

Continuous Improvement Associate Engagement *Culture Change*

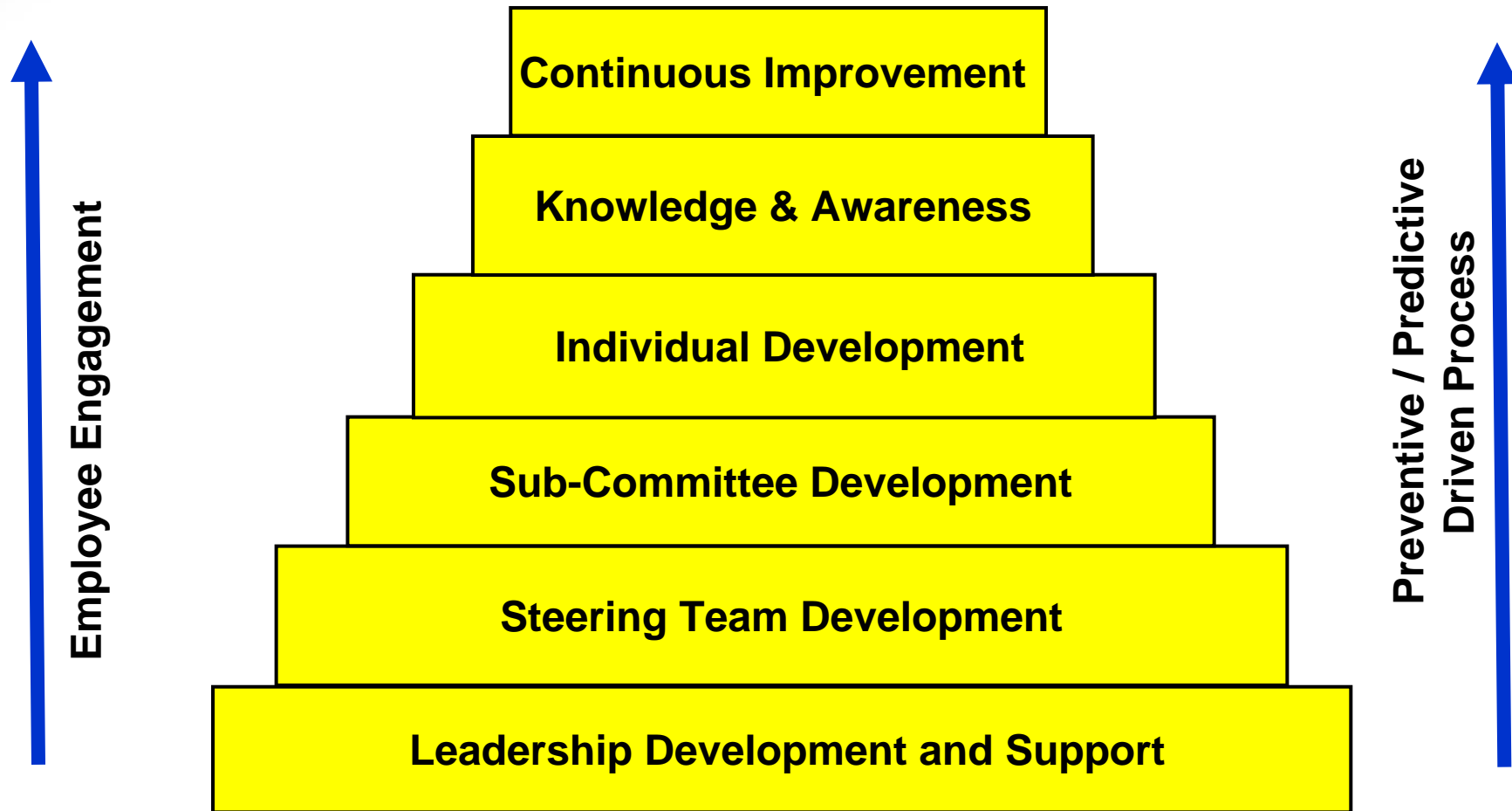


Chris Glover
Director

Milliken Performance System
Milliken Performance Solutions

MILLIKEN® **SAFETY WAY™**
LEADING TO ZERO

A New Safety Strategy :



What is the
CHANGE
that must occur?

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What has to Change:

To Achieve an **injury-free** workplace one must change the practices...

*Organizationally
and Individually*

A Practice in Japan





What has to Change:

To Achieve an **injury-free** workplace one must change the practices...

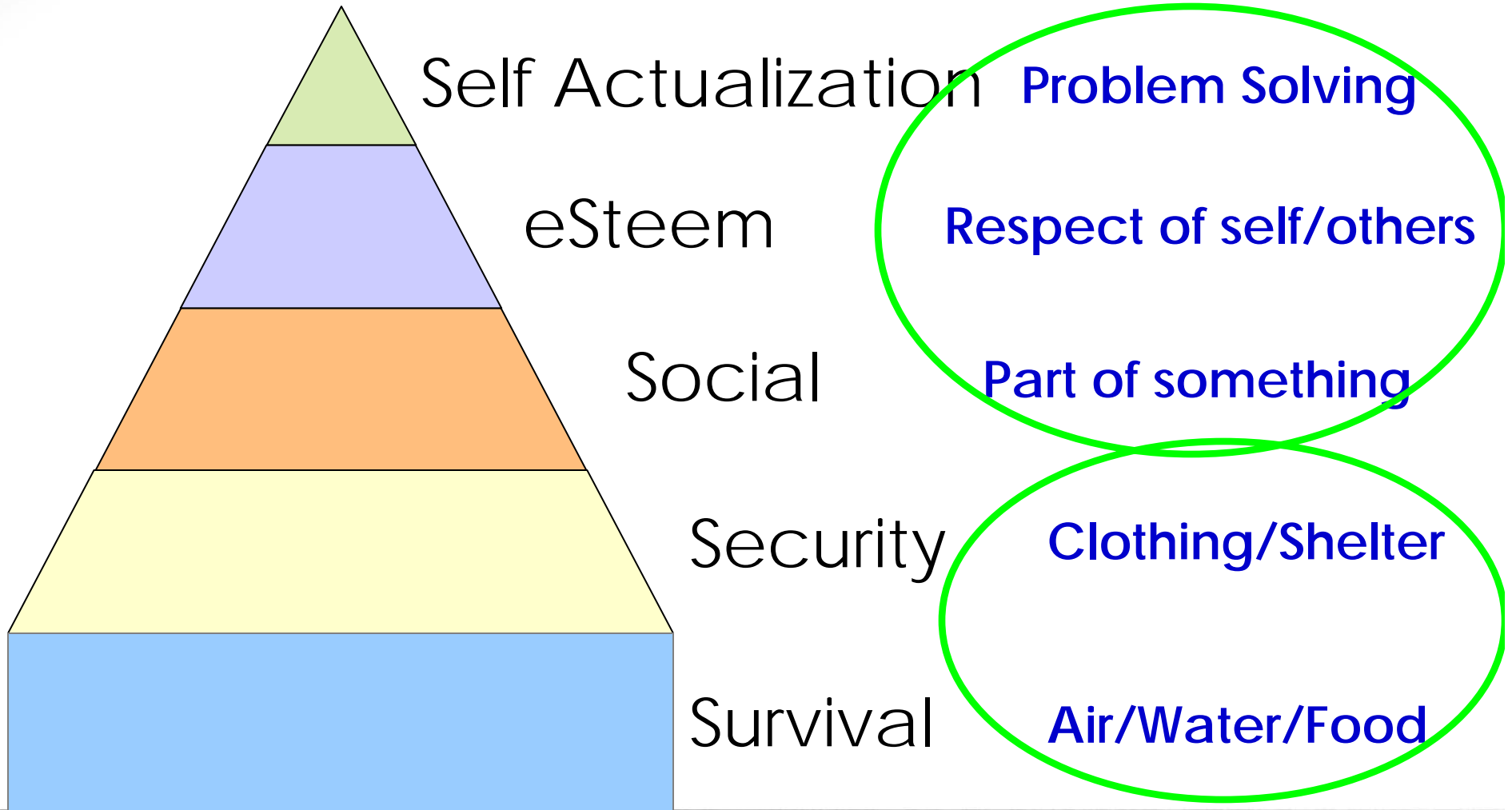
*Organizationally
and Individually*

This is Culture Change



Trust and Respect

Hierarchy of Human Needs



Engage the Individual





Culture Change:

Organizational:

Commitment at all Levels (Vision, Modeling, Time, Structure)

Measure and Review (Inputs & Outputs)

Communications (Recognition/Accountability)

Education (Leading Change, Subject Matter)

Activities (Meetings, Projects)

Audits & Analysis (Standardizing, Improvement)

Safety Way Structure / Organization

Organizational Change

Associates

Leadership



Oversight Committee



Steering Committee



Sub Committee

Commitment

Measures

Education

Activities

Audits

Analysis

Commitment

Measures

Education

Activities

Audits

Analysis

Commitment

Measures

Education

Activities

Audits

Analysis



Individual Change



Safety Way Structure / Organization

Sub
Committee

Commitment

Measures

Education

Activities

Audits

Analysis

Sub
Committee

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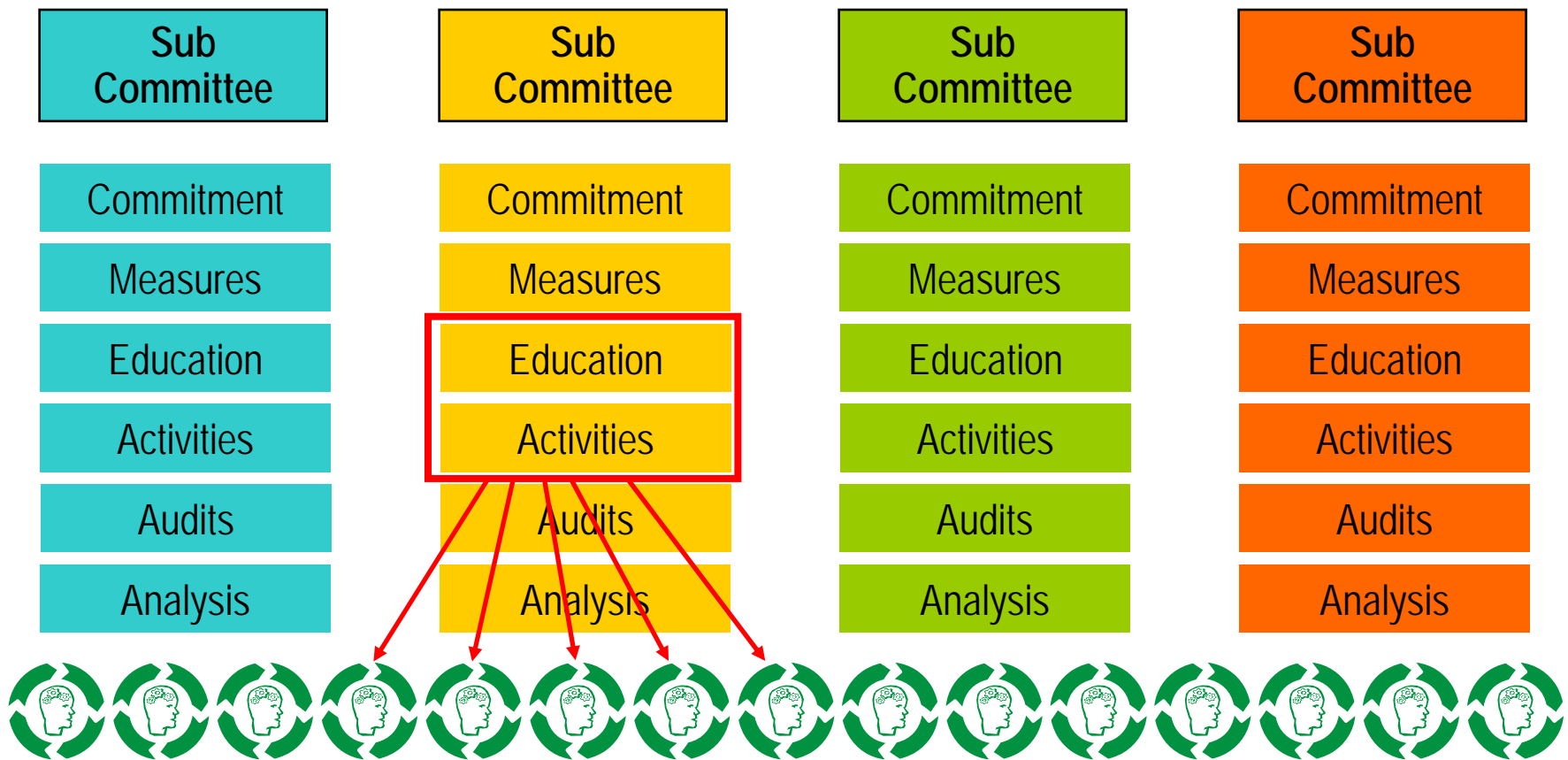
Activities

Audits

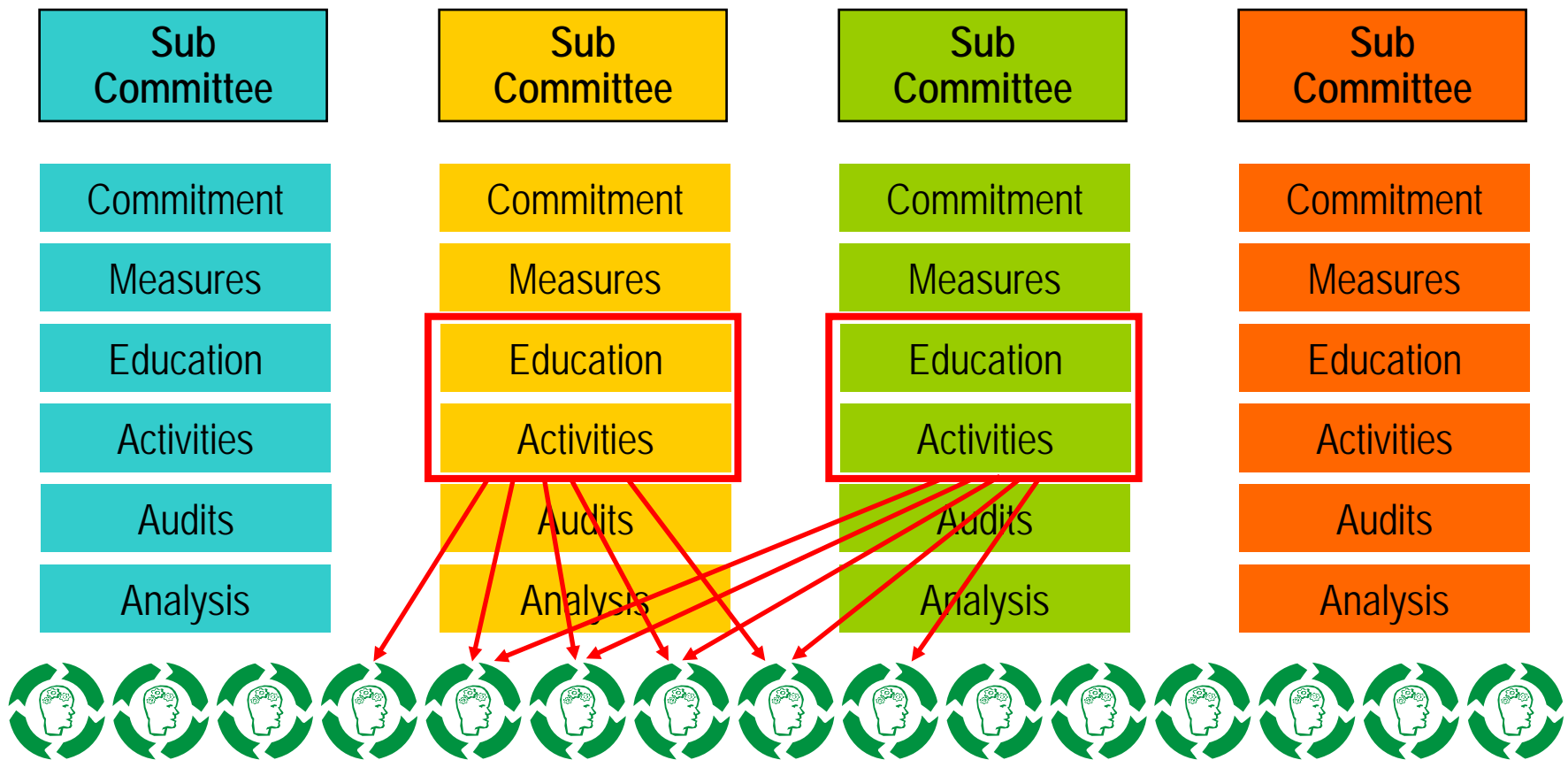
Analysis



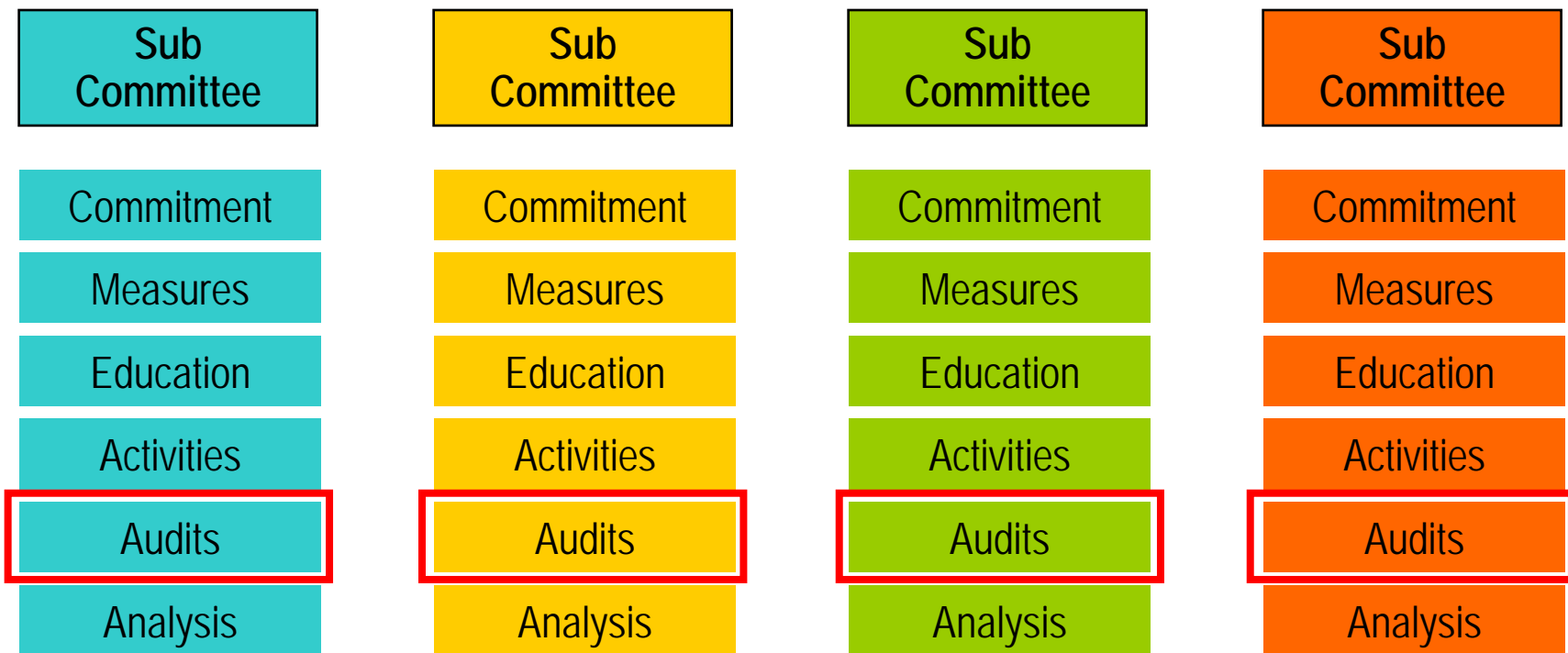
Safety Way Structure / Organization



Safety Way Structure / Organization



Safety Way Structure / Organization

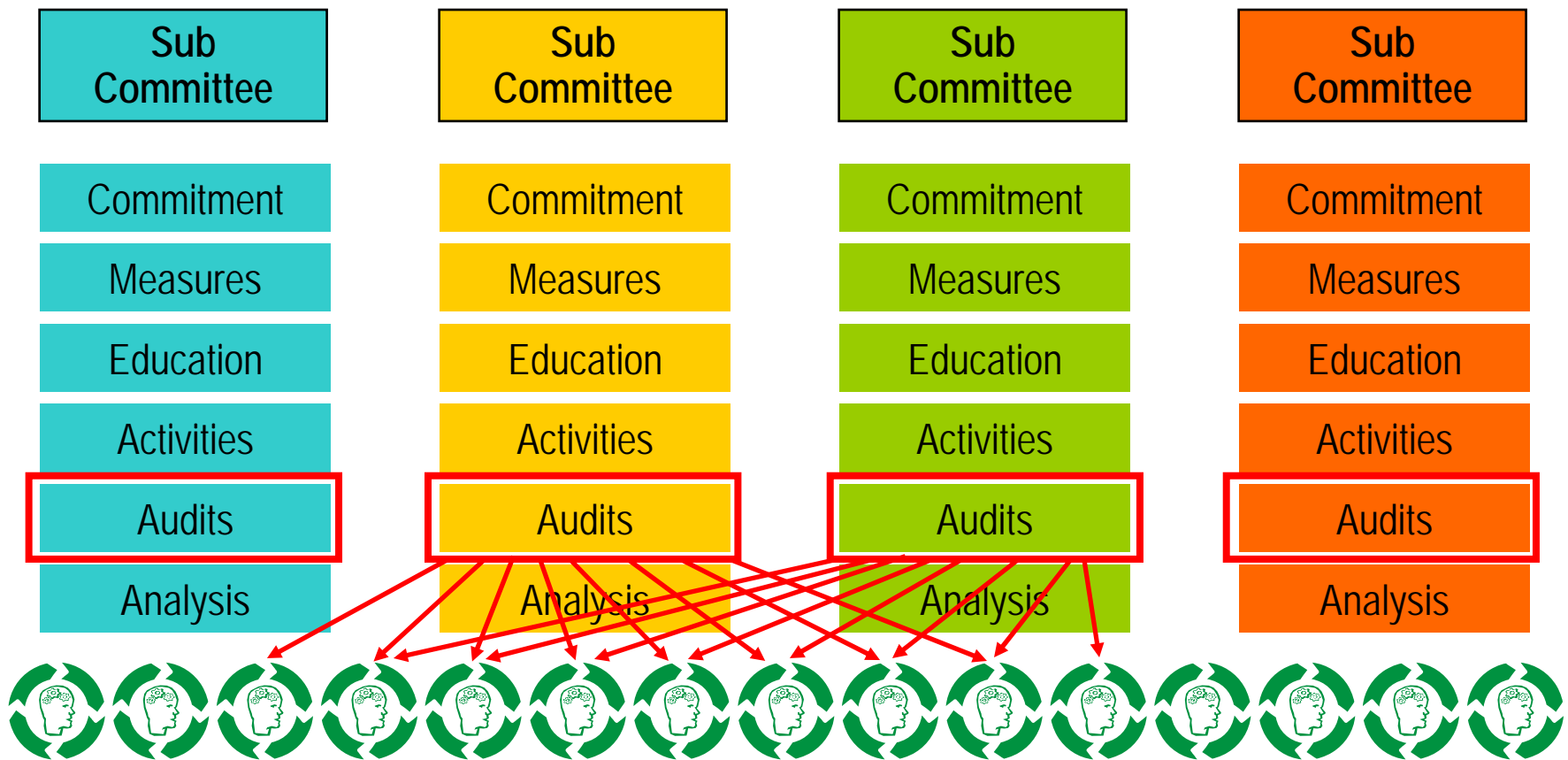




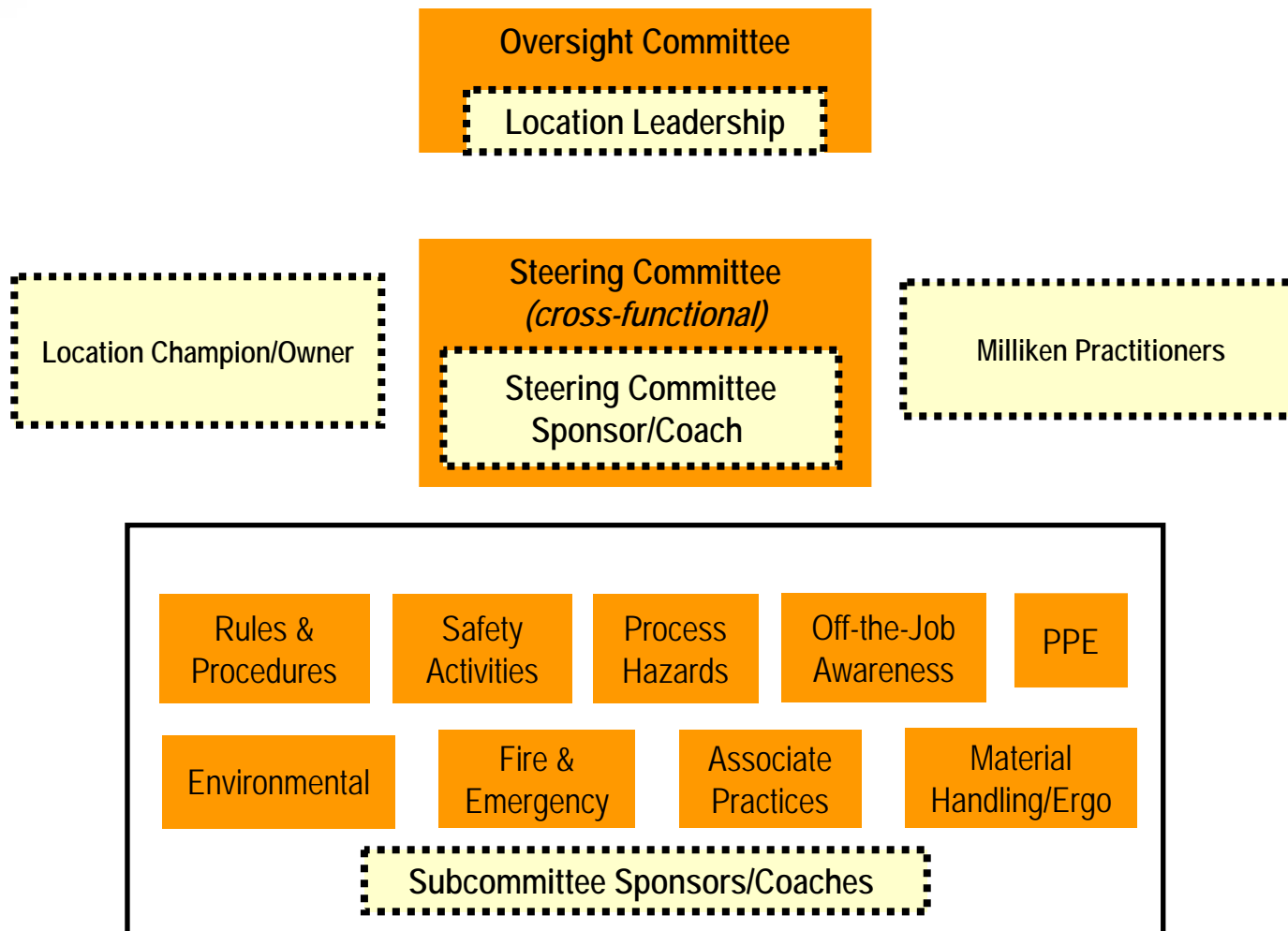
Purposes of an Audit

1. Compliance
2. Share Vision / Goals
3. Educate
4. Seek next improvement

Safety Way Structure / Organization



Milliken Safety Process Structure





Culture Change:

It is **NOT** about the tools.

Tools, appropriately used, are only PART of the solution.

It is **NOT** about mandates and slogans.



Culture Change:

It **IS** about a
CONTINUOUS IMPROVEMENT SYSTEM

Continuous Improvement

Why is it Critical to Success?

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Path is unclear

Cannot be known in advance

The unanticipated increase

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Continuous Improvement

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- Cannot be an action list
- Cannot be just "Open Ideas"
- Cannot stop doing what works

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Continuous Improvement

Must be the result of Data Analysis

Establish intermediate target

Must resolve that issue

Must sustain the resolution

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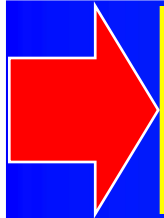
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Where do we have to be next?

Detailed and Specific

Continuous Improvement

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Where do we have to be next?

Detailed and Specific

Continuous Improvement

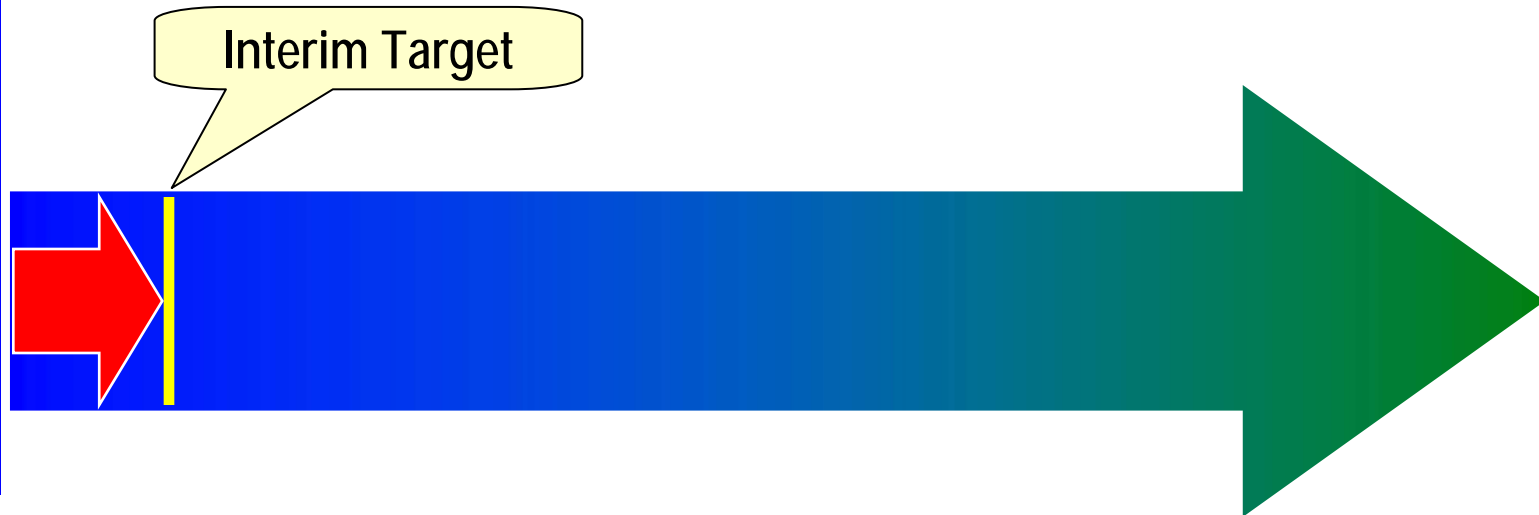


Detailed and Specific

Continuous Improvement

What issue, when resolved, will get us closer to the interim target?

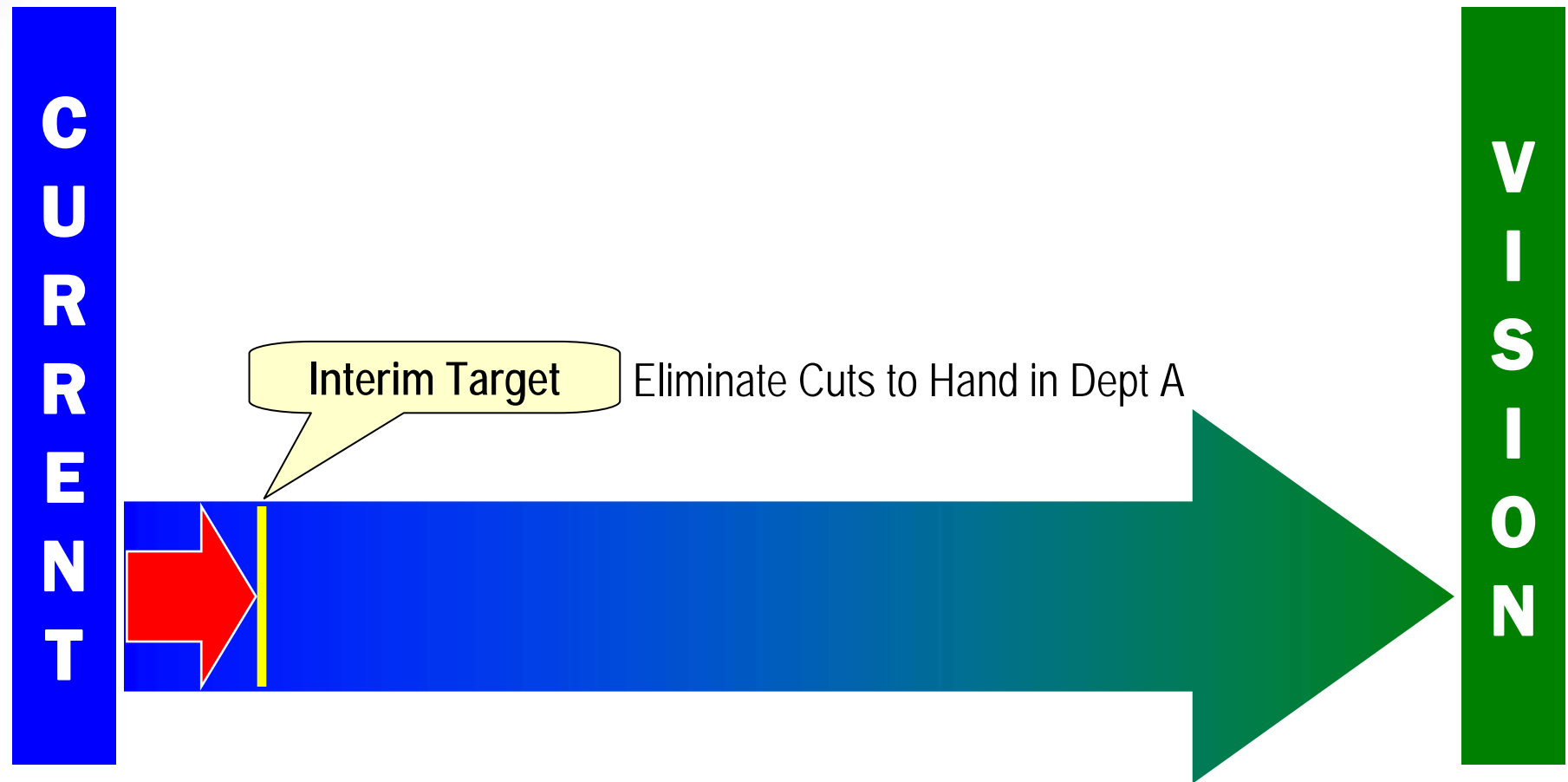
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Continuous Improvement

Data Analysis



Continuous Improvement

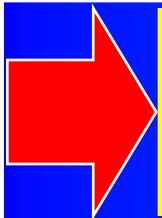
Data Analysis

Study and Implementation

- Go to the Floor
- Observe
- Implement Countermeasures
- Do the Solutions Create New Problems?
- Validate Results
- Sustain & Replicate

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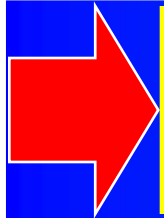


Continuous Improvement

Data Analysis
Study and Implementation

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Where do we have to be next?

Detailed and Specific

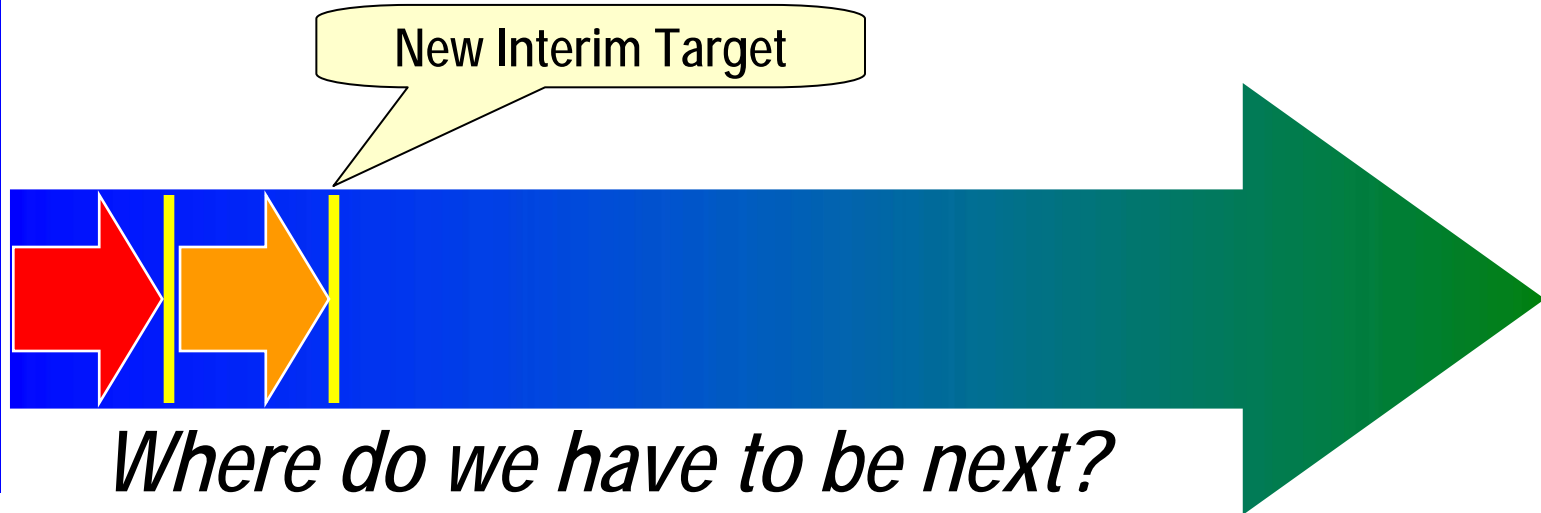
Continuous Improvement

Data Analysis

Study and Implementation

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Where do we have to be next?

Detailed and Specific

Continuous Improvement

Data Analysis

Study and Implementation

Continuously Repeat the Cycle

New Interim Target

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Where do we have to be next?

Detailed and Specific

Continuous Improvement

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Develop through Subcommittees a Continuous Improvement Capability to allow:

- Focused attacks on the obstacles to the vision
- Sustain the gains

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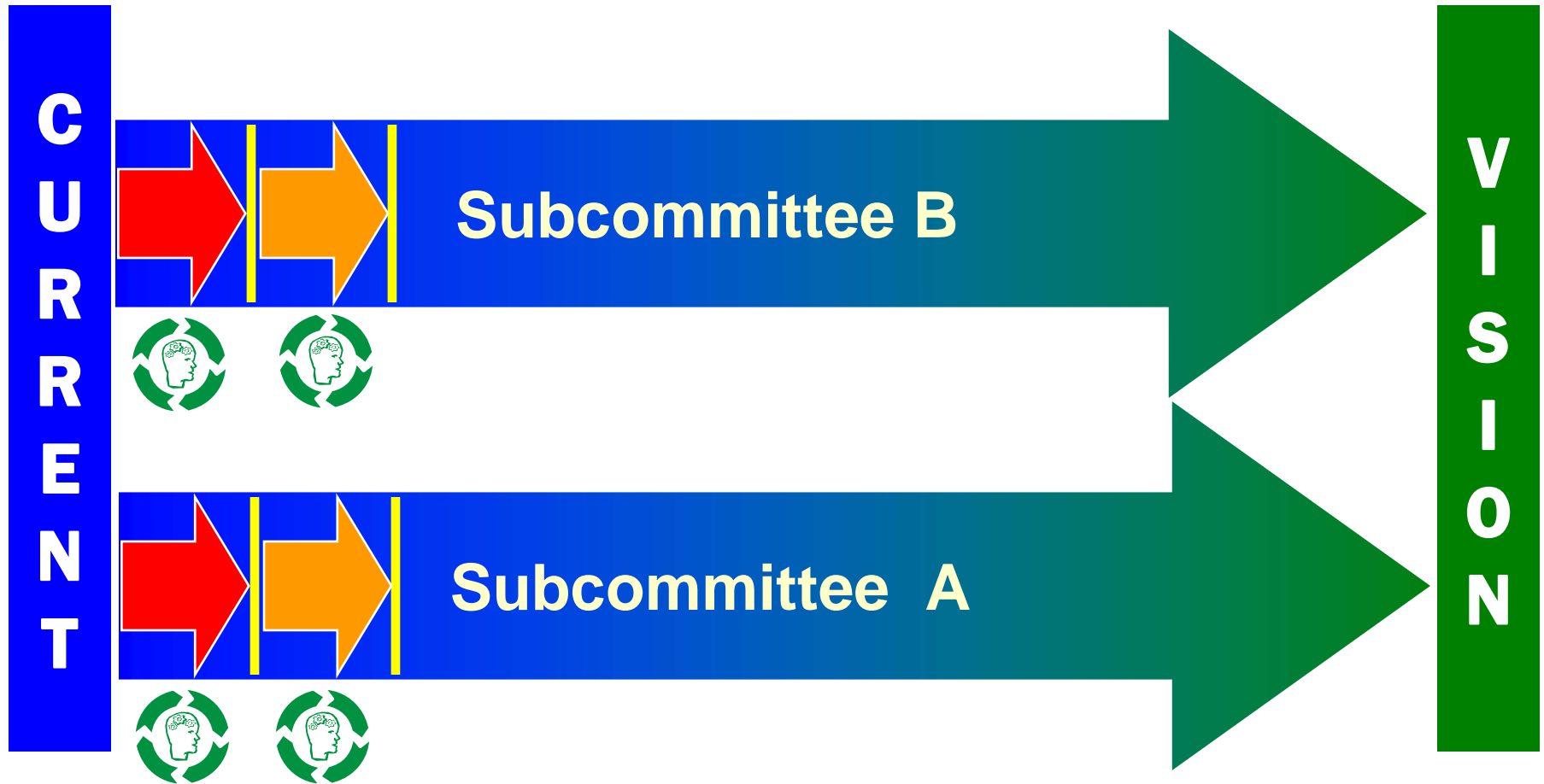


Where do we have to be next?

Detailed and Specific

Continuous Improvement

More Paths = More Velocity





Culture Change:

It **IS** about a

CONTINUOUS IMPROVEMENT SYSTEM

that concurrently achieves

Organizational and Individual

CHANGE

in the uncompromising pursuit of zero.



Questions?