

The Culture Factor

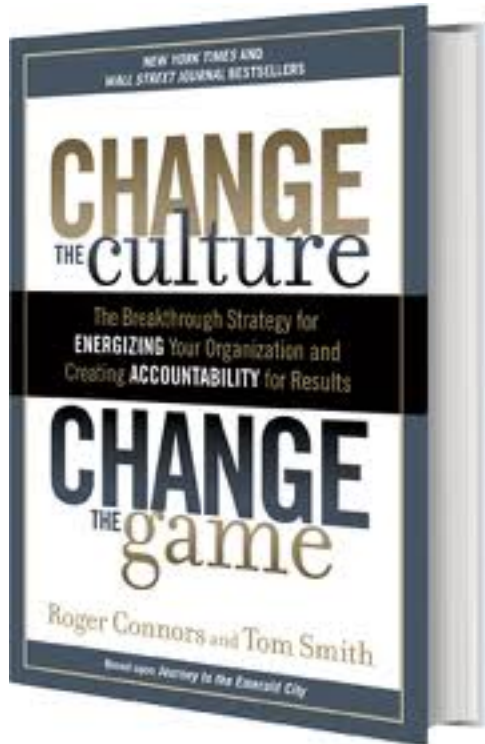
Metal Forming Excellence

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



The World is Watching

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



Three (3) Stages of Culture

Stage 1

“The company is responsible”

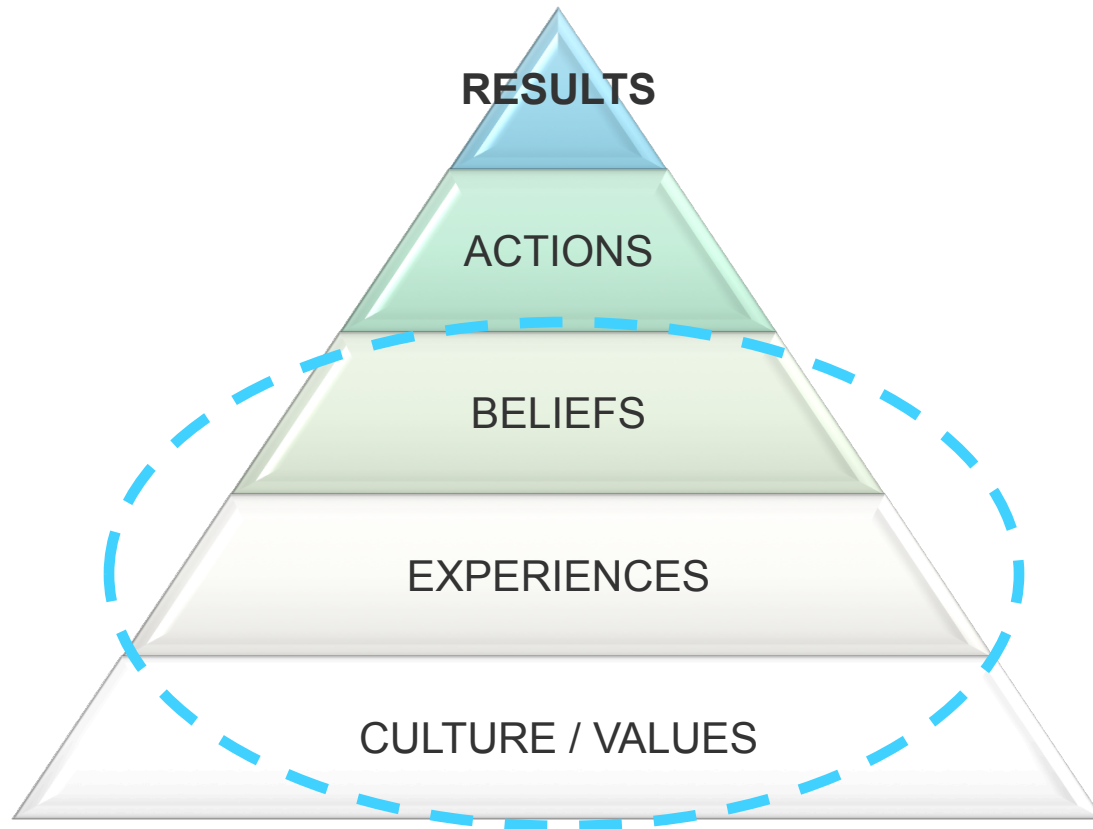
Stage 2

“I am responsible”

Stage 3

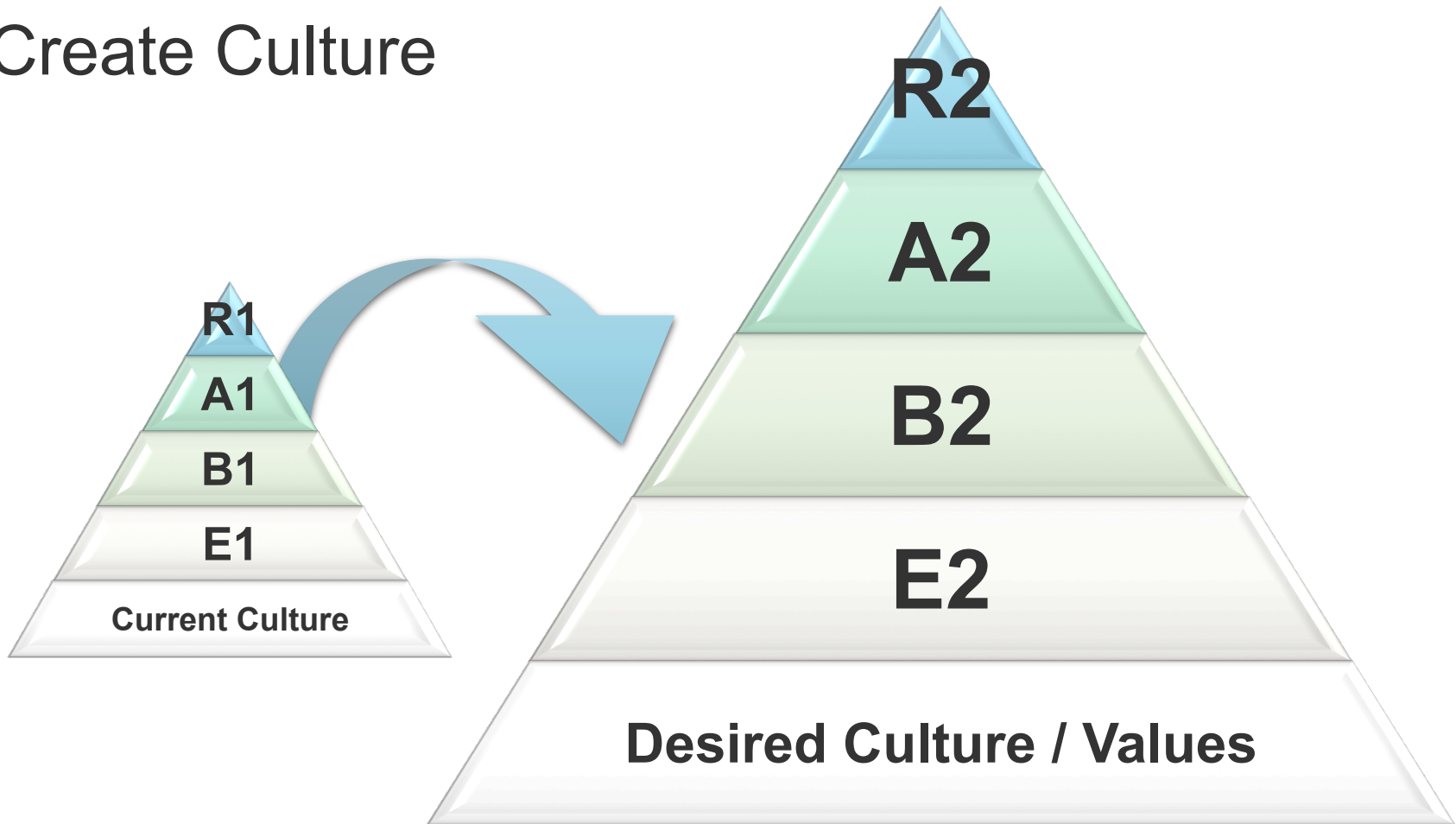
*“I am responsible
for my fellow team
member”*

Building Blocks of Culture



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.*



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 – 2nd 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

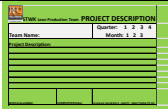
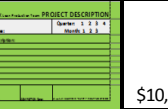

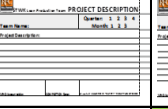
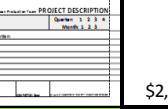
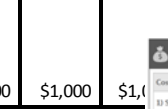
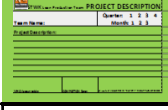
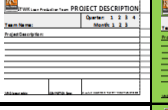
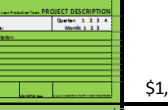
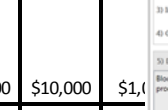
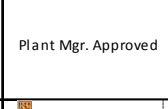

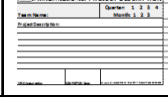
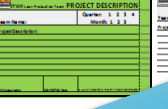




*Quarterly Audits

The collage displays four distinct accountability tools:

- TEAM ID:** A screenshot of an "EMPLOYEE DIRECTORY" showing a team list for "Aero Seat Track-Dream Seam-SEAM WELD". It includes headshots and names of team members like DEAN, JASON; FUNNELL, MIKE; JENSEN, GEORGE; VETL, ROBERT; JAMES, BOB; WATTS, JERRY; RICHARD, ROBERT; JENSEN, GREG; FURR, STEVEN; FURR, DAVID; and WILSON, TERRY.
- DATA:** A screenshot of a large, empty spreadsheet or data table with multiple columns and rows, likely for tracking performance metrics.
- KPI BOARD:** A photograph of a physical KPI board with multiple sections displaying various charts, graphs, and data points, used for monitoring key performance indicators.
- ACCOUNTABILITY BOARD:** A photograph of a large grid-based accountability board. The grid contains names of team members (e.g., DEAN, JASON; FUNNELL, MIKE; JENSEN, GEORGE; VETL, ROBERT; JAMES, BOB; WATTS, JERRY; RICHARD, ROBERT; JENSEN, GREG; FURR, STEVEN; FURR, DAVID; WILSON, TERRY) and columns for tracking tasks or projects. A large blue arrow points to the grid. To the right of the grid is a yellow sticky note with handwritten details for a task: "Date: 7/7/14", "Owner: M. Carley", "Initiator: Steve Center", "Issue: Drain hole bushing needs repaired on AFT and 141W3010-921", "Date: 7/7/14", "Owner: M. Carley", "Initiator: Steve Center", "Issue: Drain hole bushing needs repaired on FWD and 141W1050-215", "Date: 7/30/14", "Owner: M. Carley/M. Gudson", "Initiator: Steve Center", "Issue: Tool 141W2050-157 AFT and drain hole bushing needs repair", and "Action:".

Project Saving Boards – Harvesting Culture

PROJECT BOARD										
TEAM	CURRENT QTR 1 2 3 4				SUMMARY \$					A
	6S Project Before / After Photo	MONTH 1	MONTH 2	MONTH 3	Q1	Q2	Q3	Q4		
Plant 1 Roll		Plant Mgr. Approved			\$10,000	\$1,000	\$1,000	\$1,000		
Plant 1 Secondary					\$2,000	\$1,000	\$1,000	\$1,000		
Answer JT					\$1,000	\$10,000	\$1,000	\$1,000		
Plant 1 Roll 2		Plant Mgr. Approved	Plant Mgr. Approved		\$5,000	\$10,000	\$1,000	\$1,000		
Plant 1 Roll 3					\$5,000	\$10,000	\$1,000	\$1,000		

Team Cost Saving Tracker v1.0.0.19
Signed in as Susan Nally

Cost Saving #: 938

1) Select Team: Aero Seat Track - Last Chance - FINAL

2) Date Implemented: 5/30/2014

3) Implemented By: Philip Booth

4) Customer(s): RTI CLARO, CN

5) Description: Block guide to replace safety glove that was being wasted when packing - 8/4352 parts. The new block eliminates the use of the glove as an end part protection used during the sleeving process.

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5) Enter Saving Detail

Saving \$ / Unit

Of Units

Investment \$

Net Saving \$

Note

3.81

4800

0.00

182.88

Status

By

On

Workstation

IP Address

Created

Mark Wilborn

7/23/2014 12:44:12 PM

2173PCAV/DEO

192.168.25.105

Completed

Mark Wilborn

7/23/2014 12:48:10 PM

2173PCAV/DEO

192.168.25.105

Re-Open

Save

Cancel

Print

Printer – Entry Examples

Savings Tracker – Entry Examples

Team Cost Saving Tracker v0.0.0.0

Signed in as Susan Nally

Cost Saving #: 956

1) Select Team: Aero Seat Track - Last Chance - FINAL

2) Date Implemented: 5/30/2014

3) Implemented By: Philip Booth

4) Customer(s): RTI CLARO, CIN

5) Description: Block guide to replace safety glove that was being wasted when packing -8/4352 parts. The new block eliminates the use of the glove as an end part protection used during the sleeving process.

6) Enter Saving Detail

Saving \$ / Unit	# Of Units	Investment \$	Net Saving \$	Note
3.81	48,000	0.00	\$182.88	

Created: Mark Wilborn 7/23/2014 12:44:12 PM 2173PCAVDEO 192.168.25.105

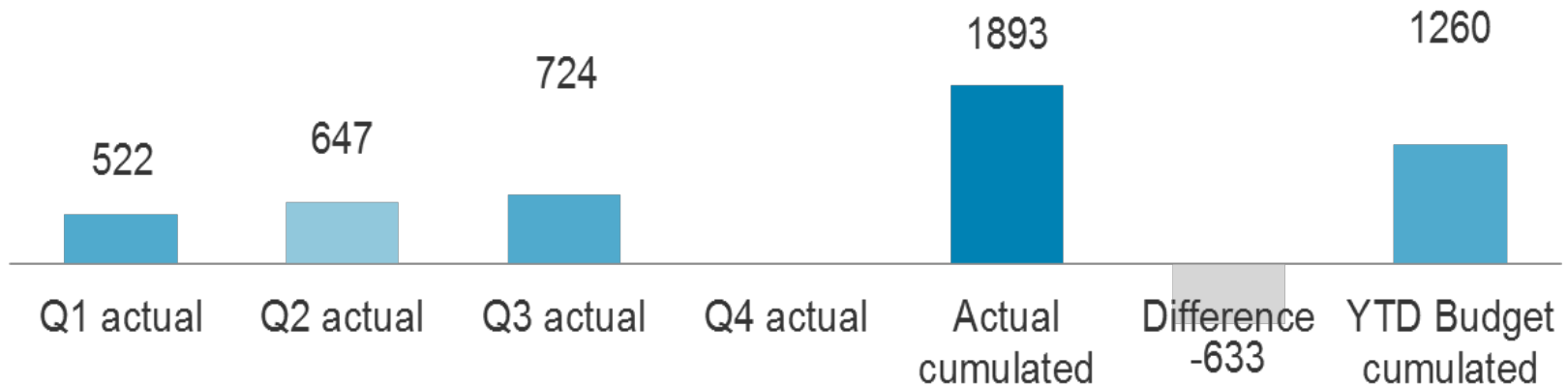
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Re-Open Save Cancel Print

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	How to Become a Great Boss Jeffrey J. Fox	The Soul of Leadership Deepak Chopra
Change the Culture, Change the Game Roger Conner, Tom Smith	Who Moved My Cheese? Spencer Johnson, M.D.	The Modern Theory of the Toyota Production System Phillip Marksberry, PhD, PE
It's Your Ship Michael Abrashoff	Coach to the Goal Michael Duke	Servant Leadership Robert K. Greenleaf
QBQ (Question behind the Question) John Miller	Lean for Dummies Natalie J. Sayer	Help the Helper Kevin Pritchard
Creating a Lean Culture David Mann	The Race Eliyahu M. Goldratt	The Charge Brendon Burchard
Mary Kay Way Mary Kay Ash	Team Barriers Ann & Bob Harper	The Leadership Pipeline Ram Charan
Five Dysfunctions of a Team Patrick Lencioni	First, Break All the Rules Marcus Buckingham	The 4 Disciplines of Execution Chris McChesney
Any "Leadership" book By John Maxwell	Why Success Always Starts with Failure Tim Harford	The Oz Principle Roger Connors
Speed of Trust Stephen Covey	Toyota Production System Taiichi Ohno	Mojo, How to Get it... Marshall Goldsmith
It Isn't Just Business, It's Personal Arunas Chesonis	The One Minute Manager Ken Blanchard	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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