



### Welcome Champions & Change Agents Individual growth Passport to world excellence



Mark Somogyi C I Transformation Coach



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### Safety Check

• Does everyone know where applicable Safety Exits are located?

• Does everyone know where the external muster points are located?

Does everyone know where the closest fire extinguishers are located?

• Does anyone have any other safety questions or concerns before we start?



Exit







### **The Duha Group of Companies**

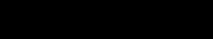


### = 1000+ Lean Champions

### Markets Served 2000+ Customer in 100+ Countries







#### GFENG/GED AMEBOSTON2017 Leaders in Colour Sampling

#### **Products used by...**

- Retail Paint Industry
- Paint Manufacturers
- Automotive Paint Industry
- Other various color or texture specific industries









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Our    Duho Group      Journey    at a Glance	
Awareness Period	
Culture Change Period200320042005200420052006	
Engagement Period	
Succession Period 2007 2008 2009 2010 2011 2012	
Sustainability Period 2013 2014 2015	
2015 - 2016 = Behavior Focus	







### **Today's Primary Focus** Individual Learning Strategies & Employee Engagement











### Individual Growth needs to Align with your Continuous Improvement Strategy





#### AME**BOSTON**2017

### **"Dynamic Organization Transformation"**

Customer / Supplier Huddles

Organizational Transparency Value Stream Alignment

> Facility Strength Turbo Kaizen

Department Alignment Visual Communication

Customer / Supplier Balancing Individual Growth Passport to World Excellence Customer / Supplier E-Kanban

Customer / Supplier Value Stream



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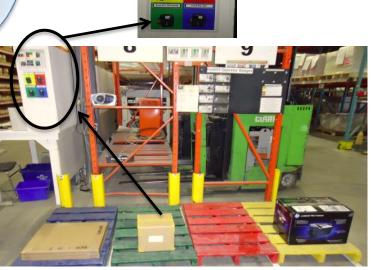




Customer/ Supplier Value Stream Alignment











## GTENGAGED Organizational Balancing - Stage # 4

**Organizational Balancing** 

Value Stream Alignment

**Facility Balancing** 

**Turbo Kaizen** 

**Department Balancing** Visual Communication

Individual Balancing **Passport to World Excellence** 







### Aligning the Value Stream to your Organizations CI Strategy?

Value Stream Alignment

(Transparent Communication)

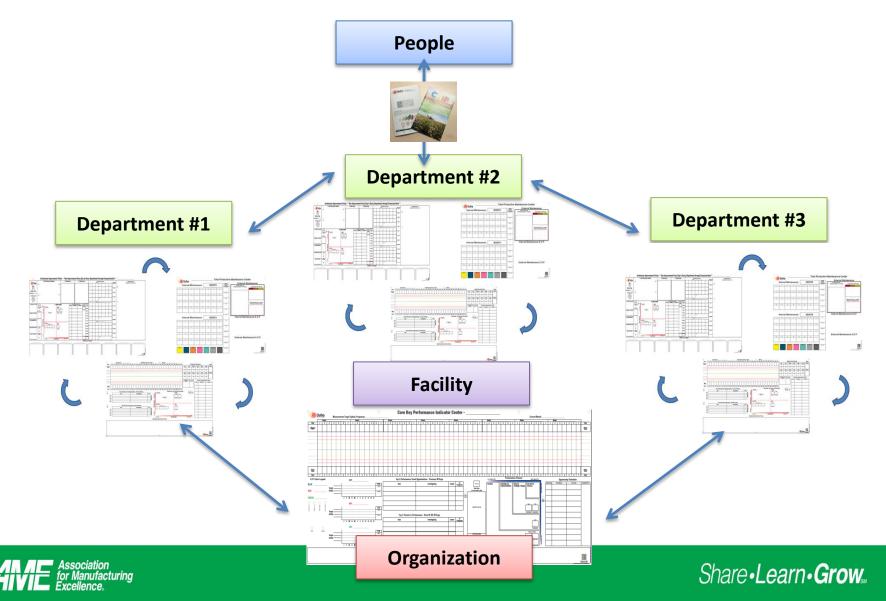






### **Organizational Value Stream Alignment**

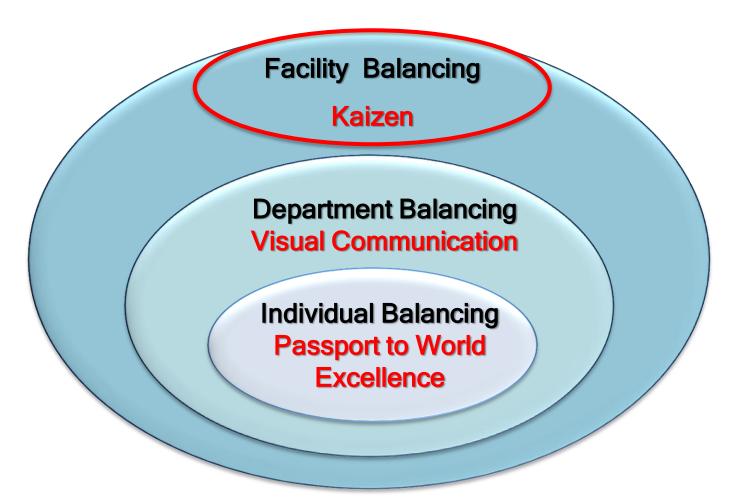
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#### Team Dynamic Balancing Strategies Stage # 3









### **Team Kaizen Techniques**

(Connecting the Supply Chain through Advanced Lean Applications)



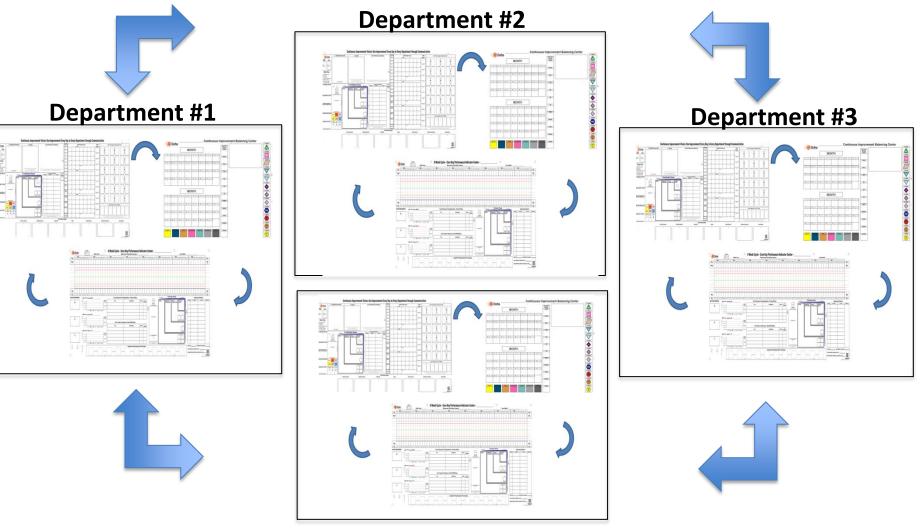








#### **Facility Kaizen Alignment**



Department #4







### Department Balancing Strategies Stage # 2



Individual Balancing Passport to World Excellence

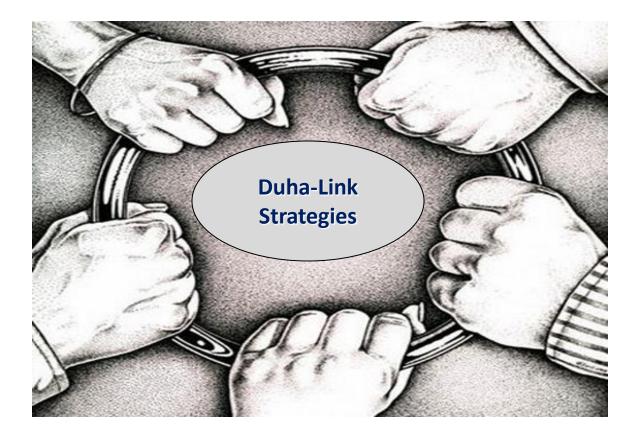






#### **Department Communication Techniques**

(Building Department Confidence in a No Blame Environment)



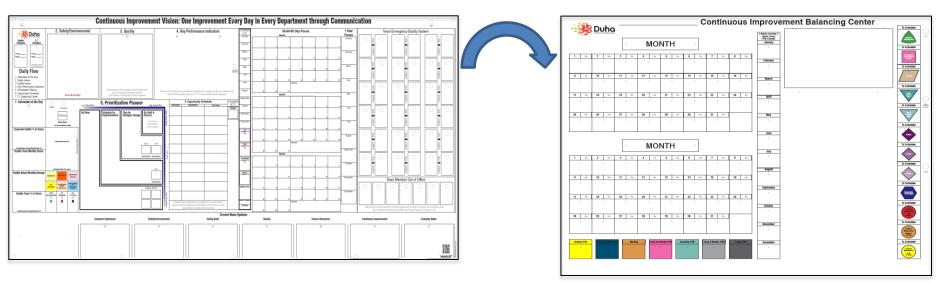




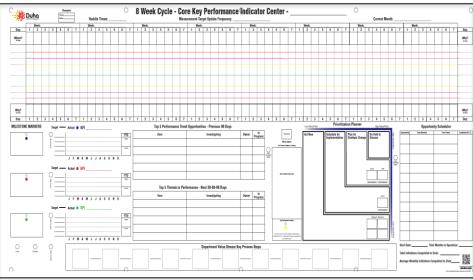




#### **Department Value Stream Cycle**















#### **Continuous Improvement Balancing Strategies**

Stage #1

Individual Balancing Passport to World Excellence







#### **Passport to World Excellence Program**

### (Supporting & Recognizing Individual Growth)









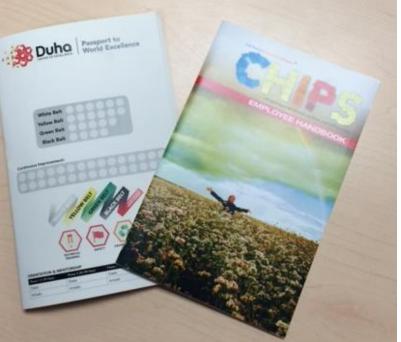


### Value Stream Transformation Starts Here!!



### People - Growth System







### Linking our Global Facilities by Standardizing Learning Strategies







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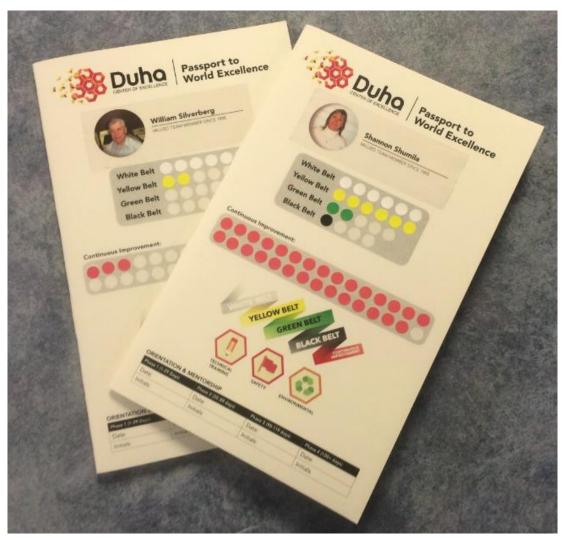
#### **Our Focus Today**

#### Stage #1

Individual Balancing Passport to World Excellence



### GETENG AGED The Duha Passport is their Roadmap











#### **The Passport to World Excellence Program**









### The Passport System

- Introduction White Belt Understanding - Yellow Belt Implementing - **Green Belt**
- Training Others Black Belt

Allows team members to grow at their own pace while making gradual improvements to our organization







### White Belt

#### **Communication of basics through Networking**













#### **ChIPs Program**

#### White Belt Attendance Matrix

#### 07/28/2014

9 Wastes AED Training C.I. Technical Tour CI Champion Training Colors - More than the Eye Can See Common Sense Communication Critical Thinking in the Workplace Ergonomics Health & Safety Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building	01/28/2008 11/03/2010 07/11/2011 03/12/2014 11/08/2007 01/31/2013 11/17/2010 10/29/2013 08/06/2008 06/13/2013 01/23/2013	08/14/2013 05/15/2012 09/10/2013 03/14/2014 07/14/2014 01/31/2013 04/16/2014 10/29/2013 05/29/2014	167 51 34 370 15 116 11	18 4 10 3 79 1	9 13 13 11 5
5S Office 9 Wastes AED Training C.I. Technical Tour CI Champion Training Colors - More than the Eye Can See Common Sense Communication Critical Thinking in the Workplace Ergonomics Health & Safety Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building Implement System (Value Graph)	07/11/2011 03/12/2014 11/08/2007 01/31/2013 11/17/2010 10/29/2013 08/06/2008 06/13/2013 01/23/2013	09/10/2013 03/14/2014 07/14/2014 01/31/2013 04/16/2014 10/29/2013 05/29/2014	131 34 370 15 116	10 3 79 1	13 11
AED Training C.I. Technical Tour CI Champion Training Colors - More than the Eye Can See Common Sense Communication Critical Thinking in the Workplace Ergonomics Health & Safety Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building	03/12/2014 11/08/2007 01/31/2013 11/17/2010 10/29/2013 08/06/2008 06/13/2013 01/23/2013	03/14/2014 07/14/2014 01/31/2013 04/16/2014 10/29/2013 05/29/2014	34 370 15 116	3 79 1	11
C.I. Technical Tour CI Champion Training Colors - More than the Eye Can See Common Sense Communication Critical Thinking in the Workplace Ergonomics Health & Safety Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building	11/08/2007 01/31/2013 11/17/2010 10/29/2013 08/06/2008 06/13/2013 01/23/2013	07/14/2014 01/31/2013 04/16/2014 10/29/2013 05/29/2014	370 15 116	79 1	
CI Champion Training Colors - More than the Eye Can See Common Sense Communication Critical Thinking in the Workplace Ergonomics Health & Safety Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building	01/31/2013 11/17/2010 10/29/2013 08/06/2008 06/13/2013 01/23/2013	01/31/2013 04/16/2014 10/29/2013 05/29/2014	15 116	1	5
Colors - More than the Eye Can See Common Sense Communication Critical Thinking in the Workplace Ergonomics Health & Safety Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building	11/17/2010 10/29/2013 08/06/2008 06/13/2013 01/23/2013	04/16/2014 10/29/2013 05/29/2014	116	_	
Common Sense Communication Critical Thinking in the Workplace Ergonomics Health & Safety Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building	10/29/2013 08/06/2008 06/13/2013 01/23/2013	10/29/2013 05/29/2014			15
Communication Critical Thinking in the Workplace Ergonomics Health & Safety Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building	08/06/2008 06/13/2013 01/23/2013	05/29/2014	11	9	13
Critical Thinking in the Workplace Ergonomics Health & Safety Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building	06/13/2013 01/23/2013			1	11
Ergonomics Health & Safety Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building	01/23/2013	00/10/2012	17	3	6
Gardening Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building		09/10/2013	36	3	12
Health & Safety Helpdesk 101 How to make a Color Card Human Resources - Culture Building	05/28/2013	04/10/2013	56	3	19
Helpdesk 101 How to make a Color Card Human Resources - Culture Building		05/28/2013	21	1	21
How to make a Color Card Human Resources - Culture Building	06/18/2008	04/25/2012	213	21	10
Human Resources - Culture Building	04/30/2014	07/08/2014	72	5	14
· · · · · · · · · · · · · · · · · · ·	09/21/2011	04/01/2014	68	4	17
mplement System (Value Graph)	03/26/2008	05/24/2012	209	19	11
	12/10/2008	05/22/2013	146	12	12
mportance of Sequence	07/19/2013	03/26/2014	45	3	15
ntroduction to Chatter	12/04/2012	04/23/2014	62	4	16
ntroduction to Color	10/06/2010	04/22/2014	139	9	15
ntroduction to Health & Safety	01/30/2013	02/13/2013	35	2	18
ntroduction to Lean	01/09/2008	07/07/2014	371	67	6
Kaizen	10/13/2011	06/27/2014	22	5	4
Kanban	08/20/2008	10/01/2013	208	18	12
Personal Protection Equipment	08/11/2010	09/11/2012	114	9	13
Present Out	06/10/2010	06/07/2011	18	4	5
Product Knowledge	04/02/2008	11/		16	12
Quality Awareness	09/17/2008			20	13
Stepping Into Health & Fitness at Duha	05/09/2014			1	15
Sustainability	03/05/2009	480	0	18	12
Sustaining System (VAP)	01/28/2009	Ν		9	10
SWOT Analysis	08/06/2008	09/		23	0
TPM	06/03/2009	06/13/2014	163	15	
Value Stream Mapping	05/03/2004	10/03/2013	82	1/	100%
Number of White Belt Graduates 236 Number of White Belt Graduates 78.0 %			3955	4 <b>4</b>	







### **Yellow Belt**

#### **Tool Application with Hands on Training**



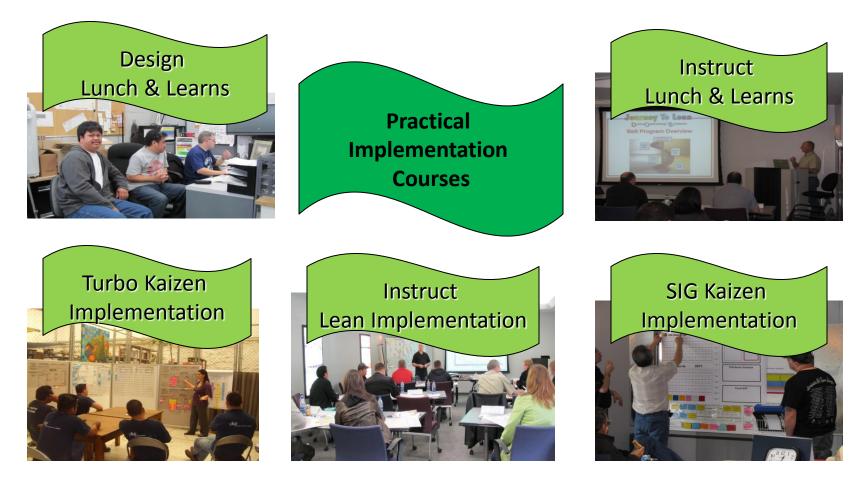






### **Green Belt**

### **Developing Leaders/Trainer/Facilitators**









#### **Building Future Champions through Practical Application**

















#### Lean Belt Program Current Activity Metrics

• White Belt: <u>100</u> % Active to Target

• Yellow Belt : <u>135</u>% Active to Target

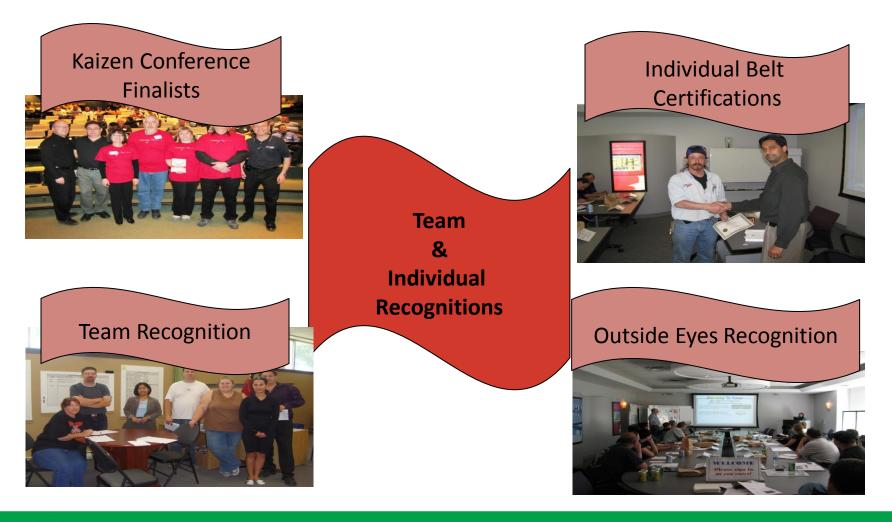
• Green Belt : <u>55.5</u>% Active to Target

• Black Belt : <u>59.4</u> % Active to Target





#### AMEBOSTON2017 GGED inuous Improvement – Is Never Saying Your Done! **Recognizing and Rewarding our Staff**









# Hive Five Program

#### 7 Core Values

Wise & Responsible Leadership Willingness To Adapt & Adjust Working Towards Excellence People, Community, Environment Dream Big Integrity & Honesty Innovative

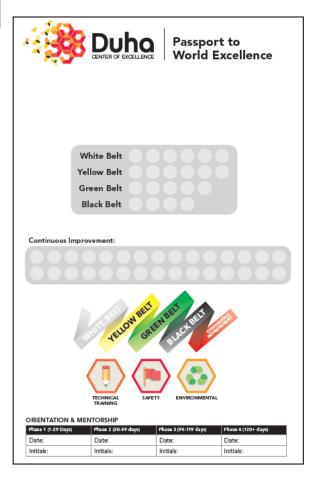
Learn Today, Create Tomorrow, Succeed Together





Passport Reviewed?Y or NCurrent Skills Updated?Y or NShareback Requested?Y or N

This is a great time to discuss the possible opportunities of training and skills development.







Passport Reviewed?	Y or N
Current Skills Updated?	Y or N
Shareback Requested?	Y or N

This is a great time to go through and go over skill levels and creates a discussion to help employees improve or upgrade their skills.



.evel 1 (Awareness)	Level 2 (Working)	Level 3 (Advanced)	Level 4 (Expert)
Date: Orientation	Date:	Date:	Date:
nitials: DCOE	Initials:	Initials:	Initials:
ALES PROCESSES			
evel 1 (Awareness)	Level 2 (Working)	Level 3 (Advanced)	Level 4 (Expert)
Date:	Date:	Date:	Date:
nitials:	Initials:	Initials:	Initials:
IARKET KNOWLEDG	E		
.evel 1 (Awareness)	Level 2 (Working)	Level 3 (Advanced)	Level 4 (Expert)
Date:	Date:	Date:	Date:
nitials:	Initials:	Initials:	Initials:
USTOMER RELATION	ISHIPS		
Level 1 (Awareness)	Level 2 (Working)	Level 3 (Advanced)	Level 4 (Expert)
Date:	Date:	Date:	Date:
nitials:	Initials:	Initials:	Initials:
ALESFORCE			
Level 1 (Awareness)	Level 2 (Working)	Level 3 (Advanced)	Level 4 (Expert)
Date:	Date:	Date:	Date:
nitials:	Initials:	Initials:	Initials:
USTOMER COMMUN			
Level 1 (Awareness)	Level 2 (Working)	Level 3 (Advanced)	Level 4 (Expert)
Date:	Date:	Date:	Date:
nitials:	Initials:	Initials:	Initials:
LANNING			
.evel 1 (Awareness)	Level 2 (Working)	Level 3 (Advanced)	Level 4 (Expert)
Date:	Date:	Date:	Date:
nitials:	Initials:	Initials:	Initials:
STIMATING			
.evel 1 (Awareness)	Level 2 (Working)	Level 3 (Advanced)	Level 4 (Expert)
Date:	Date:	Date:	Date:
nitials:	Initials:	Initials:	Initials:
URCHASING			
.evel 1 (Awareness)	Level 2 (Working)	Level 3 (Advanced)	Level 4 (Expert)
Date:	Date:	Date:	Date:
nitials:	Initials:	Initials:	Initials:
CHEDULING			
.evel 1 (Awareness)	Level 2 (Working)	Level 3 (Advanced)	Level 4 (Expert)
Date:	Date:	Date:	Date:
nitials:	Initials:	Initials:	Initials:

AN/FROSTON/201







Share • Learn • Grow.

# **Shareback Requested?**

Employees will have an option with every Hive Five to take advantage of scheduling a Share back.

Passport Reviewed?	Υ	or	Ν
Current Skills Updated?	Υ	or	Ν
Shareback Requested?	Υ	or	Ν





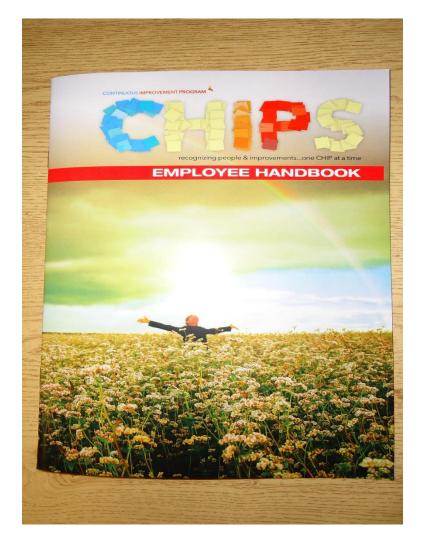




## Recognizing People and Improvements "One Chip at a Time"

GFTENG/AGED

Think "Airmiles" but not for spending money but rather Energy and Brainpower









## Have we seen results?

➢ 95.1% Retention average over the last 10 years (industry average 86%)

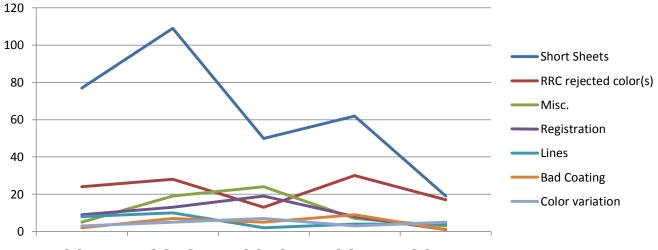
\$120,000+ earned by the employees through CHIPS for their Continuous Improvement efforts







## **Operator Error/Ability Trends**

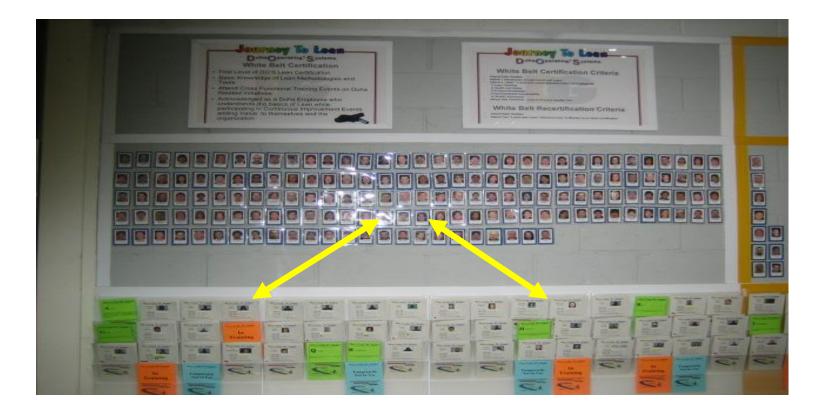


	2011	2012	2013	2014	2015
Short Sheets	77	109	50	62	19
RRC rejected color(s)	24	28	13	30	17
Misc.	5	19	24	7	3
Registration	9	13	19	8	1
Lines	8	10	2	4	4
Bad Coating	2	7	5	9	1
Color variation	3	5	7	3	5





#### **Recognition = Continuous Improvement Ownership**

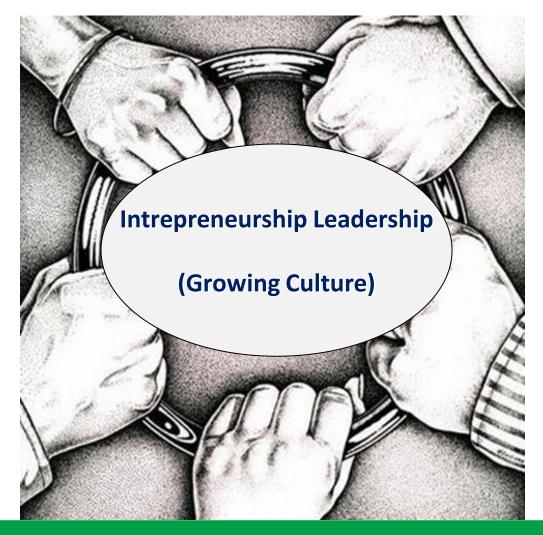








### What is your Role in Employee Engagement







# **Executive / Senior Manager Roles**

- Support your Team Let Go and Trust
- Be a hands on Mentor, Coach and Assessor
- Be a feedback mechanism in developing Culture
- Listen to the Pulse of the Business through your staff
  You Hold the Key to a
  Sustainable Program





## Managers / Supervisors / Lead Hand Roles

- Show by example Walk the Talk Participate
- Be a Mentor and Coach to your employees
- Act on feedback supporting your staff

## You have the most Day to Day influence on making your staff successful !!







## Staff at all Levels

- Take Ownership of your Area
- Be a Support Mechanism to your fellow coworkers
- Share your ideas with passion do not accept no

You are the Culture of a Healthy Environment







#### So who are the

#### **Real Leaders**

in

#### **Developing a Continuous Improvement Culture?**



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• Follower video here









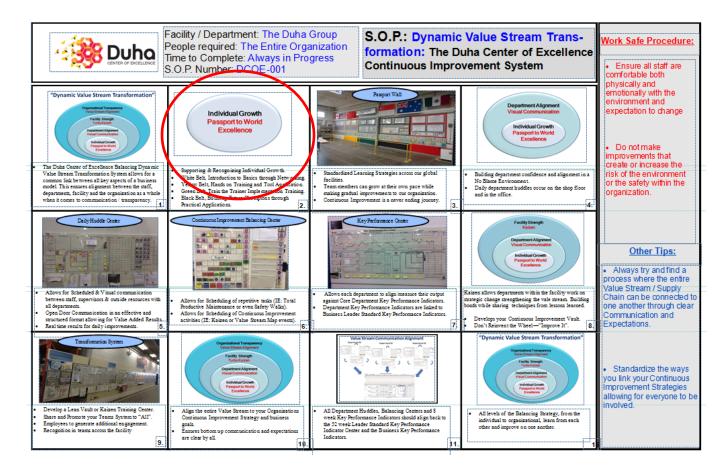
## Questions / Discussions on Building a Roadmap for Sustainable and Continued Learning







## Don't Forget Organizational Value Stream Transformation Starts with Individual Growth









# Next Steps

Talk about your next steps and what you hope to achieve.

 Create an environment where not only current employees want be here but we become an employer of choice for people outside of the organization.









Communicate Face to Face when ever possible – GO TO GEMBA!!! Build a No Blame Environment







# Q&A







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## Thank You!

Your opinion is important to us!

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

#### Session No: ThS/61 Individual growth: Passport to world excellence Mark Somogyi Duha Group msomogyi@duhagroup.com

