



Barry-Wehmler

Established in 1885

**Living a Sustaining Lean Culture
Every Day**

**Craig Compton
Ken Coppens
Scott Johnson
Larry Pierquet
Dick Ryan
Brian Wellingshoff**

Living Legacy of Leadership

We commit to a sustained leadership model that creates a culture where each of us returns home with a sense of **fulfillment.**



Living Legacy
of Leadership

Living Legacy of Leadership

- Share the vision of a vibrant future, driven by empowered individuals working in teams, committed each day to **continuous improvement**.
- Chart our progress in a way that reflects our **passion for people**.
- Daily **communication**, sharing and listening:
 - Connects team members to the vision;
 - Recognizes, encourages, and inspires people.

Living Legacy of Leadership

- A partnership of **trust** fosters **responsible freedom**- we are inspired to contribute our talents, have a bias for action, and accountability for the outcome.
- Cross-functional teams leverage our collective knowledge and build **empathy**- We understand, respect, and value others' perspectives.
- As leaders, we **encourage others** to reach their full potential – **Each of us** has the capacity to **lead** and **inspire** others.
- Through **recognition and celebration** of individual and team achievements we **strengthen the heart and soul** of the organization.

Living our Vision Daily

- People-Centric Leadership begins with Vision
 - Process **igniting passion** throughout the BW organization
 - Process to create your own **Vision**
 - Process to **implement and sustain** the Vision
- People-Centric Leadership grows with Recognition
 - Case Study of Daily Leadership (**PCMC**)
 - Leading the **change process** throughout the organization

Igniting Passion at Barry-Wehmiller

- In April 2002, a group of 20 people from across the organization came together to articulate a culture that is embodied in the Guiding Principles of Leadership (GPL).

“We measure success by the way we touch the lives of people.”

Igniting Passion at Barry-Wehmiller

Vision

Leadership

Communication

Measurables

Stewardship

Guiding Principles of Leadership

We measure 'success' by the way we touch the lives of people.

- A clear and compelling **vision**, embodied within a sustainable business model, which fosters personal growth.
- **Leadership** creates a dynamic environment that
 - is based on **trust**
 - brings out & **celebrates** the best in each individual
 - allows for teams and individuals to have a **meaningful role**
 - inspires a sense of **pride**
 - **challenges** individuals and teams
 - **liberates** everyone to realize "true success."
- **Positive**, insightful **communication** that empowers individuals and teams along the journey.
- **Measurables** allow individuals and teams to relate their contribution to the realization of the vision.
- Pay people fairly and treat them **superbly**.
- **Leaders** are called to be visionaries, coaches, mentors, teachers, and students.
- As your sphere of influence grows, so grows your responsibility for **stewardship** of the guiding principles.

We are committed to our employees' personal growth.

Igniting Passion at Barry-Wehmiller

“We measure **success by the way we touch the lives of people.”**

- Businesses play a huge role in our society, and business leaders have a profound opportunity and responsibility.
- We create the environment in which people spend most of their time.



Igniting Passion at Barry-Wehmiller

- We actively engage team members from across the company in small group dialogues to share this vision of our culture.
- Thousands of individuals across the company have completed Guiding Principles sessions.

“We can all be Leaders, you don’t need a title or certain position.”

Igniting Passion at Barry-Wehmiller

- In September 2006, 27 team members from across Barry-Wehmiller participated in a dialogue on leadership.
- The goal was to create a vision for the convergence of the Guiding Principles of Leadership and Lean thinking



Visioning Process

- Nominations
- Prework
- Meeting Facilitation
- Creating Buy-In

Living Legacy of Leadership

The convergence of the Guiding Principles of Leadership and Lean Enterprise

We commit to a sustained leadership model that creates a culture where each of us returns home with a sense of fulfillment.

- Share the vision of a vibrant future, driven by empowered individuals working in teams, committed each day to continuous improvement.
- Chart our progress in a way that reflects our passion for people.
- Daily communication, sharing and listening:
 - Connects team members to the vision;
 - Recognizes, encourages, and inspires people.
- A partnership of trust fosters an environment of responsible freedom.
 - In an environment of responsible freedom, we are inspired to contribute our gifts and talents, have a bias for action, and are accountable for the outcome.
- By coming together in cross-functional interaction we leverage our collective knowledge and build empathy for others, resulting in improved processes.
 - When we have empathy we understand, respect and value others' perspective.
- As leaders, we encourage others to discover, develop and apply their talents enabling them to reach their full potential.
 - Each of us has the capacity to lead and inspire others through our actions.
- Through recognition and celebration of individual and team achievements we strengthen the heart and soul of the organization.

As we move forward on this journey, we will be inspired to engage our head, heart, and hands, to create habits that result in extraordinary levels of achievement and fulfillment.



Visioning Process

Nominations

- Goal: get the right people involved - **natural leaders** and thinkers in the organization
- Any associate can be nominated and attend
- Work through the process to build a class with diverse roles and locations



Visioning Process

Prewrite

- Participants complete more work before the meeting than during it
- Purpose:
 - Make our physical time together the most productive
 - **Get people thinking in advance**
 - Allow all participants to know what others are thinking
 - Allow the meeting facilitators to finalize the agenda based on feedback

Visioning Process

Meeting Facilitation

- Always begin with at least an hour for **introductions**
- Use a breakout session to organize comments into groupings for a vision document
- Project the draft document on screen and invite all participants to recommend improvements

Visioning Process

Creating Buy-In

- Develop a presentation and **talking points** to describe the purpose of the document
- Visioning participants meet with divisional leadership upon their return
- Bob Chapman and Corporate team visit locations to reinforce the message



Implementing and Sustaining

Role of the L3 Team

- The L3 Team (or Lean Promotions Office) has the full-time responsibility to organize the change process along the L3 Journey
- We have one L3 Team member for every 100-150 associates
- 35 **L3 leaders** are engaged across a dozen North American locations
- 2 International L3 leaders- in India and Italy

Implementing and Sustaining

Role of the L3 Team

- An L3 Team member's most important role is to be a **change agent**
- By coaching and mentoring, L3 Team members work with associates throughout the organization
- With an average of more than 15 years of experience within Barry-Wehmiller divisions, we serve as a **compass** for the L3 Journey

Implementing and Sustaining

Role of the L3 Team

- All L3 Team members are proficient in **Lean tools**
- L3 Team members serve as professors to the next generation of leaders
- When advanced lean tools are required, we sometimes utilize outside consultants in a train-the-trainer model, moving future facilitation in-house

Implementing and Sustaining

Role of the L3 Team

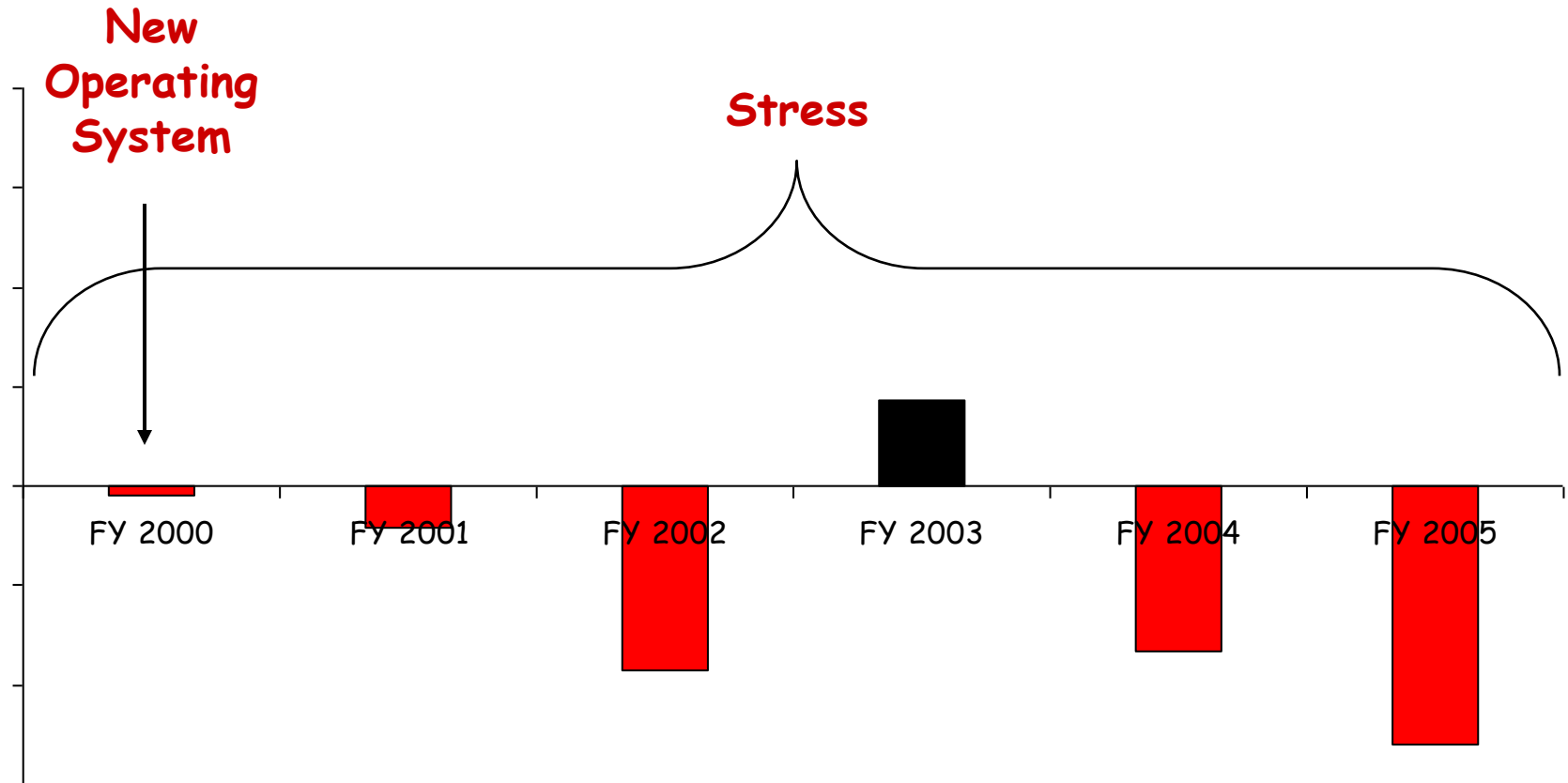
- Event facilitation is only one part of the L3 Team role
- In addition, we
 - **Communicate L3 progress** throughout the organization
 - Collaborate with HR to accelerate the L3 Journey
 - Play a lead role in the **Guiding Coalition**
 - Coordinate interdivisional interaction
 - Design common materials to use across BW
 - Benchmark every other BW division for best practices

PCMC Case Study in Daily Leadership

- PCMC History
 - Pre-Acquisition
 - At Acquisition
 - Post-Acquisition Leadership
- GPL and L3
- Recognition of Gifts and Talents

PCMC PRE-ACQUISITION

Operating Income



PCMC PRE-ACQUISITION

Culture of the Organization

- Reluctance to address issues at all levels
- Conflict avoidance
- Inadequate communication
- Hands-off approach to process development
- Victim mentality - fix other area's first
- No clear compelling vision for the organization
- Divided senior leadership team

At Acquisition: Insight Into CEO

- What do you hope to achieve in your time on this earth, and how are you using your leadership role to realize true success in your life? How are you making your life matter?

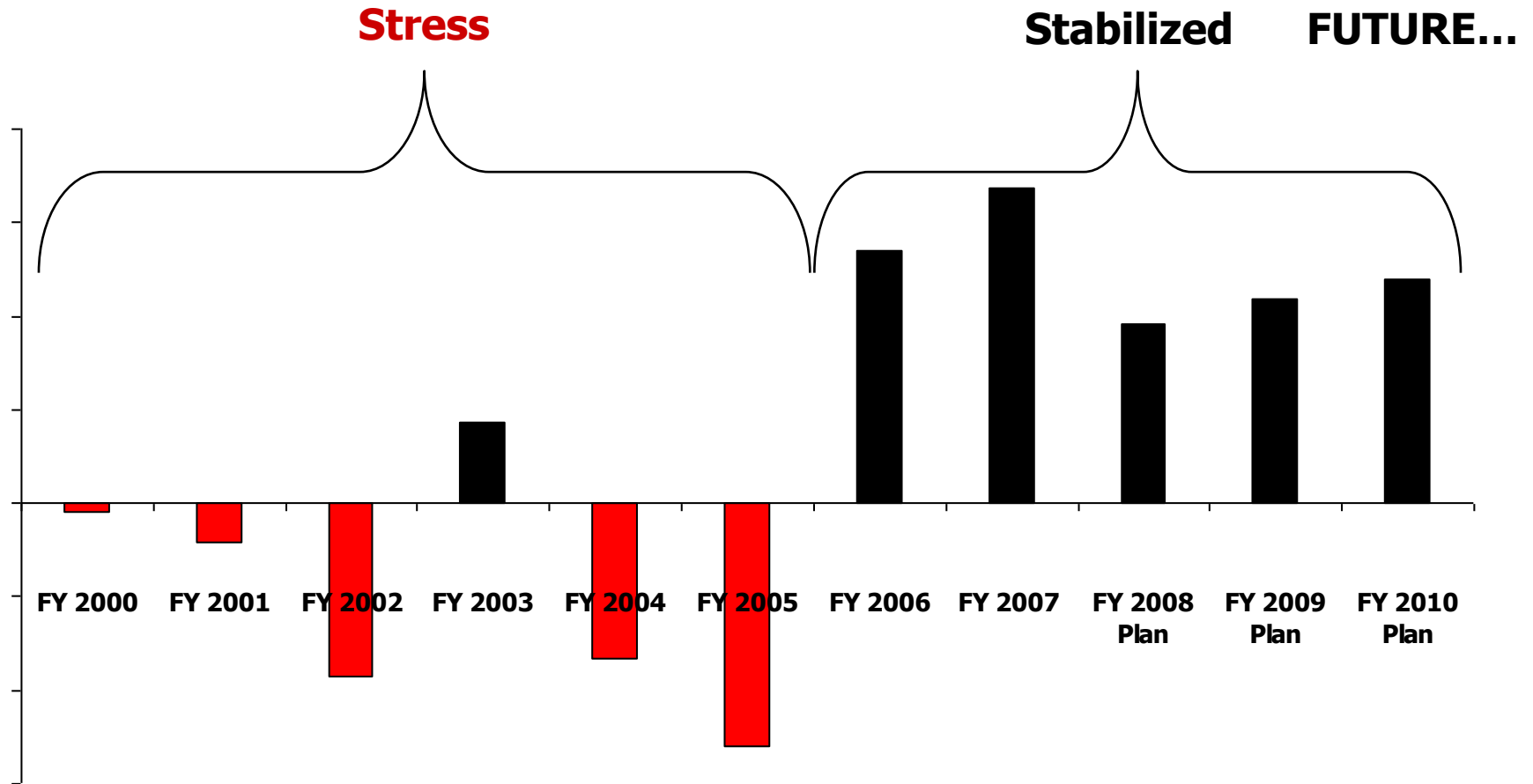
“My goal is to touch as many people’s lives as I can with my actions and my leadership every day.”

At Acquisition: October 2005

- Benefit package change
- Workforce reduction
- Non-compete forms
- Change in leadership structure
- New business and leadership philosophies
- Joined a large capital goods manufacturing family with a clear business vision

PCMC POST-ACQUISITION

Operating Income



Living Legacy of Leadership (L3)

Fulfillment

t

Communication

Trust

Lead and Inspire

Head, Heart, Hands

Living Legacy of Leadership

The convergence of the Guiding Principles of Leadership and Lean Enterprise

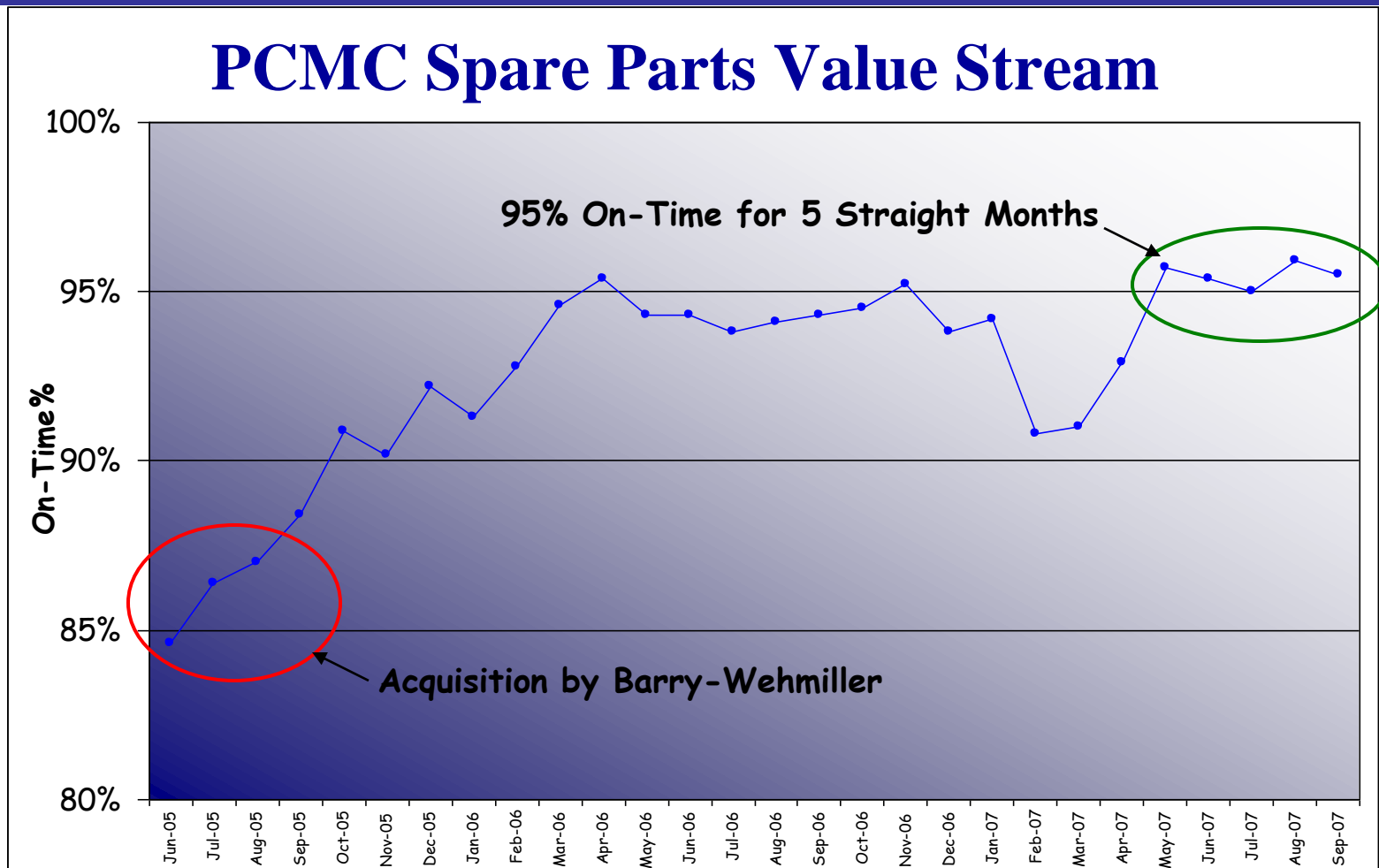
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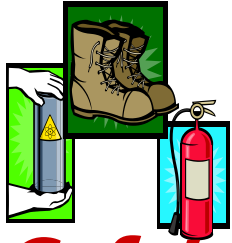
L³
Living Legacy
of Leadership

L3 Journey



- 25% Reduction in **Lead Times**
- Empowered and **Fulfilled Associates**

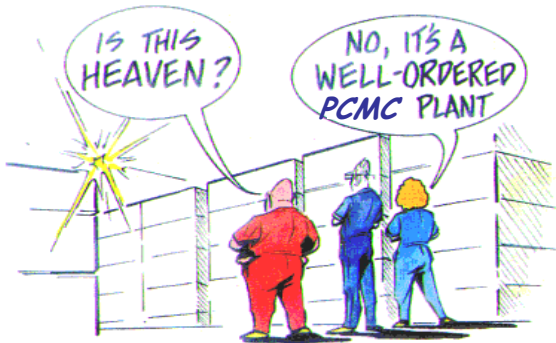
L3 Journey and 7S



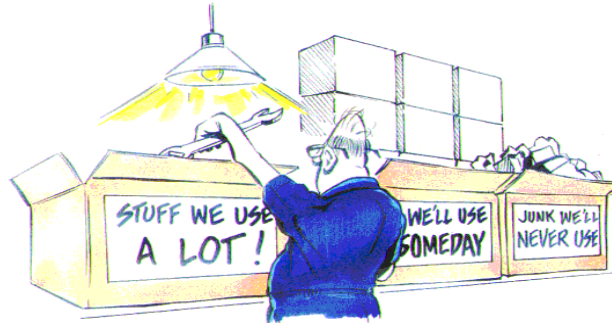
1. Safety



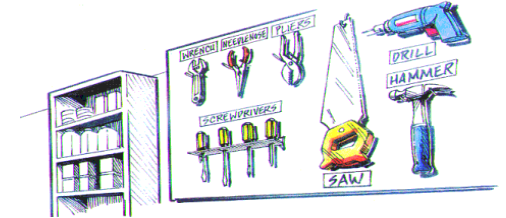
7. Satisfaction



6. Sustain



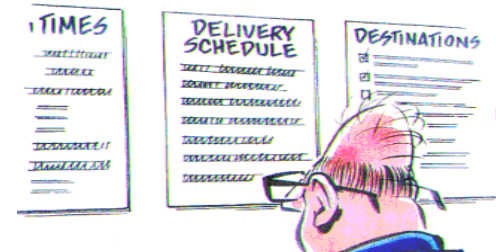
2. Sort



3. Straighten



4. Sweep



5. Schedule

L³

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Barry-Wehmiller

L3 To

Manufacturing

Engineering

ring

Facilitators

Leadership

Facilitators

Sales



Manufacturing

L3 7S EVENT CONDUCTED

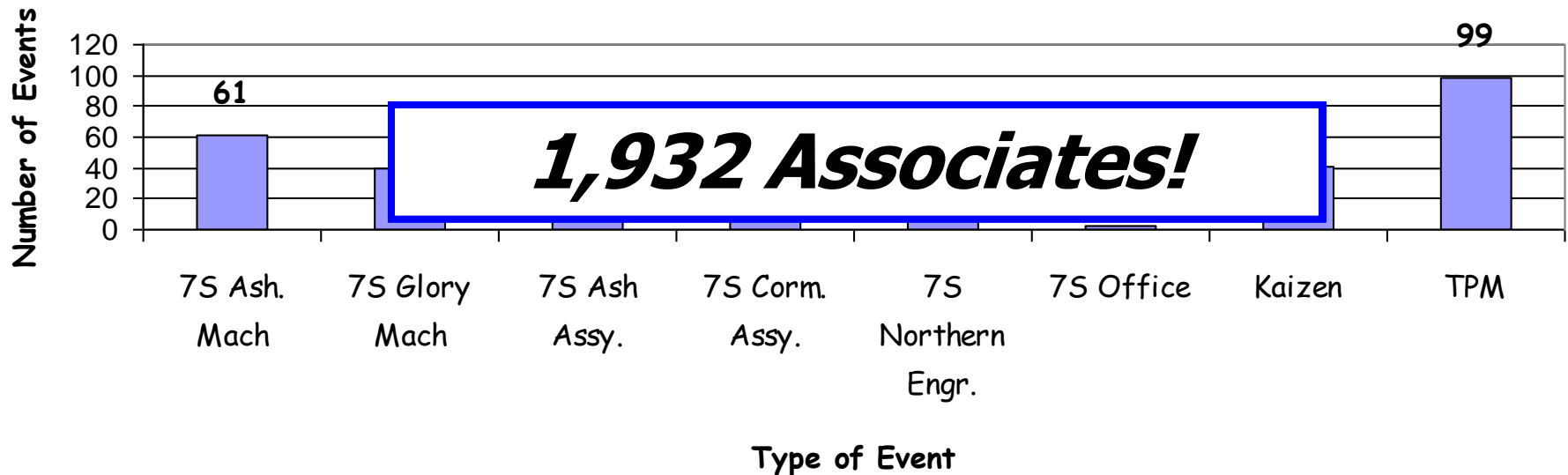


From left:
Wes Evans, Matt Gidley, Nancy Charlier,
Tracy Schultz, Dave Christianson, Girish Subbanna

The Past 24 Months ...

Tremendous "LEAN" Progress

PCMC L3 EVENT PROGRESS: 21JAN08



The Past 24 Months ...

Major "Facelift" to Work Centers and Facilities



Comments from customer regarding our L3 journey:

- "You have a very impressive initiative going on."
- "Super wonderful people... always said hi wherever you went."
- "Larry (Johnson) did a wonderful job."
- "It's great how you have a cross functional team working on the events."

The Heart and Soul of our future...



Identifying Great Stories

Report Out Sessions

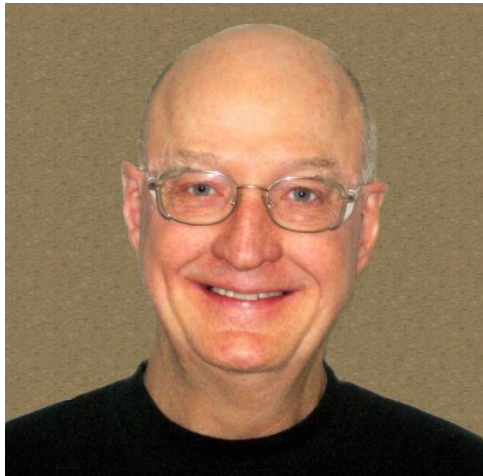
- Standard work is to conclude every report out session with the question:

How did this make you feel?

- Comments are captured through notes, pictures, or video and shared broadly throughout the organization
- Once a story moves from hard copy to media, we reproduce and share it easily

Celebrating Our Legends

When a Story becomes a Legend



- Shared a moving reaction to the initial Kaizen Event
- Incorporated his video comments into the L3 training across the company
- Invited to chart the company's course in an L3 visioning conference in Aspen
- Enjoys being an everyday ambassador of L3

Celebrating Our Legends

The Legend of the Jaguar

- The L3 Jaguar award began as a way to recognize outstanding contributors, not only at work, but to their family, friends, and community
- Everyday leaders of L3 improvements are awarded the use of the L3 Jaguar for one week. Each winner is chosen by the local L3 team for an outstanding contribution to the L3 Journey
- The car rotates throughout the country, staying in each location for 3 to 6 weeks
- The program is especially meaningful because winners are always asked, **"Why do you have that car?"**

Celebrating Our Legends: Glenn Maltais



“Winning the Jaguar isn’t why we did this.
We just wanted to make it better.”

Celebrating Our Legends

The Legend of the Jaguar



- Dan Brzeszkiewicz: **“With L3, a little effort goes a long way.”**

- Myron Thompson: **“Now I see that L3 isn’t just for the betterment of the company, it’s for me.”**



Celebrating Our Legends

Spotlight Emails

- Every culture contains legends that describe **outstanding behavior**
- Every month the L3 team for each location produces a spotlight email for distribution
- **Standard work** includes at least 2 pictures, a quote from a team member, and recognition for at least one person or team
- Emails are formatted for easy printing, presentation on flat screens, and compilation into a company wide email

Celebrating Our Legends

Spotlight Emails

L³ *Spotlight on our L³ Journey...* Living Legacy of Leadership

From a Lean Non-Believer to an L³ Team Leader

When the FGWA Lean Journey was announced in January of 2007 **Myron Thompson** and I discussed his Lean experience with a previous employer. *"Lean is just a way to eliminate jobs. The last place I worked for went Lean and all they did was lay people off"* said Myron. Nothing I could say would change Myron's outlook.



7S Team leader Myron Thompson and his team including: Maureen Gilhooley, Luis Gomez, Antonio Martinez, Sadri Ozgul, Gustavo Rameriz, Ashley Sommers, and Jerry Svoboda

Six months later, Myron was the Team Leader for a 7S event in our Painting/Cleaning Department. Myron volunteered to be in this event after being on the Machine Shop 7S Team a few weeks earlier. **What Changed?**

"... .."



Key L3 Metrics and Event Updates!

- **PCMC** has initiated the **Random Acts of L3** program. Congratulations to Doug Steiner, Ben Aspatore, Glenn Maltais, Steve Tetzlaff, Tom Trembl, Mel Jonas, and the Inventory Control Team for their outstanding displays of **Leadership**. They were all awarded the **Jaguar** to use for a week in recognition of their contributions.
- **Accraply** The newly created Trine value stream team was put to the test in June and responded by building and shipping a record tying 8 machines. **Great Job Trine team!**
- **PSC** The Seamer value stream team had a Kaizen event to improve the part flow from engineering release to final assembly. The new cell layout has improved overall part travel from **1.75 miles to 400 feet**, an improvement of **96%**.
- **Hayssen** focused a recent Kaizen Event on the Horizontal Die Assembly area. The entire team shared their improvements in a "Lunch and Learn" event. **56 team members** heard the results and asked how the L3 journey could impact them.
- **FGWA** Colorado completed a major Value Stream

Why We Embrace Lean

- We fundamentally believe that how our team members return home each day has a profound impact on family life.
- The principles of Lean give us the tools to be applied through **People-Centric leadership** to reach every person in an organization.
- Our L3 vision allows our team members to realize all of their unique gifts as we work together toward a more **vibrant future**.

Living our Vision Daily

- People-Centric Leadership begins with **Vision**
 - Beginning with a clear vision creates focus
 - Visioning sessions engage key leaders and inspire communication across the organization
- People-Centric Leadership grows with **Recognition.**
 - True leadership happens everyday
 - Capitalize on every opportunity to recognize and thank both individuals and teams



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