

BHAG's, Culture and You

A small-group planning session for 2023

Purpose

- Get smart in the components of culture change
- Help your people and business
- Have a career-worthy (WOW) project

Products

1. Learn the culture framework
2. See it in action
3. Assess your personal readiness
4. Plan your year
5. List who needs to be involved
6. Create a map for the journey
7. PDF-copy of Alden's leadership workbook, On Guard

Why Me?



* Achieved linearity of military fighting vehicles: 3 BFV/day and 6 M113/day...no month end push, no part shortages, no hockey stick.

* First major job redesign done in an IAM shop, joint labor/management project. Inspired the joint labor/management process at Raytheon in Tucson, AZ.

- * Designed and led one of the most recognized factory transformations in the United States.
- * Saved a 1,700 person facility.
- * Cost/hour down 38%
- * Productivity up 51%
- * Indirect labor down 62%
- * 10 years of year-over-year improvements
- * 1,000 visitors in one year to see the socio-technical work system



- * 20 years in Aerospace
- * Actively involved in all aspects of the business from sales through customer support and staff functions
- * Led the creation of two widely recognized collaborative labor/management contracts redesigning work for cellular manufacturing

- * Corporate King of Kaizen
 - Hundreds of applications
- * Global expertise
- * Skilled in military and commercial business
- * Industrial and financial services
- * Automotive, aerospace and building systems
- * Frequent conference speaker and radio segment contributor

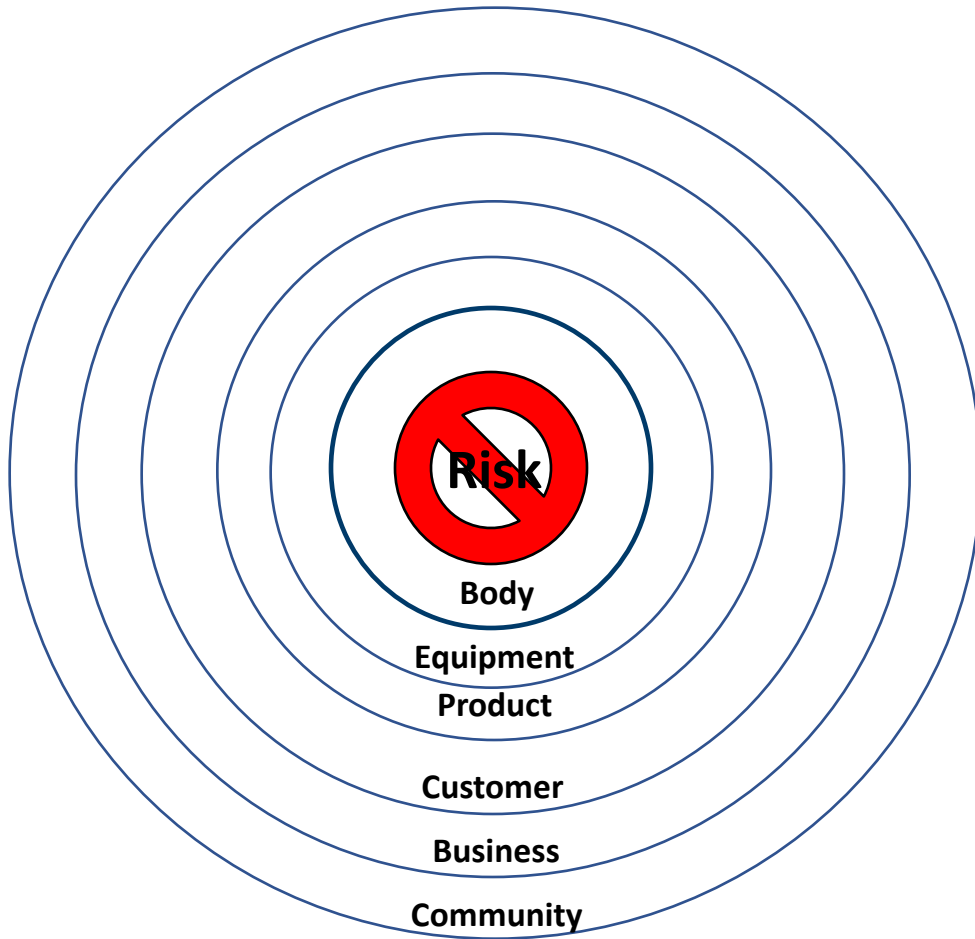


Belief

“Safety is the activating mindset of well run businesses.”

-restated-

Safety is a proxy for management quality.



Where to begin?

The Savannah

What can we learn about preparing for the future?












What do we learn from the Savannah?

- Earn the right to be the best
- Do you have a BHAG to pull you into 2023?
 - Jim Collins in Built to Last
 - Clock Building, Not Time Telling - go beyond a great leader to building a great institution
 - No Tyranny of the "Or" - embrace the genius of "and"
 - More Than Profits - find your organization's purpose and build the "core ideology"
 - Preserve the Core / Stimulate Progress - change everything readily, except the core
 -  Big Hairy Audacious Goals (BHAGs) - think big, aim high
 - Cult-Like cultures - cult-like adherence to the culture
 - Try a Lot of Stuff and Keep What works - try a lot of experiments and keep what works
 - Home-Grown Management - hire leaders from within
 - Good Enough Never Is - strive to do better tomorrow than you did today

My BHAG hope for you...

Leading culture change
in 2023

**What do YOU
want from
2023?**



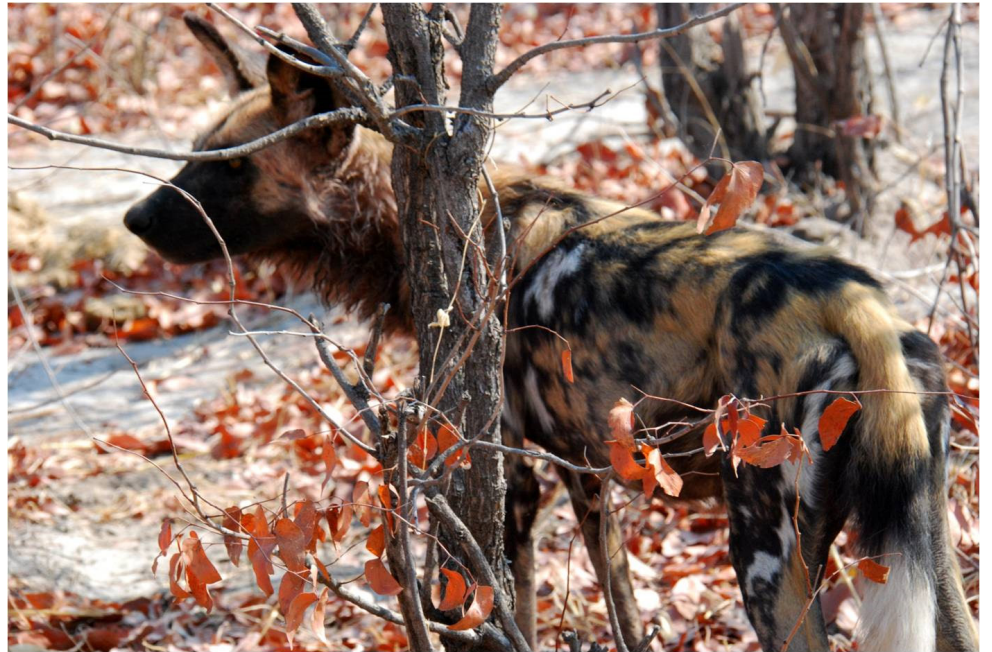
Where are YOU taking your management?

No new thought, no new future



Why should I follow you?

No new thought,
no new future



What is culture?

All the ways of life including arts, beliefs and institutions of a population that are passed down from generation to generation.

Culture has been called "the way of life for an entire society." As such, it includes codes of manners, dress, language, religion, rituals, art.

- Boston University

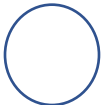
Why is it important?

"Culture is the acquired knowledge people use to interpret experience and generate behavior."

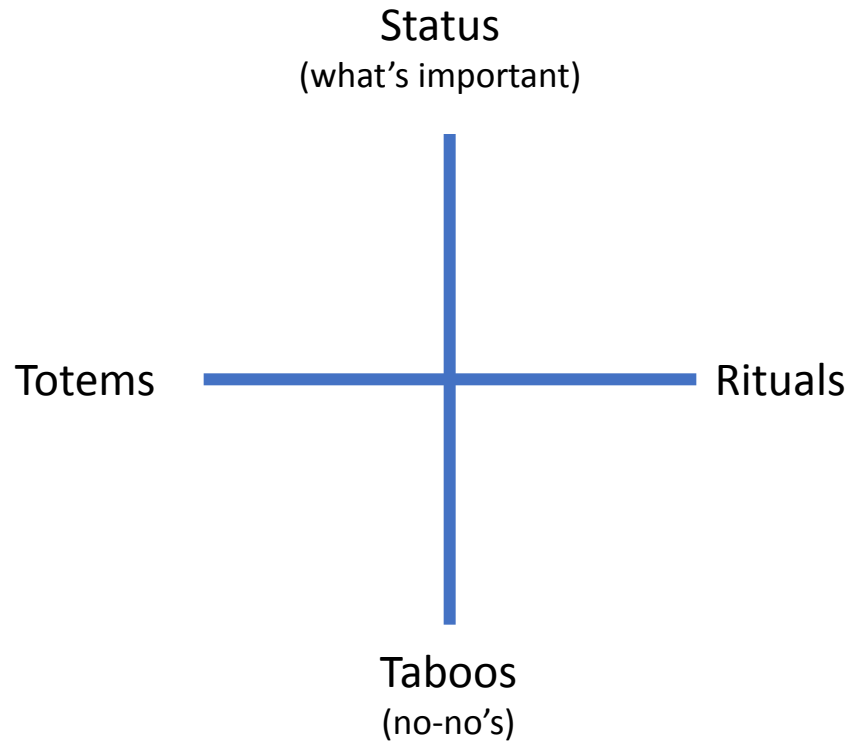
- James Spradley, Anthropologist

Macalester College, MI

How many safety cultures exist where you work?





The Culture Framework



Status...what is important to us

- Outputs
- Lawsuits
- Regulations
- Dean's vision
- Medical support
- Focus @ offsites & field service
- Passing audit results
- EHS in contracts and proposals
- Integration of EHS into ACE
- Ergonomics
- "Don't bother me"
- Playing the Odds with safety

Culture Existing

10/99	
11/00	
11/01	

Totems

- ✓-off in VP audit training
- The Plan (~~but no content~~)
- Customized plans by each small unit
- EHS rating form
- Safety Steward's office
- Decentralized EHS
- Safety glasses
- Contractor letters
- \$1,000 Rodeo award

Rituals

- Regular VP audit walk-about
- ~~Hiring 43's as coordinators~~
- Annual EHS plan with ~~no value to the business~~
- Redundant effort everywhere
- Sign without "meaning"
- No attention to signs, break rules
- 100 out of 300 in Forklift Rodeo
- 30 stretching grown to 400 with 6600 to go
- ACE in the centers
- Safety glasses
- Ergo Fair
- Mgmt. updates on SP001
- Townhall meetings
- EE participation
- Union participation
- Communications
- Contractor expectations on Safety

Taboos

- ~~Growth (EHS plan penalizes business growth)~~
- Little paperwork at the units
- Criticism of EHS
- Perception of importance without doing
- EHS part of the job/priority
- "Can drop the EHS ball"
- Helping others

Culture Desired

- Value** (of worth to me)
- * Ownership (I own it)
 - * Integration (this is mine not theirs)
 - * Protection (ref. military force protection)
 - * Effectiveness
 - * "Doing the right thing"
 - * Inclusive (all involved)

Status

- People and business (mutual dependence on our collective safety)
- Protecting each other
- Protecting the environment
- Personal protective equipment (PPE)
- Decision criteria for implementing EHS projects
- Risk identification as everyone's job
- EHS "eyes"
- Working issues to closure
- ACE and Safety jointly viewed and coupled
- Discussion and training before "doing"
- **Designed-out hazards**
- **24/7/365 headset**
- **Wellness and personal care on fitness**
- **Green products, green factory**
- **Elimination of risks**
- **EHS goals**
- **Managing all EHS inputs vs. outputs**
- **Eliminating legacy products**
- **All involved in watching-out**

10/99	
11/00	
11/01	

Totems

- EHS certificates
- Reports and metrics posted
- "Atta-person" plaques
- PPE in use and visible
- Integrated audit guidelines in use
- **DFSE tools**
- **Wellness program**

Taboos

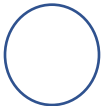
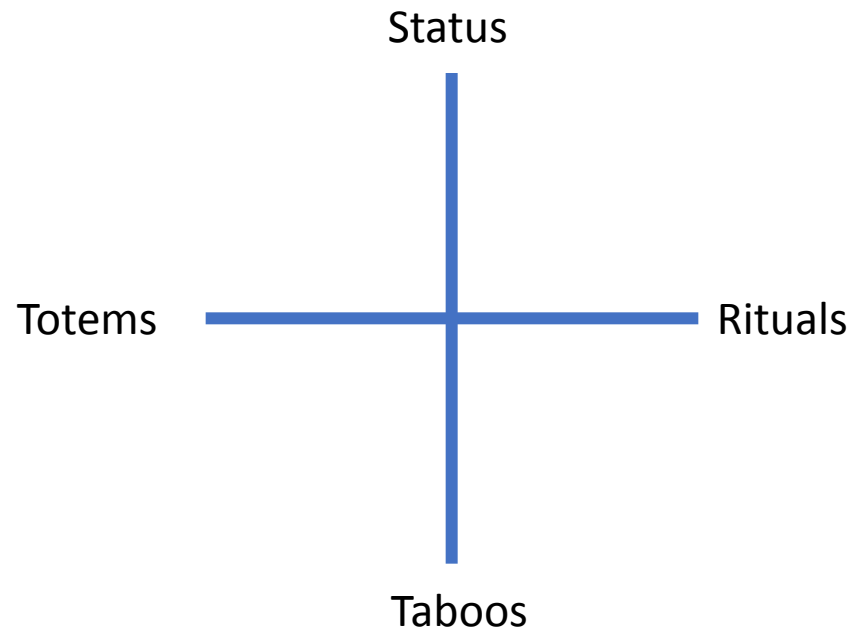
- Harming another
- Harming the environment
- Walk-by a hazard recognized
- Saying "risk identification is their job"
- Unilateral "no" without giving an explanation or building understanding
- Passing solvable issues by me off to another person
- Unleashing people without capability and access to deliver results
- Unilateral "doing" to another without discussion
- **Offloading EHS problems**
- **"Playing the odds with safety/EHS"**
- **"Don't bother me" attitude**
- **Working without physical preparation (stretching)**

Rituals

- Taking action (self-initiation)
- EHS skill development
- Reports initiated by all organization levels (representative x-section of the company)
- Fact-based tools for prioritizing projects / implementation
- Using audit guides
- One walk-around which integrates various initiatives such as ACE and Safety
- **Accolades for working an issue to closure**
- **Halting near-misses site-wide**
- **DFSE**
- **Stretching**
- **Fitness**



Test-drive Culture Framework: Desired



Your copy of On Guard

On Guard



Frontline Leadership Safety Program

by
Alden B. Davis



<https://safe-ari.com/wp-content/uploads/2020/06/OnGuardLdrshpPrgm.pdf>

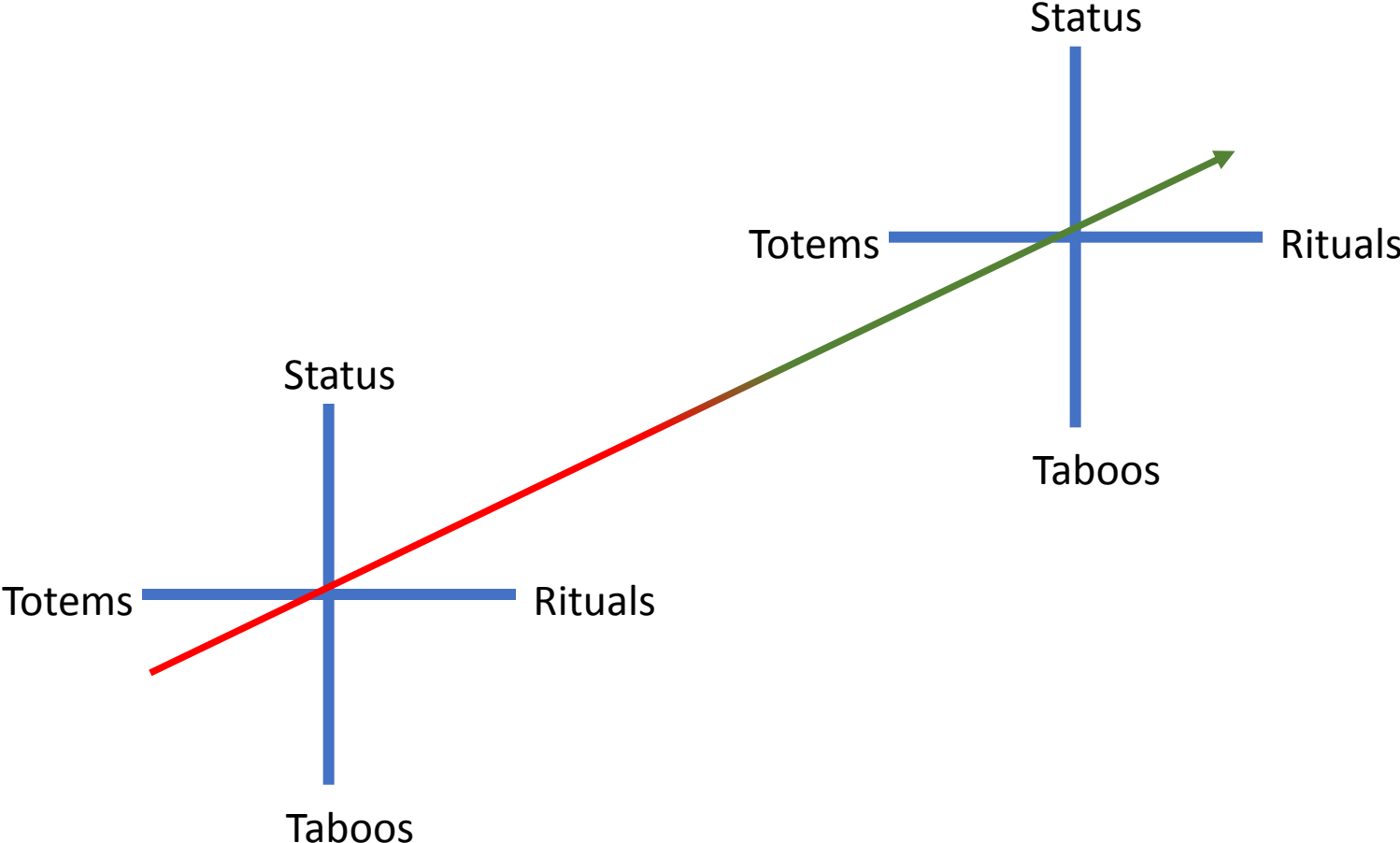
Who is in your Jeep?



BJ Diamond 2013

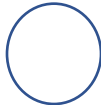


The Journey's Map and Plan



20 Dec 2022

YE2023



Are you up for the journey?

- 1) Do you have clarity on how to create culture?
- 2) Do you have enough conviction of this project to motivate you through the roadblocks?
- 3) Attitude check...Is your state-of-being, your mood, your attitude in a good place to start this? Angry, disempowered, disrespected, necessary evil...will not do.

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I've got your back...



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Happy New Year