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2009

HEICH HANCOCKER 8-9TH JUNE

Building a Culture of Capable & Committed Employees

Michael Cordon

O.C. Tanner Company

Salt Lake City, Utah

What is Your Purpose as a Leader?

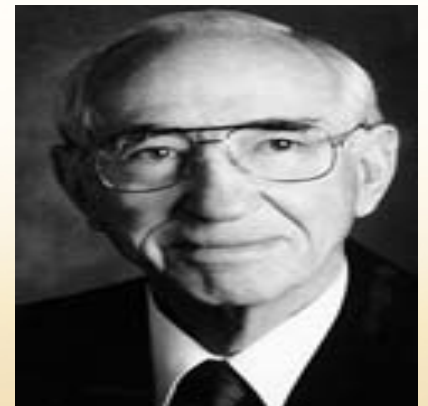


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One could say we sell two values ... beauty and kindness. This kindness is a company's willingness to recognize an individual for what he or she has given to that company. After all, giving the productive years of one's life, the daylight hours of each working day – this is the ultimate that an individual may give to any company.

- *Obert C. Tanner*

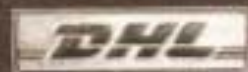


O.C. Tanner Company

- 80 years in business
- 1,500 employees
- Utah, Canada, UK
- Ship 3 million awards per year
- 9,000+ clients around the world
- Employees from 58 countries
- 54 different native languages spoken



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Helping Companies Appreciate People Who Do Great Work

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appreciate

What is your purpose as a leader?

1. Provide leadership
2. Meet customer requirements
3. Improve quality, efficiency, delivery
- 4. Develop People**



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The Tanner Improvement System

**Lifetime customers, partners
& employees**

An environment of continuous learning and creativity

Contribute to community & create prosperity for future generations

Quality	Efficiency	Delivery	Safety	Morale	Environment
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Developing People

We build expertise, confidence, leadership and ownership

- Teach
- Coach
- Respect
- Empower
- Build trust
- Build teams
- Communicate vision



Continuous Improvement

We improve processes, always driving for safety, innovation, cost savings and elimination of waste

- Kaizen
- Gemba
- 6 Sigma
- S.T.E.P.S.
- Standard work
- Machine up-time
- Process knowledge
- Organizational learning

Strategy Deployment

Philosophy
Practice long-term thinking

People
Develop problem-solvers

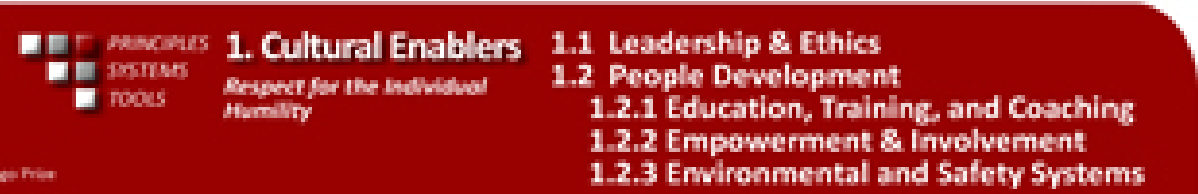
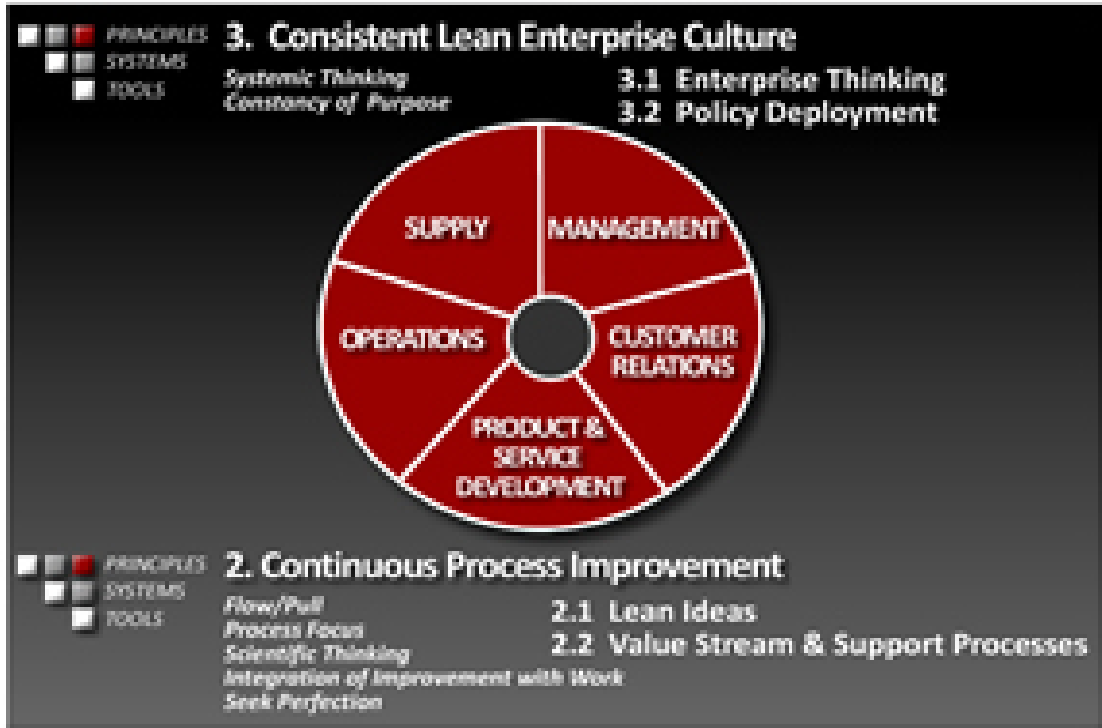
Process
Build simple, waste-free processes

Problem Solving
Make problems visible

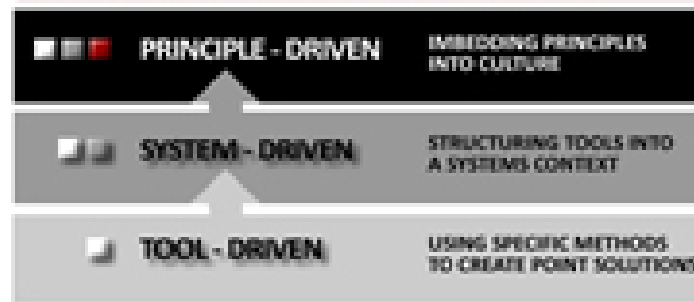
TIS Mission: We Improve QEDSME by Developing People and Improving Processes



THE SHINGO PRIZE MODEL



SHINGO LEVELS OF TRANSFORMATION



Lean Is All about People

Lean = capitalizing on strengths of people to:

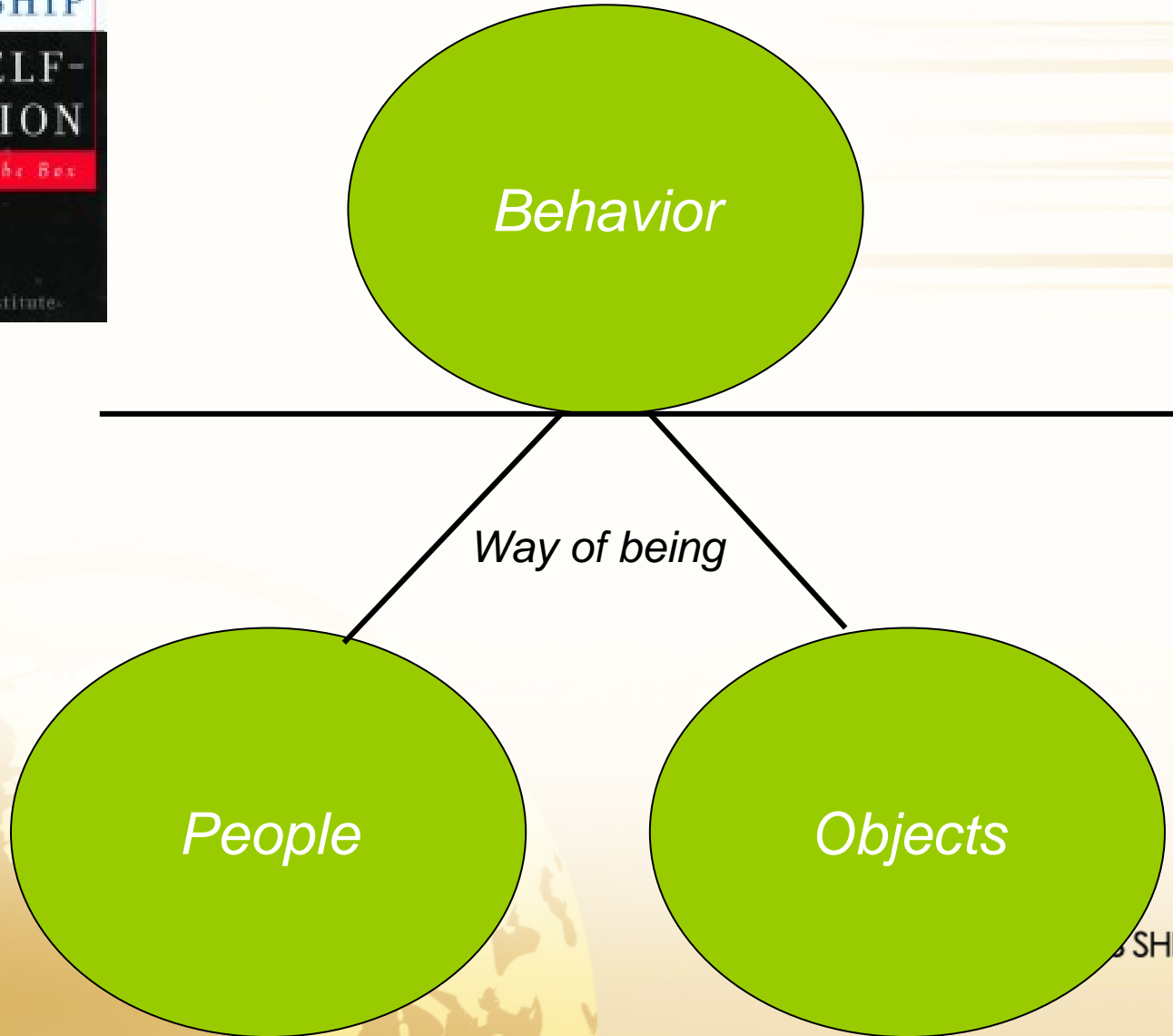
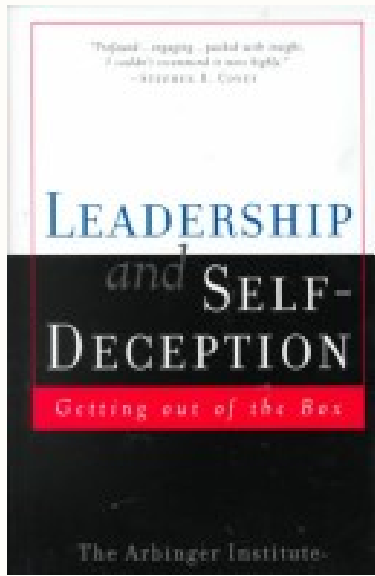
- Continuously improve
- Provide increasing value to customers



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Practical Coach Video

- Doing it wrong or just differently
- Jump in with a few questions
- What do you think?
- Patient, learn from mistakes
- Mistakes mean trying hard



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Capable Employees

Shingo Prize Application Guidelines Section 1.2.1 People Development Education, Training & Coaching

*Specific training philosophy similar to
Training Within Industry*



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Training Within Industry (TWI)

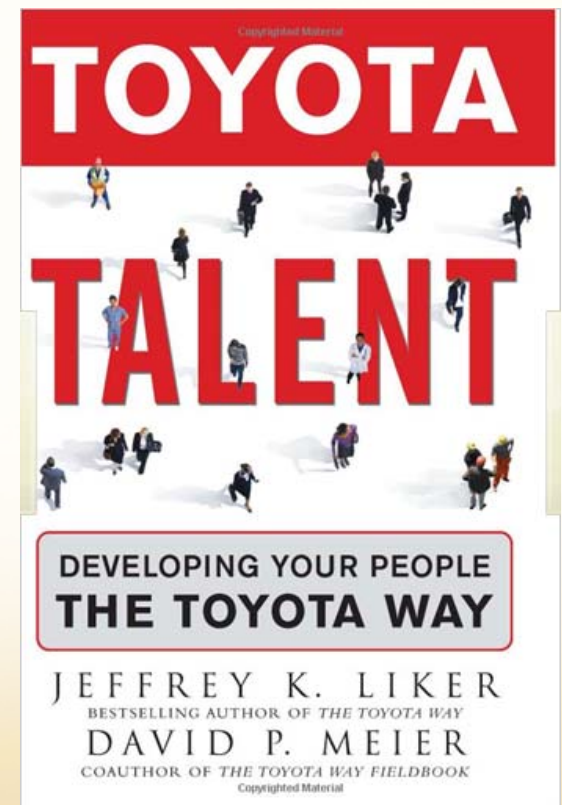
- Skill in Leading (JR)
People must be treated as individuals
- Skill in Improving Methods (JM)
Produce greater quantities of quality products in less time
- Skill in Instructing (JI)
If the worker hasn't learned, the instructor hasn't taught



TWI's Job Instruction Training

- Step 1 – Prepare the worker
- Step 2 – Present the operation
- Step 3 – Try out performance
- Step 4 – Follow up

- Break job down to chunks
- Present only what the student can master
- Capture critical key points
- Learn by doing
- Continue until you know they know it



F620119 Hand Solder Training Plan

Name: _____

Team: _____

Training Start Date: _____

Job Description: The process of attaching findings and emblems together using silver solder paste and a hand torch.

Requirements: Must have good eye-hand coordination, 20/20 vision with or without corrective lenses.

Process: Hand Solder

Time Frame (if applicable)	Process Training	Standard Documents	Mentor	Trainee	Date Complete
24 Hours	Review Job Skill Training Plan and Expectations				
	Process Specific Safety Training	SSPL			
	Tools				
	Lighting the Torch	JBS			
	Standard Solder Amount Card	SPL			
	Hand Solder One Finding	JBS			
	<i>Practice Soldering on GM & SS</i>				
	<ul style="list-style-type: none"> • Threaded Post/Handling Post 				
	<ul style="list-style-type: none"> • Threaded Post Marked 				
	<ul style="list-style-type: none"> • 1.3mm wire 				
	<ul style="list-style-type: none"> • Handling Post to Side 				
	<ul style="list-style-type: none"> • Button Post (Use Grid Card to verify center) 				
	<ul style="list-style-type: none"> • Staples 	SPL			
	<ul style="list-style-type: none"> • Headless Clutch 				
	Scraping Solder Board	SPL			
	Finding Carousel	SPL			
8 Hours	Review & Solder above findings on Regular Orders				
	Hand Solder Third Hand	JBS			
	<ul style="list-style-type: none"> • Two 7/10 wires 				
	<ul style="list-style-type: none"> • Two 1.1mm pentubes 				

Hand Solder One Finding Job Breakdown Sheet

O.C. TANNER
appreciate.

Key Words/Definitions:

Preparation/Tools/Supplies Needed: Torch, water, tweezers, solder board, pickle solution



<p align="center"><u>Major Step</u> Suitable step that can be demonstrated and advances the job.</p>	<p align="center"><u>Key Point</u> Tip that makes the task easier, safer, or affects quality.</p>	<p align="center"><u>Reason Why</u> Helps understanding or retention of the information.</p>
<p>1. Put Solder on emblem</p>	<ul style="list-style-type: none"> • Use correct solder amount (chart) • Tip on 45° to emblem 	<ul style="list-style-type: none"> • Too much, emblem won't lay flat on product. Too little, finding falls off
<p>2. Put Heat</p>	<ul style="list-style-type: none"> • Move heat from bottom to top • Don't focus heat in one spot • Don't heat solder 	<ul style="list-style-type: none"> • Heated emblem will melt the solder paste • Emblem will burn (Glowes red) • Flux will evaporate which causes finding to fall off
<p>3. Put Finding</p>	<ul style="list-style-type: none"> • Hold finding straight with tweezers • Before solder melts, place finding 	<ul style="list-style-type: none"> • Keeps hand away from heat • Alignment is critical for attachment purposes in post processes
<p>4. Stop Heat</p>	<ul style="list-style-type: none"> • When solder gets shiny • Hold finding in place for 2-3 seconds 	<ul style="list-style-type: none"> • Solder will oxidize • Allows the solder to cool and harden
<p>5. Cool</p>	<ul style="list-style-type: none"> • Dip in water • Dip in pickle pot • Then back in water 	<ul style="list-style-type: none"> • Cleans emblem and removes black • Shortens and improves blast process
<p>6. Verify</p>	<ul style="list-style-type: none"> • Finding placement is correct and secure • No solder on front of emblem • Correct amount of solder 	<ul style="list-style-type: none"> • Critical to customer quality



Committed Employees

Engagement is a measure of human potential.
How much of a person's effort, energy, and
imagination are you getting for your money?



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How Do You Engage Your People?

Know Them

Know what's most important to people

Grow Them

Help them develop new skills & advance career

Inspire Them

Show concern about employees' well being

Involve Them

Engage them in business processes & keep them informed

Reward Them

Appreciate their efforts for doing great work

"Closing the Engagement Gap" Gebauer & Lowman of Towers Perrin

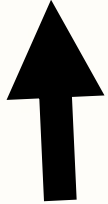


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Engagement Cycle

Growth



Engagement



Opportunity & Well Being



Appreciation/Recognition

“Closing the Engagement Gap”



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Performance Coaching

Tools = Forms & Coaching sessions

Systems = Yearly schedule & Training

Principles = Understand how it helped the company live its philosophy, vision and mission

It wasn't until we understood the system and lived by the principles that the tools became fully useful to us.



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Performance Coaching Tools

F622018 Development Plan

Team Member: _____ Coach: _____ Date: _____

Selected Area of Focus: _____

Current Level of Performance: _____

Action Plan

1) _____ Due Date: _____

2) _____ Due Date: _____

3) _____ Due Date: _____

4) _____ Due Date: _____

Coaching Support & Follow Up



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Performance Coaching System

What is your system for developing people?

Gives leaders a format to consistently develop and improve people.



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Performance Coaching System

Monthly Meetings to:

1. Explain Expectations
2. Train to Expectations
3. Develop the Employee
4. Empower



Performance Coaching Principles

“You can’t just be appraising people at that annual review time.

You’ve got to constantly keep people up to speed on where they stand.”

- ***Jack Welch***

Former CEO



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Living Your Brand Through Coaching

Leaders, manager, supervisors, facilitators are responsible for the development of their people

- Always do my best
- Keep my customers happy
- Build good relationships
- Help my team be successful
- Live the Brand



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What a Coach Does

- Explain
- Train
- Support & develop
- Provide feedback
- Model

Culture
Values
Goals
Expectations
Standards
Appreciation

***Genuine caring magnifies and strengthens
a coach's efforts***

Coaching Expectations

- Deep care and respect for others
- Provides a vision of what will make the person successful
- Honor people's desire to do their best
- Connects individuals to the purpose & focus of their work
- Continuous improvement of people
- Leaders are teachers



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Coaching Expectations

- Provides opportunity for self-correcting
- Lay the baseline for opportunities to improve
- Standards of excellence that are aspirational bring out the best in people
- High expectations lead to high performance
- Leader has to be intimately involved with standards



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What Do The Great Managers Do?

Great managers focus on the strengths of their people and are catalysts to

- Select the right person
- Set expectations
- Develop people
- Motivate and appreciate

“First Break All The Rules” – Marcus Buckingham

Building a Culture of Capable & Committed Employees

Michael Cordon

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