



# Visually Managing Your People Processes

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# Our Business Operating System (BOS) is the standard framework for how we operate

## Longevity



### 6+ Years

Foundation of our commitment to operational excellence and growth excellence

## Multi-year Performance Trend



Top Quartile Revenue Growth



Top Quartile EPS Growth



Top Quartile Employee Engagement

## Lean Transformation

2013

40% of conversion costs

2014

60% of conversion costs

2015

66% of conversion costs and 29% of employees

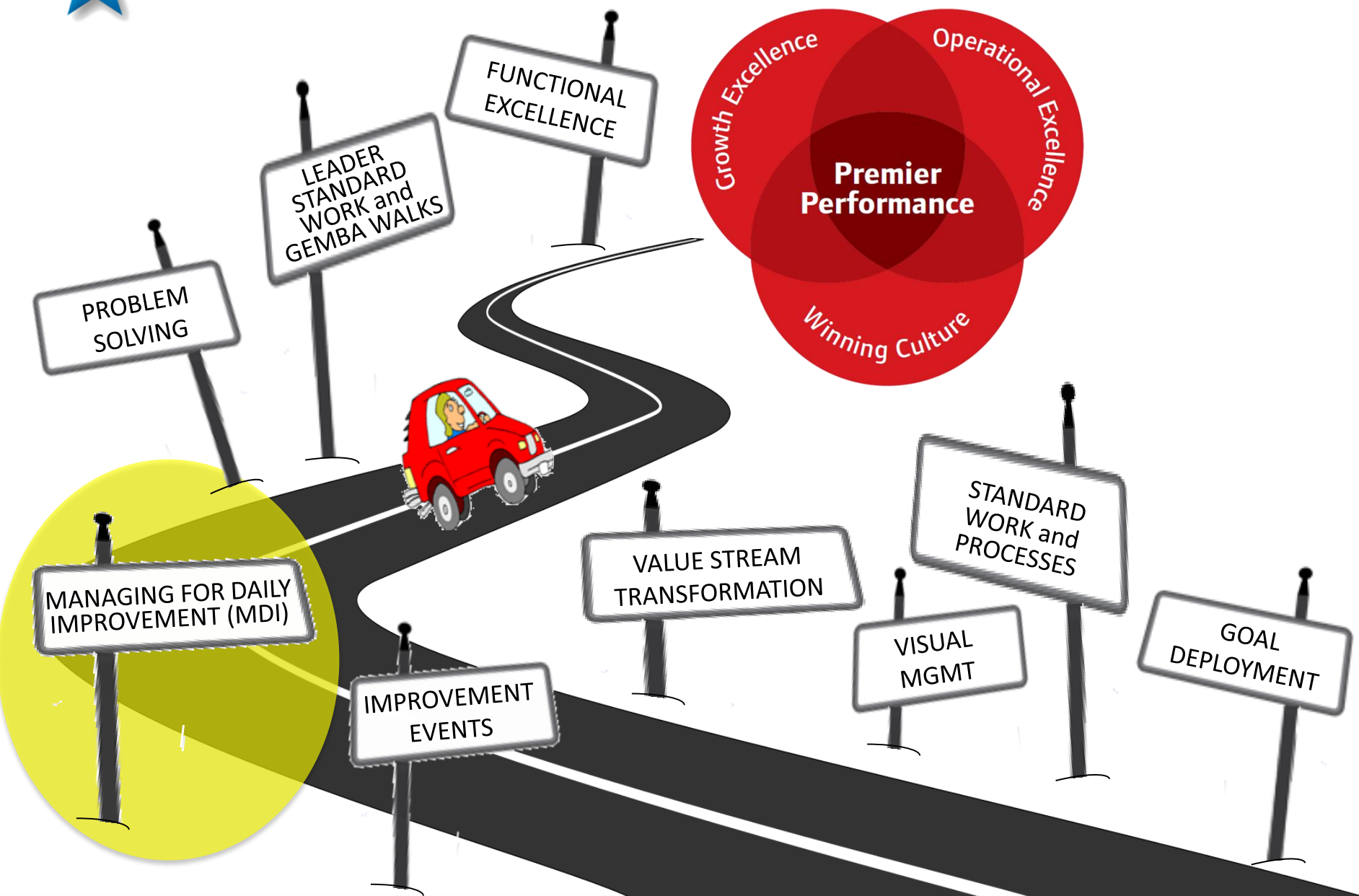
2016F

~77% of conversion costs and ~35% of all employees (~70% of plant personnel)

## Maturity and Growth



**Expansion from four-wall thinking to functional, transactional environments**

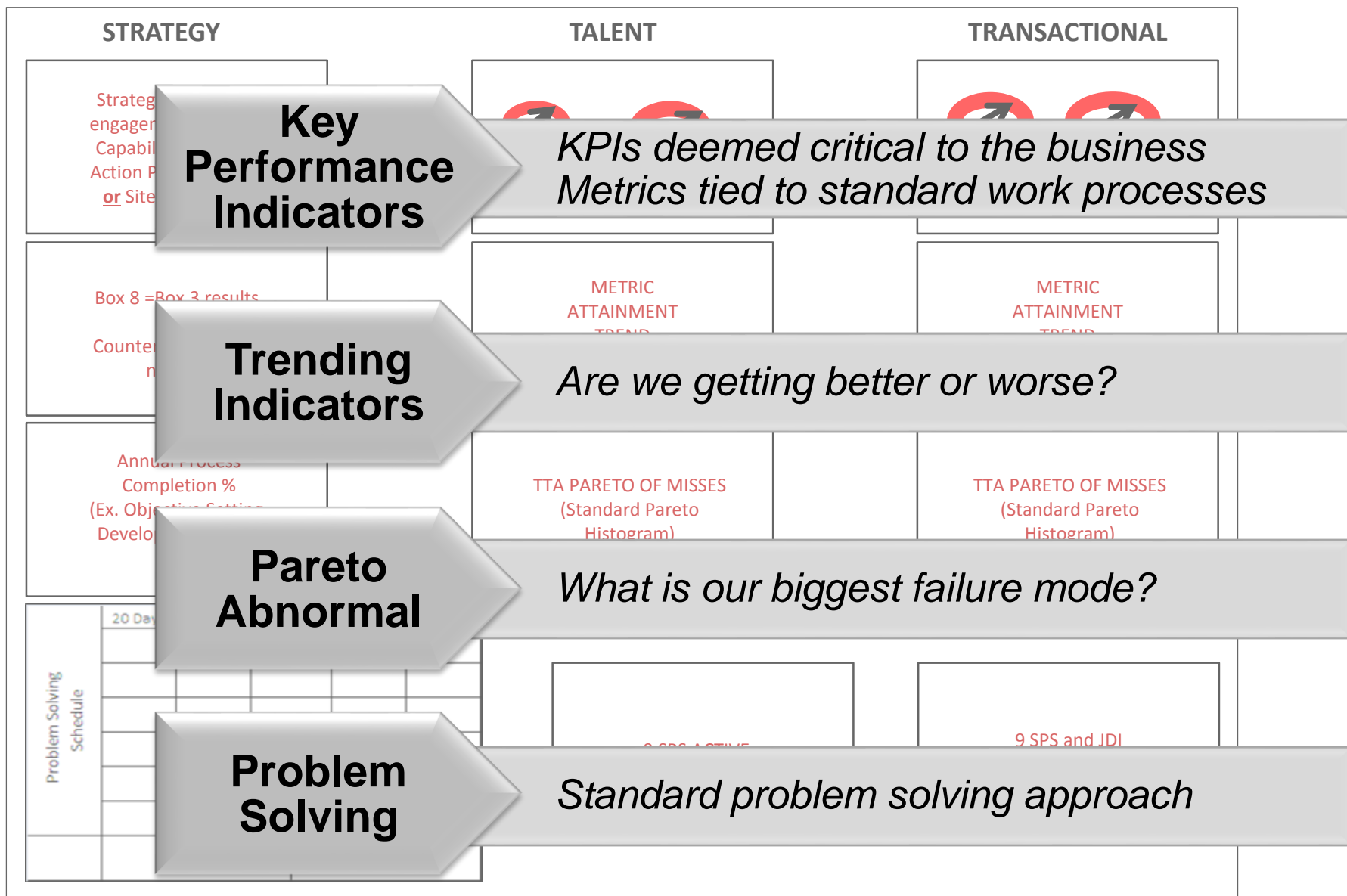




# Key Elements of MDI

- Measure and trend key performance metrics/indicators
- Define normal/abnormal on performance charts
- Pareto abnormal
- Deploy structured problem solving







# Shining the Light: The Right KPIs

HR

Leverage local leadership  
Align with strategic business goals





# How to Involve All

## Ownership at the local level

- Leader standard work expanded from shop floor to front office
- Included on gemba walk
- Coaches assigned locally

## Coaching from the executive leadership

- Framework versus dictated metrics
- Layered audit and coaching (kata)





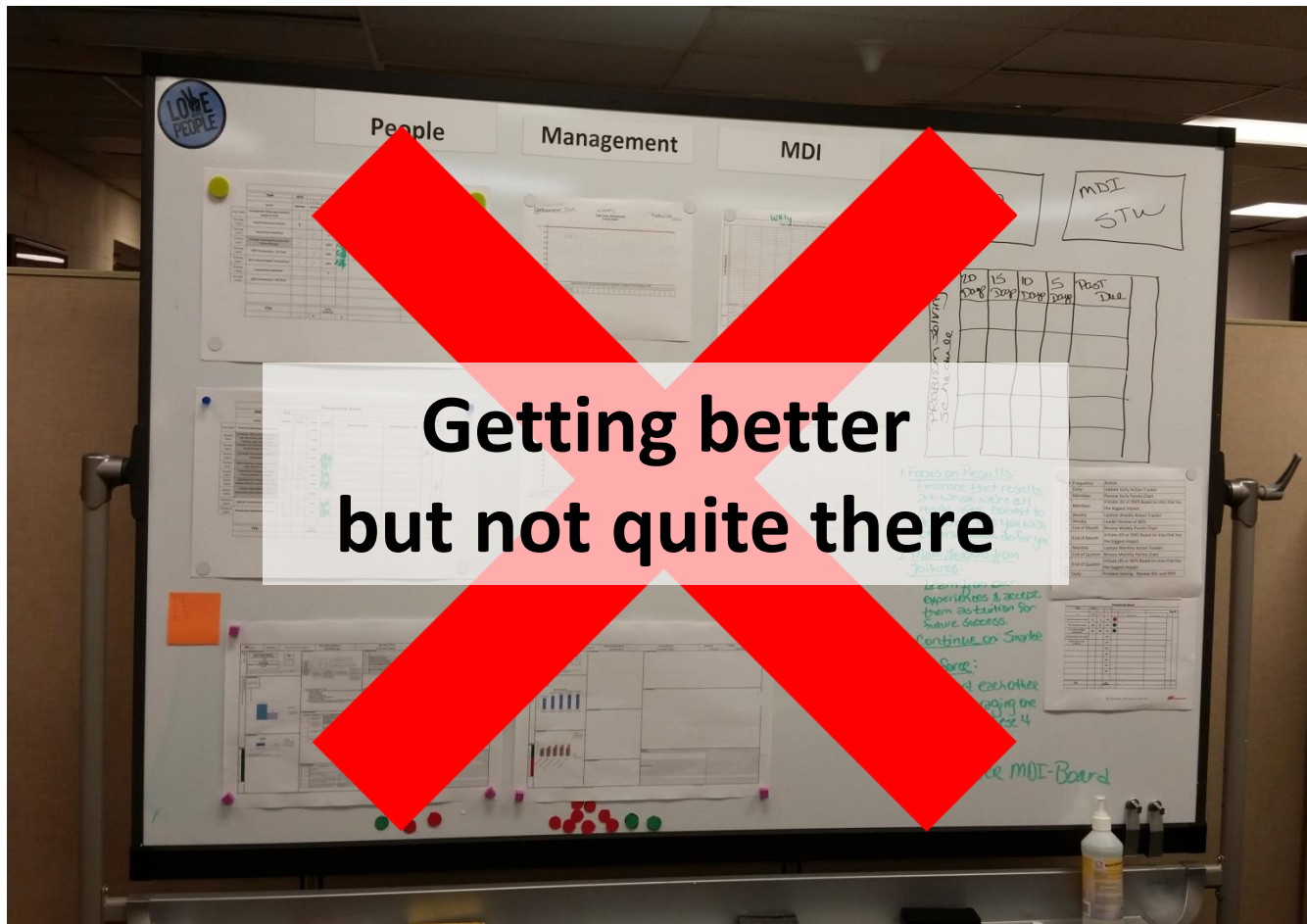
# Fail Fast ... “It’s Just Paper”





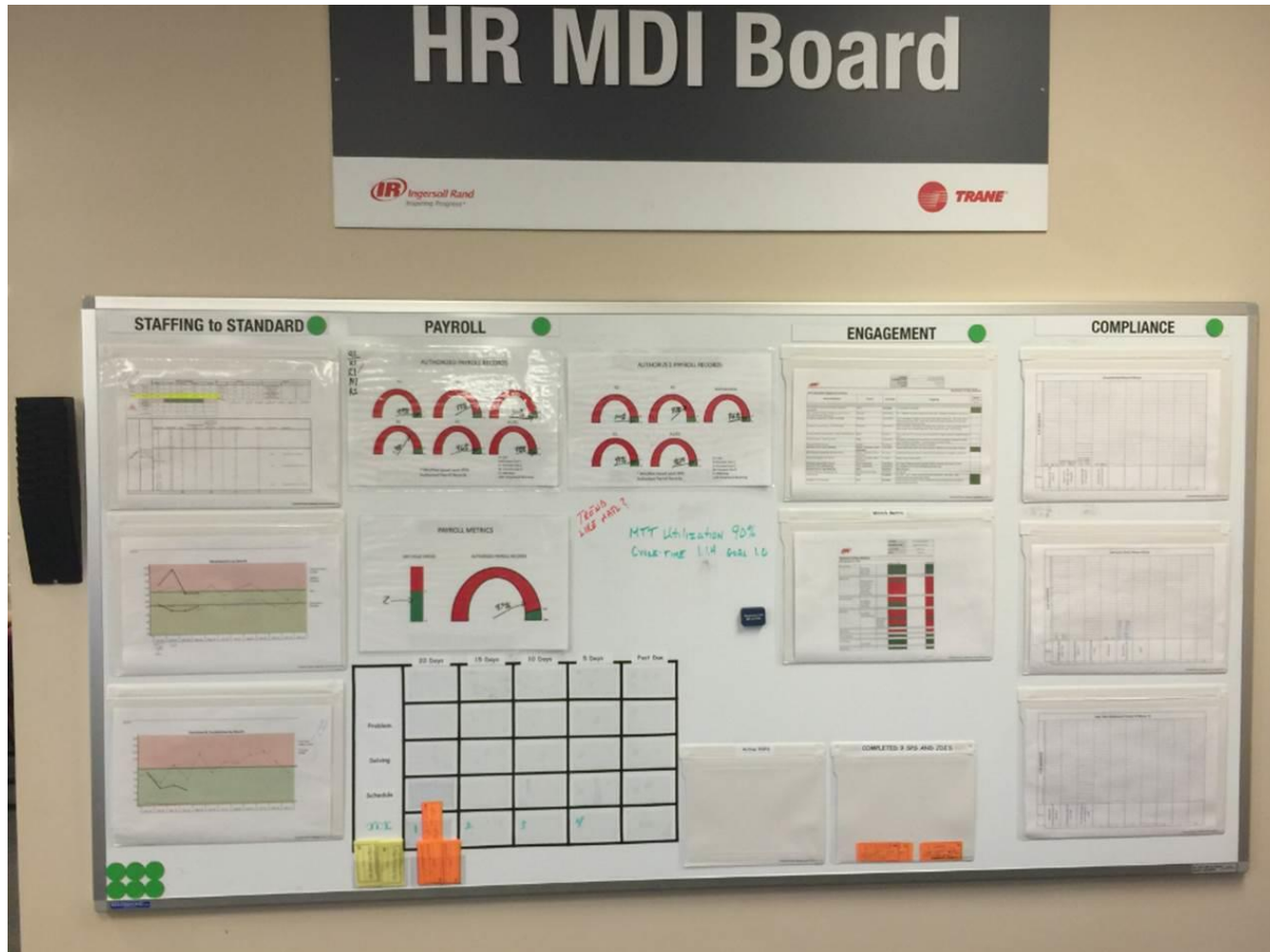


# Fail Fast ... “It’s Just Paper”





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# Sample HR MDI







# Maturity Curve

The board doesn't  
deliver results;  
the process  
delivers results

Managing For  
Daily Reporting

Managing For  
Daily Expediting

**MDI**



# Results

- Time to Fill reduction of nearly 40%
- Off cycle check request reduction of 50%
- Zero compliance misses
- Cost avoidance of \$60k
- Improved cadence of development discussions
- Improved engagement



“The board helps us to understand where our issues are and allows us to work together to solve them.”

“The visual management board empowers us to manage our people more efficiently.”

“Visual management is key to truly being a strategic business partner—to understand the business and tell the story so anyone can understand current issues/needs.”

“It was interesting dialogue that I don’t think would have happened if it hadn’t been for showing the data at the board.”





# Adoption and Change Management

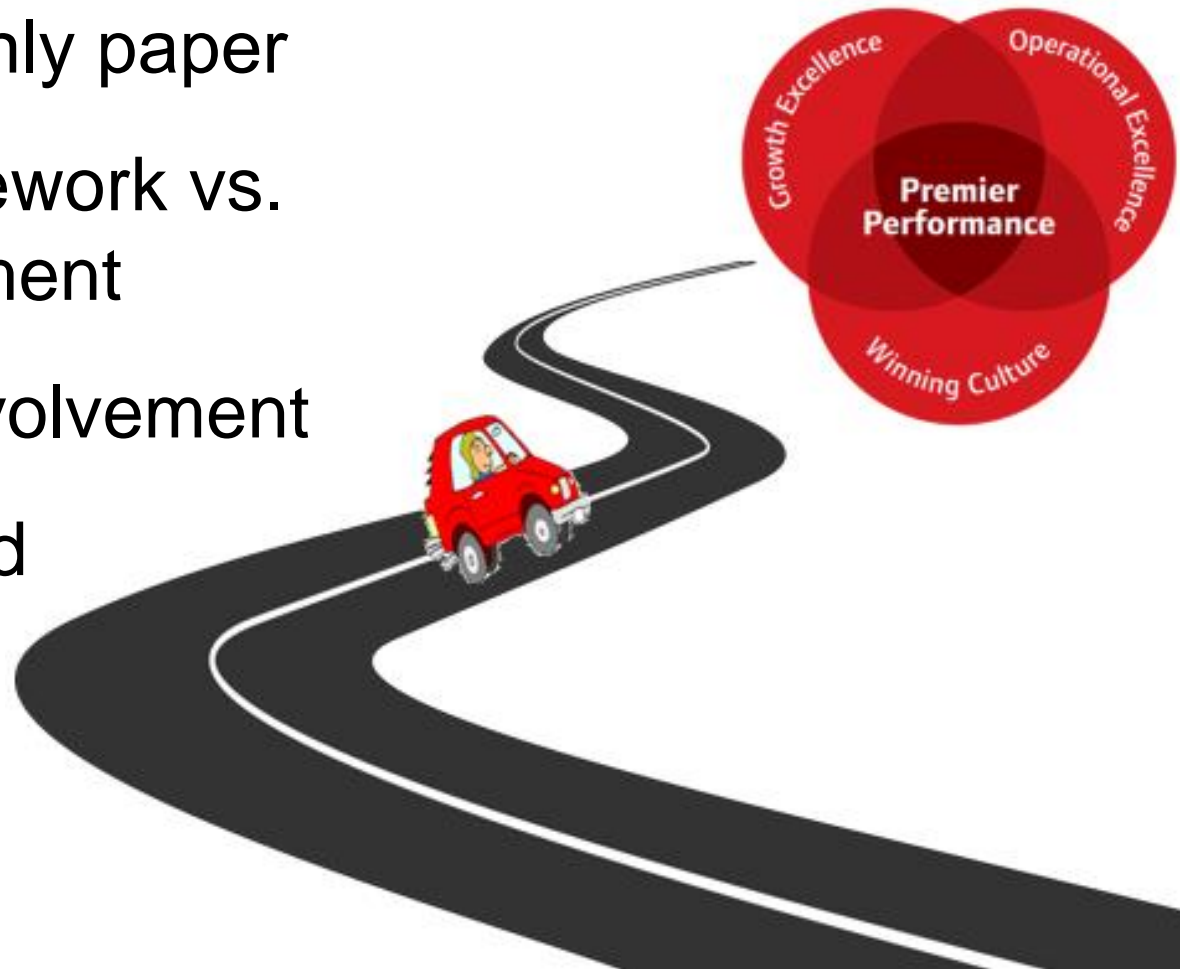
- Global deployment
- Training plan
- No forced adoption





# Lessons Learned

- Fail fast – it's only paper
- Provide a framework vs. micro management
- Local leader involvement
- Leader standard work to sustain
- Coaching kata at Gemba





# Questions or Discussion





# Thank You!

**Your opinion is important to us!**

Please take a moment to complete the survey using the conference mobile app.

**Session: WP/28**

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