The Magic is in the People

The C-17 Employee Involvement Story

“How to Transform Your Organization into a World-Class Leader”
– Improving Performance, Customer Satisfaction and Employee Satisfaction

Rich Nicholson, Psy.D.
Charles Macias, M.A.O.C.
Overview

- Largest manufacturer of commercial jets and military aircraft
- Customers in 145 countries
- Largest exporter in dollars in the United States
- Over 153,000 employees in 67 countries
- 84,000 employees hold degrees, 29,000 advanced degrees
Overview

- **Capabilities in:**
  - Rotorcraft
  - Electronic and defense systems
  - Missiles
  - Satellites
  - Launch vehicles
  - Advanced information and communication systems

- **Maintenance, support and service providers**
What if?

You could get...

Over $143,000.00

Per Team for Self-Initiated Projects (*we have 3,500 teams*)

Average Savings/Avoidance Per Team-Based Business Improvement (TBBI) (first year):

**Business Results from Empowered Teams**
What if?

You could get…

savings of nearly:

$90 Million

to the *Bottom Line*

from a Single Program

*The “Real” Employee Suggestion Program*

*Employee Cost Reduction Incentive Program*
Employee Satisfaction levels increased every year into the Premier Company range.

Employee Survey

Employee Satisfaction Index

Years
Our Agenda

- Take you on a journey – it’s a real story, not theory
- We will focus on application for leadership and teams
- Demonstrate how the “magic” is in the people
- Lessons Learned
- Best Practices
- Have time for Questions and Answers
This Story

Begins... and Ends With Leadership!
What we are about to share with you is relevant to any type and size of organization. The only requirement is that you have people with a common purpose.
Reason to Change – Desperation or Inspiration?

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Quality Problems
Cost Overruns
Lack of Confidence
Adversarial Relationships Between Customers, Union and Ourselves
Late Deliveries

40 and No More… Unless You Perform
(Customer 1993)
Aligning the Work to the Strategies

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Unaligned activities
Too many strategies
Too many independent metrics

Start aligning activities with Vision and Strategies

All activities aligned with the Vision and Strategies for every employee

1000 Unaligned Projects

Sound Business Practices and Employee Involvement

Planned Journey

Good leaders spend time here

Work Group

Individual

1000 Unaligned Projects

Sound Business Practices and Employee Involvement

Planned Journey

Good leaders spend time here

Work Group

Individual
### Turnaround in Delivery Schedule

#### Number of Aircraft

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<th>Yr</th>
<th>1</th>
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**Ahead of Schedule**

**Behind Schedule**

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“Hold the Aircraft”  
_A Defining Leadership Moment_
Improvements Reduce Rework/Repair Costs

Year 1  2  3  4  5  6

Down is GOOD

Number of Units

Rework & Repair Hours

Organizational Results

C-17 Globemaster III Program | Integrated Defense Systems
Employee Satisfaction Increased

The Employee Survey

Employee Satisfaction Index

Employee Satisfaction Scores Increased Every Year
Satisfied Customers

- We were able to reduce our pricing to our customer by 25%
- Our product was delivered on or ahead of schedule with record quality
- Received recognition from Customers for excellent service
- More Customer Orders
- The “Cash Cow” of the largest Aerospace Company in the World
Win the National Malcolm Baldrige Quality Award?

Highest Award given by the U.S. Government for Quality

Winner – 1998, C-17 (manufacturing)
Winner – 2003, Aerospace Support (service)
Steps to a High Performance Team-Based Organization

Leadership

Purveyors of Hope
The Organizational Iceberg

The Organizational Iceberg

High Technology

High-touch Relationships

Formal Aspects (Overt)
- Processes
- Procedures
- Goals
- Technology
- Financial Resources
- Equipment, Tooling, Electronics, etc.

Informal Aspects-People (Covert)
- Personal Beliefs
- Personal Assumptions
- Perceptions
- Attitudes
- Feelings (anger, pride, etc.)
- Personal Values
- Personal Interactions
- Team Norms

E.I. Toolkit for Growth & Productivity – EI Office Consultants - C-17 Program, Long Beach, CA
EI Balances Your Technical and Social System

The Socio-Technical System

Traditional

Balanced
If you always do what you have always done, you will get what you have always gotten!

“Insanity is doing the same thing over and over again, and expecting different results”

If you want a different outcome, you must change either the process, the product, or both, NOW
Change is Hard for People if They Don’t Know Where They are Going and Why

Unclear Vision

Lesson # 2

Share your Vision often so others can see it

“Change is an unnatural act, particularly in successful companies; powerful forces are at work to avoid it at all costs.”

— Michael E. Porter
It’s a Journey – Not an Event (Be Persistent—Never Stop Improving)

Lesson #3
Boeing Journey

Customer

Vision, Values, Goal Alignment

Begin Internal Assessments

Developed Leadership System

Employee Involvement Teams

Productivity Improvement Tools (Lean/Six Sigma)

Integration and Systems Improvements

Time

Employee Involvement Drives Innovation and Sustains the Change

Leadership Moment – resist stopping one effort and starting a new one – rather build it into your journey
Leadership

Leaders are...

...Purveyors of hope!

...Create the vision and inspire others to achieve it
Leadership

Leaders take us places…

...We normally don’t go alone!
Leadership

Leaders create the environment for...

...Peak Performance!

...and Employee Satisfaction
Leadership

Leaders must be Role models and...

...Walk the Talk!
Leadership

Lesson # 4

Leaders must...

...Execute the Business Strategies

through others

...with the People!

When employees are part of defining what it means to them, there is more personal commitment.
Leadership

Leaders must…

...Recognize!

...employees and successes
Leadership

Lesson # 5

Leadership must…

...Be persistent, stay on course!

...and Don’t give up!
Vision and Values

A Compelling Future Everyone Can Understand
Vision and Values
Our Foundation for Leading

Boeing Vision 2016

People working together as one global company for aerospace leadership

Boeing Values

- Leadership
- Integrity
- Quality
- Customer Satisfaction
- People Working Together
- A Diverse & Involved Team
- Good Corporate Citizenship
- Enhancing Shareholder Value

Core Competencies

- Detailed Customer Knowledge and Focus
- Large-Scale Systems Integration
- Lean, Efficient Design and Production Systems
Boeing Leadership Attributes

- Chart the course
- Sets high expectations
- Inspires others
- Finds a way
- Lives the Boeing Values
- Delivers Results

These attributes are the managers performance evaluation criteria
Assessment
An honest starting point
### SWOT Analysis

#### Vision
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<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<table>
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<th>Opportunities</th>
<th>Threats</th>
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Take an Honest Look at Where You Are

- Does the organization understand its customers and business?
- Does the organization have a clear Vision?
- Does the vision include people and teamwork?
- Do the employees know what the Vision is?
- Does the organization have Strategies and Supporting Objectives at all levels?
- Are employees encouraged to be involved in decision making and improvements for their part of the business?
Alignment

Line of Sight to Everyone

...A Leadership Moment
### Best Practice Tool # 2

**Align Vision with Strategies and Supporting Objectives Throughout the Entire Organization**

**Best Practice Example**

<table>
<thead>
<tr>
<th>Vision and Values</th>
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</thead>
<tbody>
<tr>
<td>Strategic Imperatives Flowdown</td>
</tr>
<tr>
<td>Supporting Objectives with Goals (Org level 1)</td>
</tr>
<tr>
<td>Supporting Objectives with Goals (Org level 2)</td>
</tr>
<tr>
<td>Supporting Objectives with Goals (Org level 3)</td>
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</tbody>
</table>

**Line of sight upward through supporting objectives**

**This becomes your balanced scorecard to review regularly**
Employee Involvement

The “magic” is in the people and teams
“It is the bias for innovation that must become a core competency if a company is going to be an industry leader and not a follower.”

Stephen M. Shapiro

24/7 Innovation: A Blueprint for Surviving and Thriving in an Age of Change

2003
What is Employee Involvement (EI)?

From Individual Engagement to Teamwork

- Employee Involvement engages the full potential of all employees through teams to achieve or exceed business goals
- Teams bonded together by clearly defined purposes and goals…
  Peter Scholte, The Team Handbook
- Teams do the planning, decision making and implementation within the workplace
EI Creates Employee Satisfaction

RESEARCH

Top 6 Key Drivers for Employee Satisfaction Based on the Employee Surveys

1. Encouraged to come up with new and better ways
2. Involvement in decisions
3. Satisfaction with recognition received for doing a good job
4. Opportunity to improve my skills
5. Conditions allow me to be productive
6. Job makes good use of skills
New Leadership Behaviors are Required

The Challenge for Leaders

1. More of a participative leader vs. autocratic
2. Asks for the collective ideas of the team
3. Treat them as business partners – they will understand
4. Delegates day to day decision making
5. Focuses on removing barriers and providing resources for the team to be successful

Participative Leadership is essential for Cultural Change
EI Changes Roles of Leaders and Teams

The Challenge for Teams

Roles of Team Members

1. Meet weekly to identify and manage improvements
2. Commit to the vision and projects
3. Develop teaming skills
4. Participate in the teaming process
5. Share information and cooperate with one another

Teamwork is Essential for Cultural Change
Results

Employee Involvement Saves Time

Completed Units

Team-based Improvements

Post-El Trendline

Pre-El Goal line

Employee Involvement Start

Down is Good

Employee Involvement Saves Time
Results
Employee Involvement Increases Performance

Pre-diffusion
Performance
Old Culture Results

Post-diffusion
Employee Involvement
Culture Results

2 Measures: Performance Over Time

Employee Involvement Increases Performance
Results
Employee Involvement Increases Team Performance Results

Team Results

Before EI  After EI

Old Culture Results

Employee Involvement Culture Results

Overall Results

Before EI  After EI

Old Culture Results

Employee Involvement Culture Results
Employee Satisfaction Increased

Employee Survey Results

Employee Satisfaction Index

Employee Satisfaction INCREASES

Organizational Results
Control Team
Paperwork Elimination and Workplace Standardization

Employee Involvement Team Achievement Snapshot – Logistic Support Cecil Field

Summary of Accomplishments

**Standardizing the Scaffolding:**
6 remaining a/c, 55 days to complete the mod, estimated 7 man-hrs per day saved (7 people x 1 hr per day) = 2,310 avoided hours of touch labor waste = $150,150.00 cost avoidance

**Shop Aid Books vs. Data Packages:**
6 remaining a/c, 55 days to complete the mod, estimated 3.5 touch labor man-hrs per day saved (7 people x 30 mins per day) plus estimated 0.43 support hrs per day saved (1 person x 3 hrs per week) = 1,297 avoided hours of touch labor and support waste = $85,717.50 cost avoidance

**TOTAL COST AVOIDANCE**
$235,867.50

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**TEAM CHARTER**
The purpose of the Comm Central / Antenna Control Team is to provide electrical and structural modification excellence to our internal customers and external customers on time and at minimum cost.

**TEAM VALUES**
Our team values working effectively and efficiently together, through the sharing of knowledge and creative thinking, while maintaining a safe and FOD-free working environment.
**Team Charter**

Purpose – to assemble and deliver units to final assembly

Customers – U.S. Government

Guiding principles – meet or exceed our customer’s expectations for cost, quality, schedule, safety, and 5S. Win new business through continuous improvement

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**Team Performance Metrics**

<table>
<thead>
<tr>
<th>Project 1:</th>
<th>Project 2:</th>
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<tbody>
<tr>
<td>373 Hours Under Budget</td>
<td>3500 Hours Under Budget for 12 Units</td>
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</table>

**Team Recognition**
Employee Involvement High Performance
Work Team
Affordability Task Force (ATF)

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### Team Members

Team Mission

Work together as an empowered, integrated team to make the most affordable, highest quality airframe

### Metrics – Created and Maintained

Since the Producibility team formed in January 2002 it has reviewed and helped implement more than 400 cost reduction ideas that have amounted to $402M in estimated savings to date

$402M in large process improvement projects

### Savings Versus Costs

3 Year Period

Cum Savings: $402M

For every $1 spent to improve the process, $12 were saved as a result
EI Improves the Work Environment
Employees Have Designed Their Own Office Space

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Ergonomic Solution Area
Conference/Demo and Work Area Room

Table on Wheels
Screen

Managers Office
Ergonomists

Table on Wheels

ERGONOMIC DEMONSTRATION, OBSERVATION AND RESEARCH AREA

Table on Wheels

Table on Wheels

Table on Wheels

Table on Wheels

RECEPTION AND MEET 'N GREET AREA

Table on Wheels

Table on Wheels

Table on Wheels

Table on Wheels

Results

EI Improves the Work Environment
Employees Have Designed Their Own Office Space
The Value of Team Training

Let the team training begin and watch the “magic” happen with application

Learning without application? Forget About It!

Maximize Knowledge and Application

Limited Knowledge and Application

Individual Learning

Team Learning and Application

Training

TEAM CULTURE

KNOWLEDGE
Lesson #6 – All training must include immediate application to the team
The power of team training is the discussion by the teammates for how they can apply it to their jobs

- Case for change
- Team Charter
- Effective Meetings
- Brainstorming
- Decision Making
- Empowerment
- Feedback
- Group Dynamics
- Problem Solving
- Strategic Planning
- Team Formation
- Communication
- Team Conflict
- Financial Management
- Leadership Development
- Coaching

Training or Learning without application is useless!
4 Stages of Team Maturity

Stage 1: Team Formation
- Team Building
- Collaboration
- Self-Direction
- Directing
- Coaching
- Supporting
- Delegating

Stage 2: Team Building
- Team Empowerment

Stage 3: Collaboration
- Management

Stage 4: Self-Direction
- Team Empowerment
Knowledge + Application = Team Growth

OUTCOMES

TEAM FORMATION
- Develops team charter
- Develops empowerment schedule and reviews periodically
- Team understands goals and business objectives
- Schedules and holds team meetings
- Team adopts and begins to use metrics

TEAM BUILDING
- Reviews and updates empowerment schedule
- Identifies select processes for improvement
- Priority processes have been identified and variability reduction initiated (where appropriate)
- Maintains team records
- Begins applying Best Practices
- Teams begin to manage to metrics
- Completes appropriate training

COLLABORATION
- Reviews and updates empowerment schedule
- Identifies need for and schedules team training
- Team is setting own goals
- Utilizes process improvement tools
- Performance is improving in most key areas
- Monitors team performance and takes necessary actions
- Completes appropriate training
- Interfacing with suppliers and customers

HIGH PERFORMANCE
- Reviews and updates empowerment schedule
- Adjusts goals and metrics using comparative data
- Selection of team members with guidance
- Team makes its own work assignments
- Process improvements are on-going
- Team performance approaching “benchmark” levels
- Manages appropriate training

EMPOWERMENT

Knowledge + Application = Team Growth

BOEING

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Employee Involvement Model

Team Training, Empowerment Plans, Team-based Business Improvements

Team Assessment
4 Stages

Performance Improvement (Recognize and Publicize Successes)

Leadership Roles Change
Coaching and Support, Creating an Environment for Peak Performance Assessment

Supporting the Team-based Culture
Track Team maturity
Document Team-based Business Improvements
Document Large Company Cross-functional Improvements
Recognize teams and Publicize Results
Lesson # 7 – Best Practice Tool # 3
Integrated Master Plan (IMP Example)

<table>
<thead>
<tr>
<th>Critical Milestones</th>
<th>Person Responsible</th>
<th>Schedule of Time Line and Due Dates</th>
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Best Practice Tool # 4

GAPS

CURRENT STATE

As is condition

FUTURE STATE

Where you want to be

What needs to be done to begin moving to your future state

• People
• Processes
• Technology
### Best Practice Tool # 5

#### Team-Based Business Improvements (TBBI) Project Summary Sheet

<table>
<thead>
<tr>
<th>Team Name</th>
<th>Manager</th>
<th>Director</th>
<th>Project Name</th>
<th>Project Start</th>
<th>Project End</th>
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</thead>
<tbody>
<tr>
<td>Function/Deb</td>
<td>Team Leader</td>
<td>Project Name</td>
<td>Project Name</td>
<td>Project Name</td>
<td>Project Name</td>
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**Use this summary sheet to document the project**

**Team Members:**
List Team Members and Functions

**Project Selection:**
What is the project, and how does it improve your business?

**Methods and Tools:**
What methods were used to identify improvement opportunities: (e.g., fishbone, customer surveys, etc.)

**Solution:**
What is your team’s action plan? (List steps)

**Process/System Changes:**
Describe process or system changes, sustainability, and if it is a possible Best Practice

**Results:**
Show how your business was improved, cost savings/avoidance, and how the project improved team and customer satisfaction

**Savings**
# Empowerment Plan

## Best Practice Tool # 6

<table>
<thead>
<tr>
<th>10 Team Empowerments</th>
<th>Planned Discussion Date</th>
<th>Date Complete</th>
<th>Team Actions to Achieve More Involvement in the Empowerments</th>
<th>Mgr. Initial</th>
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<tbody>
<tr>
<td>1. Work Schedules</td>
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<tr>
<td>2. Housekeeping</td>
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<tr>
<td>3. Training/Employee Development</td>
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<td>4. Team Meetings</td>
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<td>5. 5S Work Area Configuration</td>
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<td>6. Job Standardization/Procedures</td>
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<td>7. Goal Setting</td>
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<td>8. Continuous Improvements</td>
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<tr>
<td>9. Team Self Assessments</td>
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<tr>
<td>10. Team Budgeting</td>
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Recognition Must be Part of the Process

Lesson # 8 – Best Practice Tool # 7
Team Success Stories
Allow teams to document and present their successful projects and stories to Leadership

**B**usiness Results:
- Getting the right people, in the right job, at the right time: over $66,000
- Stronger collaborative efforts: over $31,000
- Responsive to business situations
- Individual contributions for better team results
- Reservoir of resources
- Managing roles in process

**Performance Results:**
- Performance increased by 44%
- Rework and repair dropped by 31%

**Business Results:**
Performance increased to 106.6% on P66
Decreased number of tags from 50 on P56 to 8 tags on P66

**Performance Results:**
- Due to the outstanding efforts and dedication of the Power Electrical Team, the employees have been able to:
  - Recover over one quarter unit of schedule condition (from -0.649 in April 1997 to +0.39 in April 1998) and meet the critical path milestone for a power-on/wit accelerated schedule.

**HR Team Has Developed a New, Consistent Promotion Process**

**Benefits:**
- Less turnover
- Retention of more high performers
- Reduced EEO disparities
Lesson # 9

All
- Gain commitment to improve business results
- Focus on continuous process improvement
- Always keep the customer in mind (internal and external)

Management
- Communicate clear vision
- Train and empower employees to make business decisions
- Ask employees to be fully involved and engaged
- Relinquish control as the team is able to take on more self management
- Recognize progress and successes

Workers
- With more responsibility comes more accountability
- Take ownership of more day to day decision making when ready
- Share information and support each other
- Elevate problems to the team and management before it is too late
Employee Involvement Practitioners Help the Process

Practitioners must have

- Good understanding of the Business
- Good Communication Skills
- Good Project Management Skills
- Respected by the Workforce
- Ability to Influence Others Toward a Strong Vision
- Is Results and Process Oriented
Boeing Global Enterprise Employee Involvement Team

Puget Sound
Stephan Brester (IDS)
Conrad Ball (PW)
Susan Bouton (CBS)
Kathleen Olsby (NV)
Laura Stringfellow (CNO)
Nita Smith (ESS)
Dave Troupes (BCA Evt Ops)
Matt Hale (BCA Evt Field)
Mary Stewart (BCA 737)
James Morgan (BCA 747)
Mark Johnstone (BCA 757)
Laura Hawkins (BCA 777)
Robert Thayer (BCA PEO)
Jon Buckmiller (BCA RIC)
Elaine LaVigne (BCA Auburn Fab)
Hjordis Seelye (BCA Fredrickson)
Susan Mc Gillivray (BCA Brig)

Fallon
Cory Von Seggern
William Agard, Jr.

Lemoore
Thomas George

Vandenberg AFB
John Suda

Palmadale/Edwards
Steve Perkins
Robert Simon

El Segundo
Diana Fleischer

Sylmar
Beth Stone

Long Beach
Rich Nicholson (IDS)
Jeff McDaniel (LSS)

Seal Beach
Jane Transe
Jill Antonson (ER)

Huntington Beach
Jamie Rogers (IDS)

Anaheim
Donisha Brazile
Tony Weber

Maui
Derek Chang

Colorado Springs/Pueblo
Jim Barduniots

Wichita
Brett Barnhill (LSS)
Phil Glass (IDS)
Adam Lange
Vickie Bell

Winnipeg, Canada
Herman Hanson

St. Louis/St. Charles
Celeste Zilicky-Schaafsman (IDS)
Mary Alice Gallagher (LSS)
Jaime Nelson (TACAIR)
Doug Stuart (FCS)
Gary Kampschmidt (ER)

Chicago WHQ
John Messman

Heath
Earl Burge
Christina Spisak

Philadelphia
David Crane (IDS)
John Miller (LSS)

Decatur
Susan Moore
Cindy Lovell

Huntsville
Nancy Stovall (IDS)
Lane Watts (MDS)

Charleston
Bill Hammond

Macon
Dobie Bennett
Lafayette Stephens

Jacksonville/Cecil Field
Teresa Montalbo/Robb Reynolds

Florida/CCAFS
Bruce Franta
Steve Hauss

Russia
Alexei Gurevich
Katya Golubkina

Albuquerque
Launi Ritter-Freiwald

Salt Lake City
Tracy Gertino

El Paso
Roland Chanove

Altus
Dale Harding, Jr.

Mesa
Pat Gibson (IDS)
Candy Makil (LSS)

Williams Gateway
Melissa Epps

San Antonio
Mark Haupt

Kingsville
Sylvia Navarro

Ogden
Forrest Allred

Irving/Corinth
Jennifer Hogan

Houston
Paisley Matthews
Jim Collier
Terri Vourganas

Ft Walton Bch
Cathy Ochsner

Australia
Stephen Duffyfield
Trevor Wendt

Maui
Derek Chang
How to Get Started

**Leadership**

- Establish a vision that includes all employees and teams
- Flow down vision and supporting objectives to all levels of the organization
- Train Leaders in teams and roles
- Begin training natural work group teams, and teams begin team-based improvement projects
- Create Cross-functional Project teams around specific issues or projects
- Recognize progress and successes

**Managers**

- Let go of traditional roles. Become a leader that develops people and pave the way for change
- Encourage innovation, be role models, empower teams when they are ready
Lesson # 1: The Law of Change: If you always do what you have always done, you will get what you have always gotten!

Lesson # 2: Change is hard for people if they don’t know where they are going and why

Lesson # 3: It’s a Journey, not an event

Lesson # 4: Leadership must deploy the Business Strategies with the People. When employees are part of defining what it means to them, there is more personal commitment

Lesson # 5: Leadership must be persistent, stay the course and don’t give up

Lesson # 6: All training must include immediate application to the team

Lesson # 7: You must have a written plan

Lesson # 8: Recognition must be part of the process

Lesson # 9: Traditional Roles must change (Leadership and team members)

Lesson # 10: Enjoy the Journey!
Best Practice Team Tools We Have Covered

- **Best Practice Tool # 1:** SWOT Analysis
- **Best Practice Tool # 2:** Line of Sight
- **Best Practice Tool # 3:** Integrated Master Plans
- **Best Practice Tool # 4:** Gap Analysis
- **Best Practice Tool # 5:** Team-based Business Improvement
- **Best Practice Tool # 6:** Team Empowerment Plans
- **Best Practice Tool # 7:** Employee and Peer Recognition
In Summary: “We Are Still On Our Journey”

- We have come a long way
- We are proud of our accomplishments
- We still have a long way to go
- We plan to be around for a long time
EI is the middle of Employee Involvement

Embrace the Culture!
Lesson # 10

Enjoy the Journey!

It is our honor and pleasure to speak to you today

We are happy to take questions

Thank you
Lesson # 1: The Law of Change: If you always do what you have always done, you will get what you have always gotten!

Lesson # 2: Change is hard for people if they don’t know where they are going and why

Lesson # 3: It’s a Journey, not an event
Lesson # 4: Leadership must deploy the Business Strategies with the People. When employees are part of defining what it means to them, there is more personal commitment.

Lesson # 5: Leadership must be persistent, stay the course and don’t give up.

Lesson # 6: All training must include immediate application to the team.
Lesson # 7: You must have a written plan

Lesson # 8: Recognition must be part of the process

Lesson # 9: Traditional Roles must change
(Leadership and team members)

Lesson # 10: Enjoy the Journey!
Best Practice Team Tools Notes

- **Best Practice Tool #1**: SWOT Analysis
- **Best Practice Tool #2**: Line of Sight
- **Best Practice Tool #3**: Integrated Master Plans
- **Best Practice Tool #4**: Gap Analysis
Best Practice Tool # 5: Team-based Business Improvement

Best Practice Tool # 6: Team Empowerment Plans

Best Practice Tool # 7: Employee and Peer Recognition