





Lean Transformation
Summit 2013

Focus & Accelerate Your Lean Efforts By Using Your Transformation Model to Guide Capability Development.



The Herman Miller Performance System and the Bridge Program



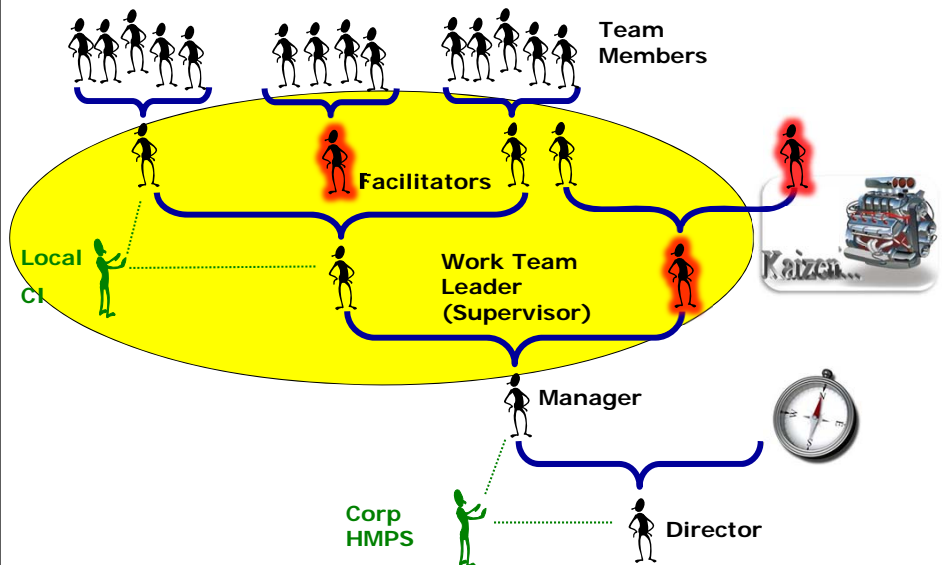
Ed Manzo, Cathy Geerlings and Stacy Skinner

The Business Needs...

1. Growing number of open Operations Work Team Leader positions
2. Increasing demand to add facilitator positions
3. Expanding facilitator role into technical areas of operations
4. Close performance gaps for existing Work Team Leaders and Facilitators

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HMPS – Management System



Why The Bridge Program approach?

1. Size and scope of the problem
2. Limited success and inconsistent results from traditional approach
3. Limited coaching resources in some areas
4. Develop diverse talent from within
5. Partnership between HR, HMPS and Operations

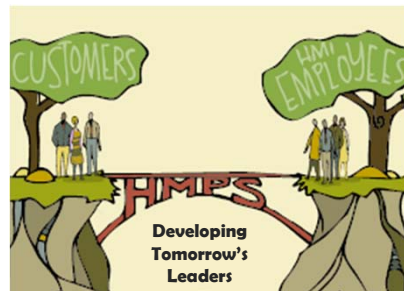
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What is The WTL Bridge Program?

A targeted 21 week developmental program for Operations employees who have a desire and aptitude to become future Work Team Leaders (WTL) at Herman Miller.

Participants have the opportunity to:

- Develop and demonstrate leadership skills
- Increase knowledge of Operations WTL role
- Sharpen and apply HMPS tools and receive regular coaching and reflection
- Internship involves shadowing experienced WTL and learning on the shop floor.



Graduates are prepared with the tools necessary to be successful in WTL positions.

They are given preferred consideration for openings but are not guaranteed a WTL position.

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Who?

Open to operations employees across the organization

Performance

Potential

Desire

Requires “Sponsorship”

Clear Expectations (Shift)

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How?

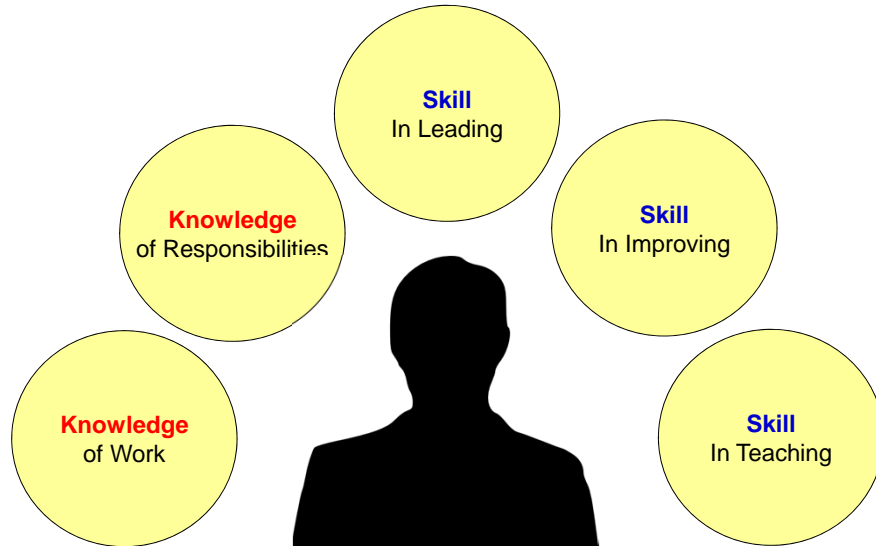
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1. Focus: Dedicated Learning
 2. Development vs. Training
 3. Collaborative Learning
 4. Behavior Based
 5. Job Instruction (TWI)

Approach



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Five Needs of a Leader...



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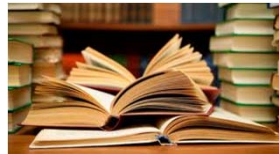
Knowledge vs.. Skill...

Knowledge

Possession of information, facts, ideas, truths, or principles

Acquired by reading, listening, and observing

Increase competency through *study*



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Knowledge vs.. Skill...

Skill

The ability to do something well

Acquired through experience and training

Proficiency determined by **practice** and natural ability

Increase competency through **practice**



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Knowledge of Work

Refers to...

Product or Service Standards

Technical Skills

Materials

Tools

Equipment

Work Standards

Work Methods



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Knowledge of Responsibilities

Refers to...

Roles

Policies

Agreements

Regulations

Safety rules

Schedules

Interdepartmental Relationships

Shadowing: Quality, Scheduling, Engineering, Programming ...



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Skill in Leading

Refers to...

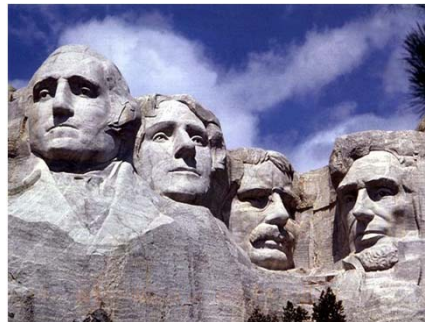
The ability to motivate

The ability to empower

The ability to develop and maintain strong interpersonal relationships

The ability to anticipate and proactively address changes in output, attitudes, and relationships

The ability to resolve conflict fairly and proactively



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Skill in Improving

Refers to...

The ability to recognize improvement potential

The ability to make an improvement plan

The ability to follow through, monitor results, and learn from the outcome

The proficiency to make small, incremental, daily improvements



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Skill in Teaching

Refers to...

The ability to develop a well-trained work force

The ability to transfer tacit knowledge

The ability to create experiential learning opportunities



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Work Team Leader Bridge Program Outline

| | | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|--------------|--|--|------------------------------|--------------------------------|--------------------------|-------------------|
| Week 1 | Skill in Leading & Knowledge of Responsibility | Orientation | Interpersonal skills | Go and See Learning Area | Effective Communication | Gaining Influence |
| Week 2 | Knowledge of the Work | HMPS - Overview & Role of the WTL | HMPS - CC / Daily Objectives | HMPS - Experience the Operator | | |
| Week 3 - 6 | Skill in Improving | HMPS - Waste | HMPS - CT/TT | | ANDON / HR x HR | |
| | | HMPS - PDCA | | | HMPS - Standardized Work | |
| | | HMPS - Problem Solving | | | | |
| Week 7 - 8 | Skill in Teaching | HMPS - JI Training | | | | Managing Conflict |
| | | HMPS - Problem Solving w/JI | | | | |
| Week 9 - 10 | Knowledge of Responsibility | HMPS - Experience the Facilitator | | | | Managing Change |
| Week 11 - 13 | Skill in Improving / Leading / Teaching | HMPS - Business & Coaching Plans | | | | |
| Week 14 - 15 | Knowledge of Work / Responsibility | HR Related Topics | | | | |
| Week 16 | Experiential Learning | HMPS - Experience the Work Team Leader | | | | |
| | | Internship | | | | |

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Facilitator Bridge Program Outline

| | | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | |
|--------------|--|-----------------------------------|----------------------|----------------------|-------------------------|-----------------------------------|-------------------|
| Week 1 | Skill in Leading & Knowledge of Responsibility | Orientation | Interpersonal skills | Interpersonal Skills | Effective Communication | HMPS - Overview & Role of the WTL | |
| Week 2 | Knowledge of Work | HMPS - Experience the Operator | | | | | |
| Week 3 - 9 | Skill in Improving | HMPS - Waste | HMPS - CT/TT | | | | |
| | | HMPS - CT/TT | | HMPS - PDCA | | | |
| | | HMPS - Standardized Work | | | | | Gaining Influence |
| | | HMPS - Problem Solving | | | | | |
| | | ANDON / HR x HR | | | | | |
| Week 10 - 11 | Skill in Teaching | HMPS - JI Training | | | | Managing Change | |
| | | HMPS - Problem Solving w/JI | | | | | |
| Week 12 | Knowledge of Responsibility, Skill in Leading | Facilitator Shadowing | | | | Managing Conflict | |
| Week 13 - 14 | Experiential Learning | HMPS - Experience the Facilitator | | | | | |
| Week 14 | Skill in Improving | TMO - Stability & Jidoka | TMO - Capacity | | | | |

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Outcome

- >90% success rate
- Key Learning:
 - Realization: not my cup of tea (WTL vs Facilitator)
 - Preexisting conditions: behavior, attitude, humility, work ethic
- ROI / Payback
 - Not a factor after first program – based on results
 - Bridge graduates noticeably outperforming peers

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Develop Results - Focus on Behavior

| | | | | | | | |
|-------------------------------------|--|---|---|---|---|---|---|
| CUSTOMER FOCUS | | | | | | | |
| 1 | Takes ownership and responsibility for zone quality and performance to takt time | 5 | 4 | 3 | 2 | 1 | Ignores zone quality and performance to takt time |
| TEAM MEMBER FOCUS | | | | | | | |
| 1 | Takes ownership and responsibility for operator struggles within zone | 5 | 4 | 3 | 2 | 1 | Continually ignores team member struggles within zone |
| KAIZEN FOCUS | | | | | | | |
| 1 | Documents, prioritizes, and analyzes problems using PPS framework | 5 | 4 | 3 | 2 | 1 | Randomly approaches problems through trial and error |
| SHOP FLOOR FOCUS | | | | | | | |
| 1 | Proactively solves problems to prevent recurrence of downtime & struggles | 5 | 4 | 3 | 2 | 1 | "Fights fires" a majority of the day |
| SUPPORT OF MANAGEMENT SYSTEM | | | | | | | |
| 1 | Maintains Visual Management System & Kaizen tools (SW, Charts, A3s) | 5 | 4 | 3 | 2 | 1 | Ignores Visual Management & Kaizen tools until they become outdated and useless |
| LEARNING & DEVELOPMENT | | | | | | | |
| 1 | Daily and weekly reflection on progress and learning | 5 | 4 | 3 | 2 | 1 | No reflection on progress and learning |

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📌 Lessons Learned...A closer look

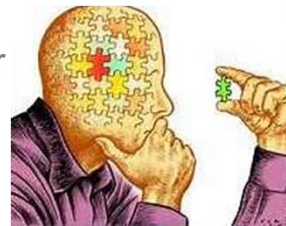


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📌 Did you see that?

Value of Reflection

- Daily: student / coach
- Weekly: student / coach / leader
- Biweekly: coaches
- Intermittent: coaches coach



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Strange Lands

Value of learning in a different area

- Overcoming fear and anxiety
- Realizing it was invaluable to the learning experience
- The Servant Leader



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The Challenge

Value of connecting learning to business needs

- Not doing the work just for practice sake
- Values the individual by contributing to the business
- Proved to be a struggle for many coaches as well

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The Challenges: A PDCA Approach

1st Cycle: delivered lesson, suggested practice

2nd Cycle: delivered lesson, **provided** practice



3rd Cycle: delivered lesson, provided practice,
suggested business need connection

4th Cycle: delivered lesson, provided practice,
required business need connection,
measured results

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Tick Tock The Accountability of Time

Historically Speaking...

From “In you go” to “Not quite ready yet”

- Time to DELIVER
- Time to PRACTICE
- Time to COMPLETION



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The Competition....Ahead or behind?

- North vs. South
- 2 horse race
- Existing WTL: Assessment Time
- Facilitator and WTL candidates:

“In this together - friends forever”

or

“The adversary”

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The Environment

- Support Structure
 - Stability
 - Team Size
 - Size of area
 - Complexity
 - Customer connections
 - Supplier connections
-

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Student Testimonial



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Before Bridge

- Background
- More to offer – Not sure what?
- Current Condition - Struggles



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During Bridge

- Safe Environment – Everyone Equal
- Variety of Experiences
- Tools
- Soft Skills
- Reflections – Boosted Confidence

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After Bridge

- Opened door to new opportunities
- Support Structure is Key
- Model Line
 - Good Support System

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Results

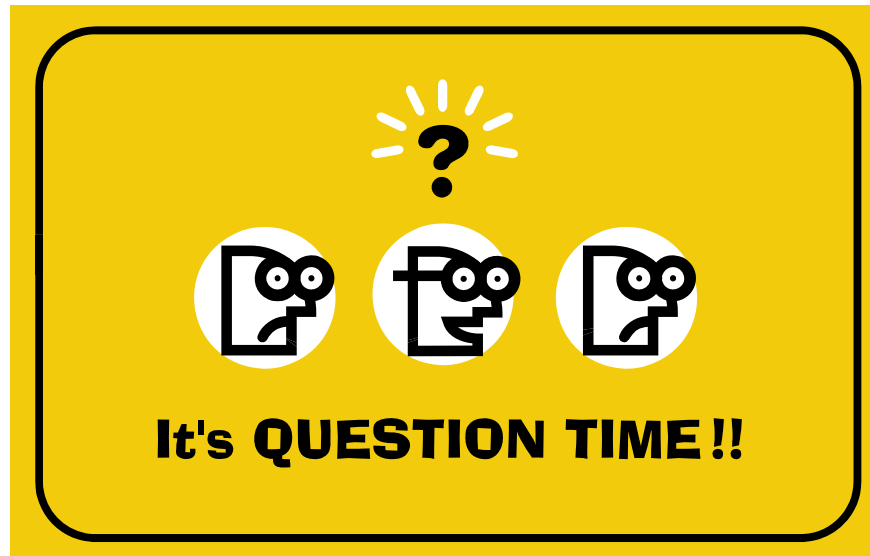
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- Confidence in my skills
 - Tours
 - Coaching – HMPS Experience
 - Customer Connections Program
 - Leading the Environmental Team
 - Mentoring students – “Be Me”
 - Communication Representative
 - Creating a Vision

Servant Leader

“Above all, leadership is a position of servanthood”
– Max De Pree, *Leadership Is an Art*

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Questions?



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