture is not a choice, it’s a necessity
Results of an Effective Culture

‘…doing the right thing, even when no one is watching.’
~ C.S. Lewis
Purpose of Culture

‘…to improve performance by building accountability.’

Leverage Culture to Build Accountability
What is Accountability?

- Transparency
- Openness
- Teamwork
- Trust
- Effective Communication
- Execution and Follow-Through
- Clarity of Purpose
- Focus on Results
Greater Accountability Produces Greater Results

‘Accountability must be the strongest thread that runs through the complex fabric of any organization.’
Accountability Ladder

Accountable Behaviors: Things Happen Because of You

- Make It Happen
- Find Solutions
- Own It!
- Acknowledge Reality
- Wait and Hope
- Make Excuses
- Blame and Complain
- Unaware or Unconscious

Victim Behaviors: Things Happen To You

Effective managers and leaders are accountable for holding others accountable.
Three (3) Stages of Culture

Stage 1
“The company is responsible”

Stage 2
“I am responsible”

Stage 3
“I am responsible for my fellow team member”
Building Blocks of Culture

RESULTS

ACTIONS

BELIEFS

EXPERIENCES

CULTURE / VALUES

Change the Culture, Change the Game
By Roger Connors & Tom Smith
Create Culture

Change the Culture, Change the Game
By Roger Connors & Tom Smith
Keys to Culture

1. Leaders - *Model Behavior*
2. Engage Employee Ownership - *Gain Sharing Program*
3. Provide Tools - *Simple & Standardized / Always Improving*
4. Provide Training - *Problem Solving & Leadership*
5. Identify a Theme - *Give Culture a “Face”* - S.T.E.P.S.

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Successful Team Effort Provides Satisfied... CUSTOMERS
S.T.E.P.S. Tools

1. Gain Sharing (Profitability, Scrap, Supplies & Quality)
2. CIP Lean Training
3. 32 CIP Lean Teams
   - 24 CIP Lean Manufacturing & Support Teams
   - 8 CIP Lean Corporate Teams
4. Standardized Metrics Tracking and Quarterly Audits
5. Performance Based Training
6. Kaizen Events
S.T.E.P.S. Fundamentals

1. Everyone participates
2. CIP Cultural Strategy – 2\textsuperscript{nd} only to SAFETY and QUALITY
3. Training
   - Most Important Thing We Do
   - Worst Thing We Do
4. Continuously Improve the CIP
   - Sustain the Journey
5. Manufacturers do 2 things
   - Launch New Products & CIP
CIP Teams - Changing RFC Culture

*Quarterly Audits
Evolution to Nerve Centers – Sustaining Culture
# Project Saving Boards – Harvesting Culture

## PROJECT BOARD

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<th>TEAM</th>
<th>CURRENT QTR</th>
<th>MONTH 1</th>
<th>MONTH 2</th>
<th>MONTH 3</th>
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**Summary $ Growth Steps Bonus!**

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**Savings Tracker – Entry Examples**

**Who: Accountable:**
- Lean Production Team

**Estimated Value:**
- $10,000

**ROI:**
- $22,000

**Completion Date:**
- N/A

**Project Description:**
- N/A
Lessons Learned

1. Waste elimination (increased profitability)
2. Builds customer and supplier partnerships (increased volumes)
3. Maximizes team member ownership (improved relationships)
4. Participation must be a condition of employment (ownership)
5. ZERO tolerance for “Non-Performers”
Implemented CIP Savings – FY 2014/15

New Ideas Total: 334 Projects
Other CIP Tools

Orientation
STEPS (CIP) Training
Express Kaizen
Value Stream Mapping
Model Line
Standard Work
Benchmarking
Brainstorming
RC / CA

Leadership Academy
Team Building Academy
CIP Savings Tracking
Performance Focused Training
Pay for Skills
Plant Reports – Audits
Corporate Team Reports – Audits
Lean Mfg. Team Reports – Audits
Recommended Books – Building CIP Culture

Go Giver
Bob Burg

Change the Culture, Change the Game
Roger Conner, Tom Smith

It's Your Ship
Michael Abrashoff

QBQ (Question behind the Question)
John Miller

Creating a Lean Culture
David Mann

Mary Kay Way
Mary Kay Ash

Five Dysfunctions of a Team
Patrick Lencioni

Any “Leadership” book
By John Maxwell

Speed of Trust
Stephen Covey

It Isn't Just Business, It's Personal
Arunas Chesonis

How to Become a Great Boss
Jeffrey J. Fox

Who Moved My Cheese?
Spencer Johnson, M.D.

Coach to the Goal
Michael Duke

Lean for Dummies
Natalie J. Sayer

The Race
Eliyahu M. Goldratt

Team Barriers
Ann & Bob Harper

First, Break All the Rules
Marcus Buckingham

Why Success Always Starts with Failure
Tim Harford

Toyota Production System
Taichi Ohno

The One Minute Manager
Ken Blanchard

The Soul of Leadership
Deepak Chopra

The Modern Theory of the Toyota Production System
Phillip Marksberry, PhD, PE

Servant Leadership
Robert K. Greenleaf

Help the Helper
Kevin Pritchard

The Charge
Brendon Burchard

The Leadership Pipeline
Ram Charan

The 4 Disciplines of Execution
Chris McChesney

The Oz Principle
Roger Connors

Mojo, How to Get it...
Marshall Goldsmith

SPIRITUAL MOTIVATION
The Shack
Wm. Paul Young
Closing Questions?

What is your culture?

What do you want it to be?

What will you do about it?
Culture Factor – Two Closing Thoughts…

“It is all about the leader.”

“People watch what the bosses watch.”
Thank you

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