

# Culture change workshop Example

The goals of this Metaphor Mapping user's workshop were twofold:

1. Improve productivity
2. Start the process of adapting the organization's culture to best serve new goals

This 25 page Powerpoint deck is in two parts.

1. A selection of the Facilitator's introduction slides from the two day session
2. A selection of the action items listed at the end of the workshop

# **Community-Driven Process Innovation**

**WW Manufacturing Workshop**

**April 8-9**

# If we invest ourselves today...

- We'll face our weaknesses & areas of mediocrity
  - Get angry and passionate about changing
- We'll innovate
  - Set new goals we believe in
- We'll strengthen our sense of community
  - and start the organization toward a new level of performance
  - and adapt our culture to those goals

# Process

1. Go into yourself, talk with others & identify what is really holding us back
2. Visualize improvements
3. Visualize ***RADICAL*** change
4. Think about culture and how to address goals beyond cost

# Ground rules

1. Straight talk. Clear and from the gut...
2. Hard on the problem, not on the people
3. No thin skin in the room...
4. Assume good intentions...
5. Have fun. Together!

# Four areas offer greatest payback:

1. Mfg stakeholder relationships & culture
2. *Coyote* distribution process
3. *Iguana* distribution process
4. Support Systems Development process

Each topic will each  
be addressed by 2 teams

# Work Plan

## Tuesday pm:

- Teams define **current state**
- Report out

## Wednesday am:

- Teams define **target state & actions**
- Report out

# Village Map-building



1. Define the scope of your process
  - Buildings are places where work is done
2. Define the relationships between buildings
  - Roads and their quality define them
3. Straight talk about problems
  - Let the symbol speak for you
4. Write down your key observations
  - Use a flip chart
  - Choose a presenter



# **Community-Driven Process Innovation**

Day 2

# How'd we do yesterday?

- On straight talk?
- On building your own sense of community?
  - Mutual understanding?
  - Trust?
  - Common purpose?
- On finding root causes
- Comments?

# Goals for 2<sup>nd</sup> Mapping Session

1. Use this chance of being together for all it's worth!
2. Identify small and *radical* improvements to:
  - R&S->Engineering->Shop Floor process
  - Distribution process
3. Draft a definition of a new Manufacturing culture
  - Including a new Rallying Cry

# Team 1



1. Mix your A & B groups
2. **List attitudes & behaviors** that the full Manufacturing community needs to adopt going forward
3. List other values Manufacturing should hold

# Teams 2,3,4



1. Mix your A & B groups
2. Define an ideal process to:
  1. Solve problems identified yesterday
  2. Meet customer, shareholder, employee needs
  3. Make a leap forward in productivity
  4. Ensure strong relationships through clear responsibilities
3. Identify key actions to bridge the gap from today

# **A lighthearted look at culture**

3<sup>rd</sup> Mapping Session

# Goals for 3<sup>rd</sup> Mapping Session

1. Look at the attitudes and behaviors in our community
2. Draft a definition of a new Manufacturing Rallying Cry

# Break into Functional Groups...

1. Engineering
2. Shop Floor Operations
3. Finance
4. R&D Interface



# Task 1:

## Our Attitudes and Behaviors

Remember straight talk,  
no thin skin, have fun!

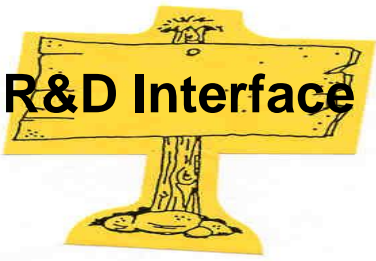
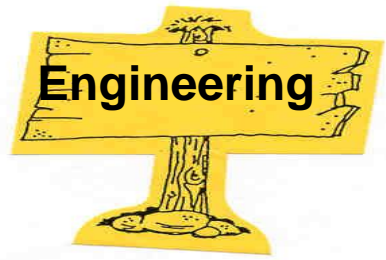
1. Select symbols that characterize your group today and going forward
2. Suggest a symbol to represent the mindset of the other major groups, today and going forward

# What's your group's mindset? Your partners?

**Group**

**You see today**

**You want tomorrow**



# Task 2:

## Find a new Rallying Cry

Some considerations:

- “15%” is outdated
- Need to consider:
  - Customer need for solutions, delivered how and when they want them
  - Shareholders need for profit
  - Employees’ need for identity and a worthy cause
  - Market and technology environment
- Make it short, motivating

--End of Facilitator's Slides--

*The slides that follow are  
a selection of the  
action items that  
were decided at the workshop*

# Rally Cry

**Resolved:** Retire 15%!

*Draft new Rally Cry:* **Customer First!**

# Productivity Action Items

- Keep attention on cost, *BUT....*  
*Focus on raising revenue*
  - Give priority to customer-focused, revenue-impacting projects
  - Partner with Sales & Customer Service
  - Identify metric for our support to revenue
- Study internal org to take advantage of new communication technology (Laura)

# Productivity Action Items <sup>Pg 2</sup>

- Add to managers' objectives (Gordon):
  - A productivity metric
  - Commit to productivity-oriented projects
  - Identify customer-focused, growth projects
- Process improvement teams
  - R&D to Engineering to Shop Floor  
(Lynn, Joe, Susan, Tracy)
  - Distribution (Jason, Joe, Dick, Mike)

# Cultural Action Items

- Form culture change team (Sam)
  - Name core team of approx 6
  - Recruit one person from each site and core function for a wider team
- Team deliverables
  - Publicity campaign, contests
  - Blog and wide comment and participation
  - Confirm or improve on new rally cry
  - A metric for progress on culture change
  - Monthly progress review with Gordon



# Community Expansion

## Action Items

- Expand teaming with Sales and Customer Support (Jean)
- Expand teaming with R&D (Joe)
- Define process for managing new productivity ideas (Umberto)