

# Our People-Centric Journey

**Diem Lewis**  
Organizational Effectiveness Manager

**Mel Burt-Gracik**  
Training and Development Specialist



**HME**

# HM Electronics, Inc. (HME)

- Corporate Headquarters, Carlsbad CA
- 5 subsidiaries





# The Start of our Lean Journey (2003)



# Becoming a Lean Enterprise (2008)



Operation LEO



## LEADERSHIP IN A LEAN ENTERPRISE

Leadership Expectations at HME



## MANAGER MUST LEAD

- ◎ Leaders must stand by their values
- ◎ Leaders must have courage
- ◎ Leaders must be optimistic
- ◎ Leaders must have a plan
- ◎ Leaders must team
- ◎ Leaders must be good communicators
- ◎ Leaders must show compassion



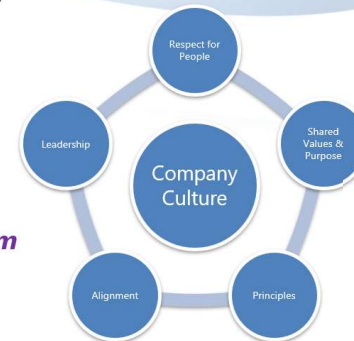
# Deepening the Application of Lean (2009-2017)



## High Performance Company

### High Performance System

- People
- Process
- Tools



*Sustainable change comes from  
the hearts and minds of all  
employees*



## Back to Basics (2018-2019)

- **Re-deployed Quarterly Check-ins** to help with goal alignment and assist with more frequent discussions about employee development and work needs.
- **Revamped our Leadership Development Programs**
  - HME Leadership Essentials for all Managers
  - HME Emerging Leaders/Pre-Supervisory Training Program
- **Added Training & Development Specialist** with leadership coaching background



**HME**

# People-Centric Leadership



LEARN. GROW.  
THRIVE.

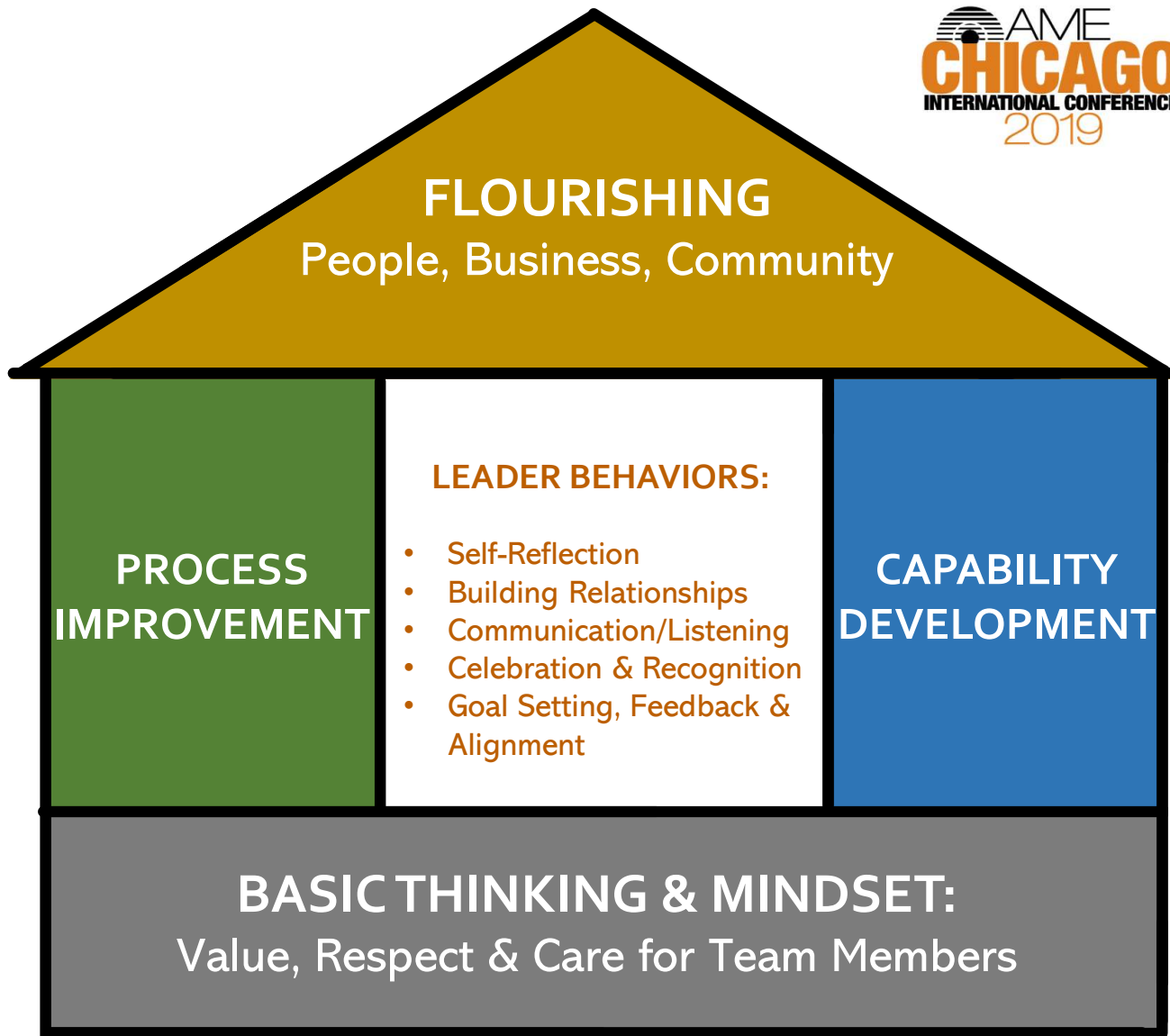


A group of diverse people, including men and women of various ethnicities, are shown in a meeting or collaborative work environment. They are smiling and interacting, with some having their arms around each other, suggesting a positive and supportive culture. The background is slightly blurred, focusing attention on the people in the foreground.

## People-Centric Leadership

A culture where every day, everyone goes home fulfilled by pursuing excellence and where everybody flourishes.





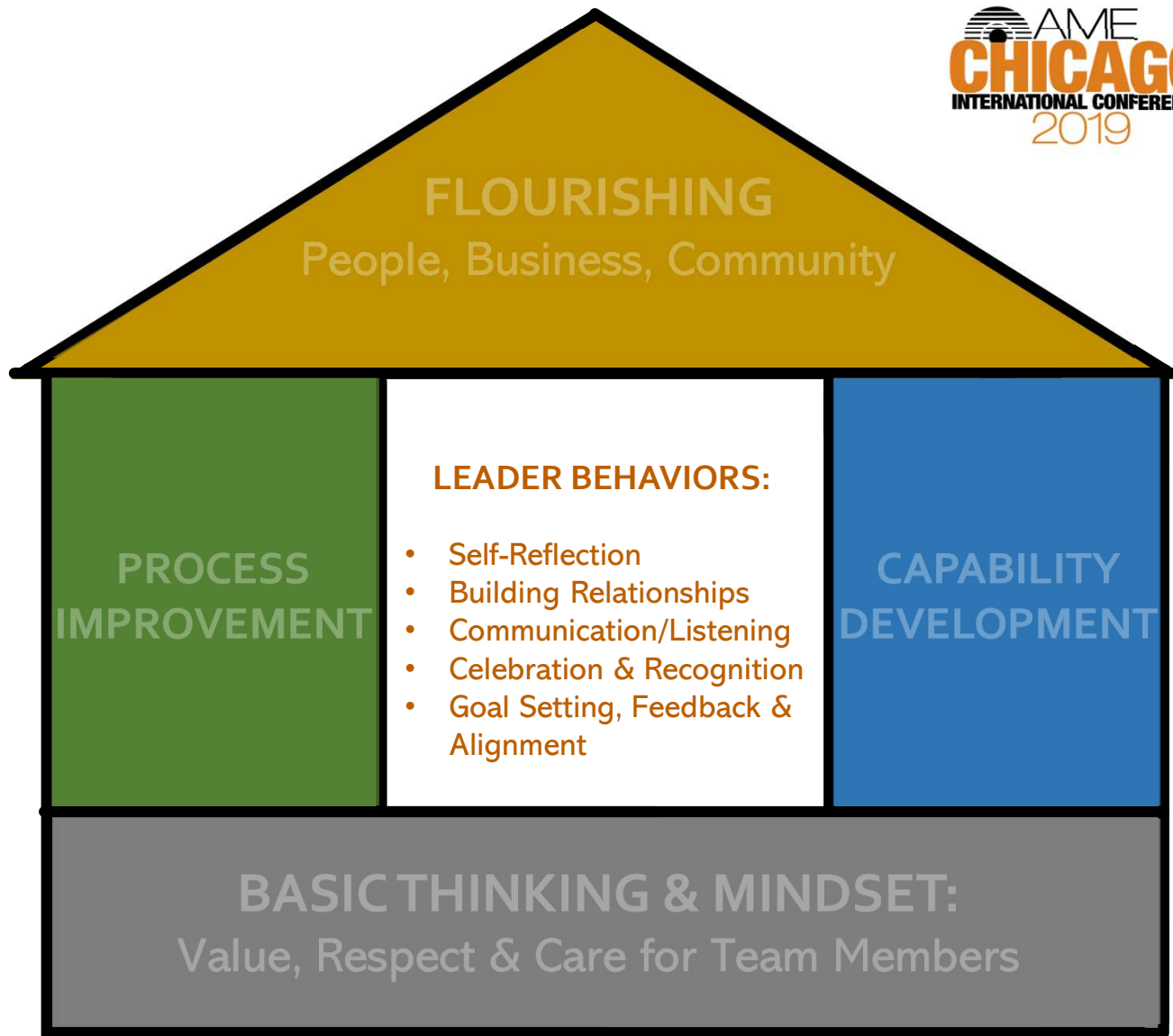
# Leading on the Edge

Time to share....

**How does your organization value, respect, and care for team members?**



2:00







**HME**

# **LEADERSHIP ESSENTIALS**

1. **People-Centric Leadership**
2. **Mastering the Art of Supervision**
3. **Mastering the Art of Interviewing**

# Mastering the Art of Supervision

The background of the slide features a silhouette of three people standing on a dark, jagged mountain peak. They are all raising their arms in a celebratory gesture. The sky behind them is a mix of dark and light yellow, suggesting a sunset or sunrise. The overall mood is one of achievement and triumph.

## Learning Objectives:

- Understand the method for **Courageous Conversations**
- Give effective **Praise**
- Utilize the **Coaching Kata**
- Conduct effective **Quarterly Check-ins**
- Recognize HME's **3 Key Drivers of Employee Engagement**

# Effective **Courageous Conversations** require **Compassion**



Compassionate Leaders ask,  
**“How can I best support you?”**  
while holding the employee accountable  
for what needs to be done.

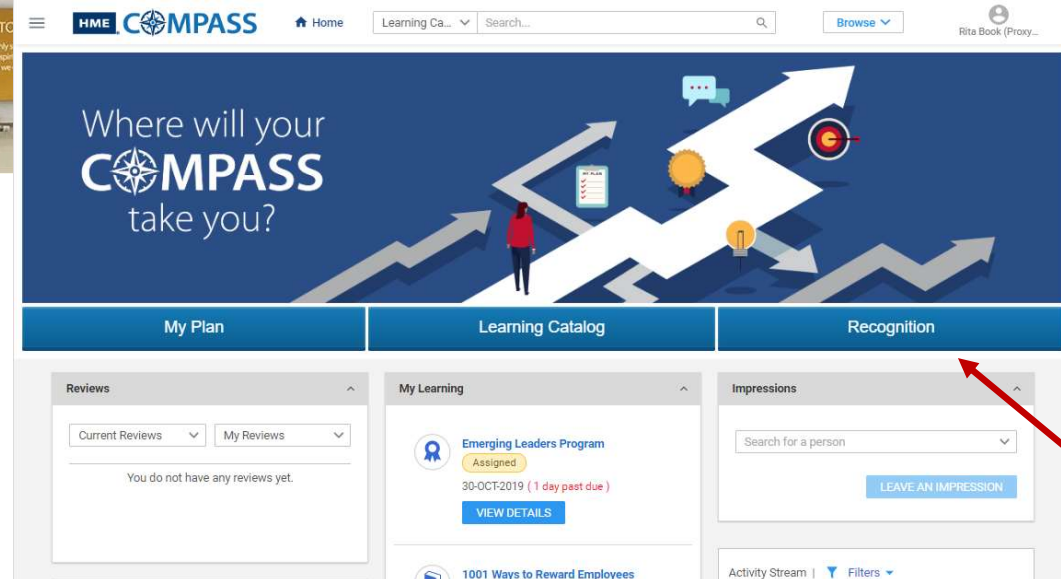


**IF YOU SEE  
SOMETHING  
SAY  
SOMETHING**

Report GOOD  
Behavior for  
EVERYONE

## **Giving Effective Praise:**

- Timely
- Specific
- From the heart
- Surprising
- Reward behavior you want to see again



# Encouraging Peer Recognition

# Using Coaching Kata to facilitate Improvement

## Improvement Kata Steps

- 1) What is the Goal?
- 2) What is the Current State?
- 3) What is the next Target Condition?
- 4) What is the plan and experiment to move toward the Target Condition?
  - a. What possible obstacles should be considered?
- 5) When will the experiment be performed? When can we reflect on your learning?

----- (Turn Card Over) ----->

**HME**

## Reflect on your Last Experiment

Because you don't know what the result will be!

- a. What did you plan as your Last Experiment?
- b. What did you Expect?
- c. What Actually Happened?
- d. What did you Learn?

Return to Question 3 ----->





## **EMPLOYEE SELF-REFLECTION QUESTIONS:**

1. What should you continue doing?
2. What should you start or stop doing?
3. How can your manager better support you in your development or work goals?

# Mastering the Art of Interviewing

Hiring with **HME Core Values** built into interview process.



# HME Emerging Leaders Program

## **Pre-supervisory training program curriculum:**

- Leading from Strengths
- Communicating for Leadership Success
- Strategies for Influencing Others
- Navigating Beyond Conflict
- HME Leadership Expectations & Your Leadership Journey
- Two Coaching Sessions







**Results we Achieved...**

# Positive Feedback from Employee Surveys

I am  
encouraged by  
management to  
learn and grow  
from my  
mistakes.

+4.6%

My supervisor  
recognizes my  
accomplishments.

+5.5%



From AME Excellence Award Site  
Assessment Team...

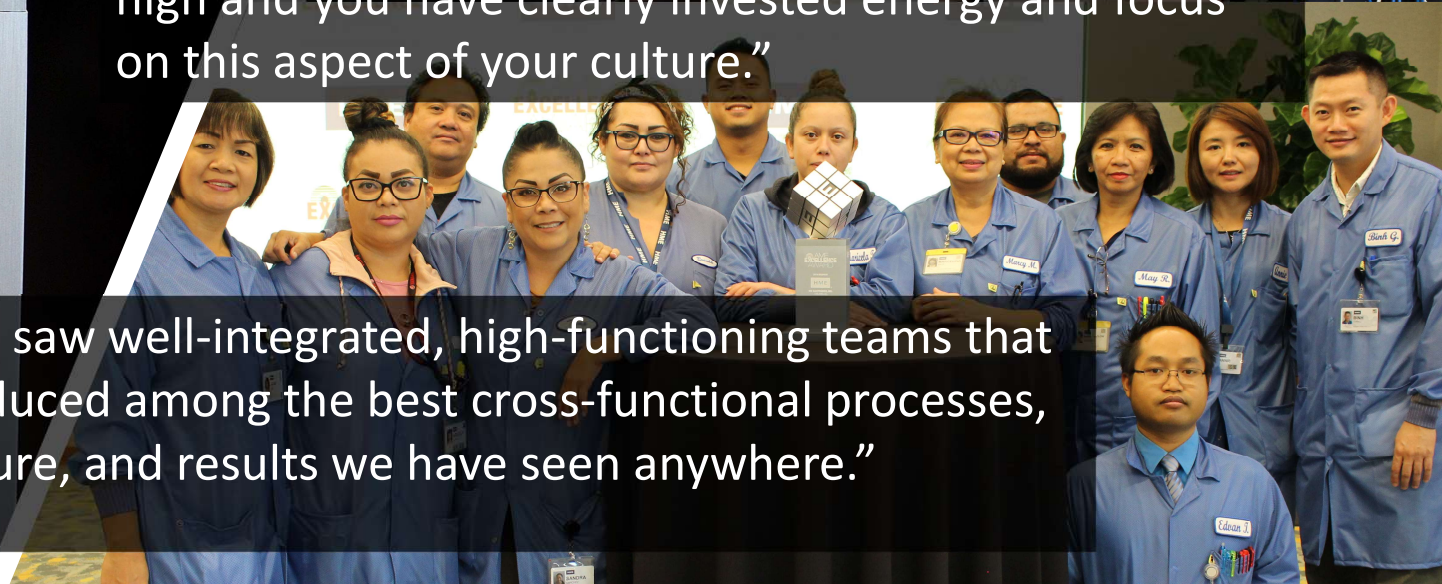
"It is very clear to all [assessment team]  
that HME is intentional in shaping culture."



"[employee engagement]...meaningful involvement is  
high and you have clearly invested energy and focus  
on this aspect of your culture."



"We saw well-integrated, high-functioning teams that  
produced among the best cross-functional processes,  
culture, and results we have seen anywhere."





# Lessons Learned

- Quarterly Check-In conversations can be further enriched
- More training reinforcements
- Ongoing journey and evolution



# Leading on the Edge

Time to share....

**What is one People-Centric Leadership behavior you would like to work to grow in your daily work?**



2:00

# Opportunity for learning with HME

---



# Questions?



# Thank You!

***Your opinion is important to us!***

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

**Session No: TS/03**  
**Our People-Centric Journey**  
**Diem Lewis & Mel Burt-Gracik**  
**HME**  
[dlewis@hme.com](mailto:dlewis@hme.com)  
[mburtgracik@hme.com](mailto:mburtgracik@hme.com)