



Napoleon's Corporal

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Creating Waves of Excellence

- Practical leadership
- Real life examples
- Real life applications
- Potential solutions for problem areas
- Taking what is good and making it better

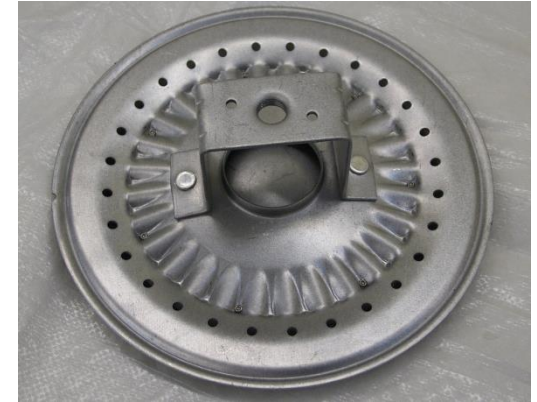


About Beckett Gas

- Founded in 1988
- Manufacture & assemble components for the gas water heater and furnace industry
- Sell product in 14 countries
- 280 employees at two U.S. facilities
- Acquisitions in Italy & England
- Lean practices and philosophy



Our Products





Our Customers





Napoleon's Corporal





Napoleon's Corporal Today

- Education
- Interests and priorities
- Home life
- Work ethic
- Problem solving skills
- Ownership



Napoleon's Corporal Today

- Education
- Interests and priorities
- Home life
- **Work ethic**
- **Problem solving skills**
- **Ownership**

Will follow a good leader!



Five leadership actions that will allow you to lead Napoleon's Corporal and grow your business



Practice the Subsidiarity Principle

- Sign of good leadership
- Requires knowledge of people
- Effective use of resources
- Situational awareness is greatest
- Leadership opportunity with risk



Perform Standard Work & Audits

- Law of Entropy – Murphy’s Law
- Sustainable = Simple + Audit
- Process Instructions
- Non-negotiables
- Understanding the “Why?”



Preach Continuous Improvement

- Continuous means continuous
- “What frustrates you the most?”
- Look at the entire value stream
- Time saved doesn’t matter unless...
- Create incentives
- Training = Continuous improvement of your workforce



Promote Grassroots Ownership

- Importance of measures
- Understand the bottom line
- Focus on product flow
- “If your department was your small business..?”





Prove You Care

- Care but don't cater
- Reward & Recognition





Prove You Care

- Care but don't cater
- Reward & Recognition
- Seek input, then...
- Training...for the next job
- Their importance in your eyes
- Right thing to do

“You have to love your people more than your position.”

- John Maxwell



Results – Raising the Bar

- Operators are 100% responsible for FPI & IPI
- Developed BGI Trainer-Guide Program
- Developed BGI Team Leader Program
- Audited over 500 of our processes
- Average 220 submitted improvements annually, 75% implemented



PULSE Action Item					No. 00001	
Problem as it exists:					Circle one:	
					Safety	
					Quality	
Root cause (if known):					Process	
					System	
					Training	
Action taken:					D-Defect	
					O-Overproduction	
					W-Waiting	
Team:					N-Not Valuing People	
Your Full Name:					T-Transportation	
Resources Needed: (circle one)					I-Inventory	
Internal		Maint.		Toolroom	M-Motion	
Set-up		Engineer		C.I. Team	E-Excessive Processing	



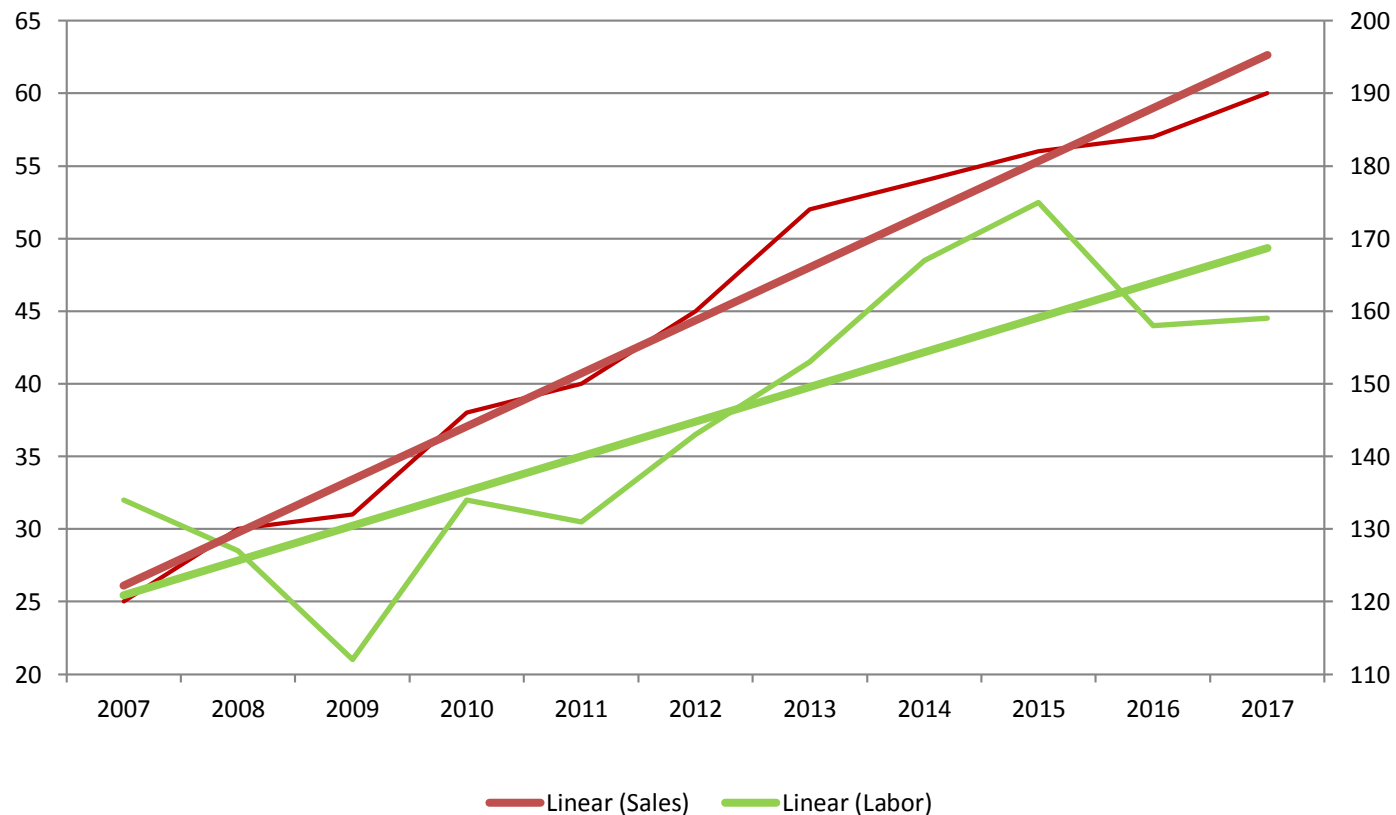
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- Average 220 submitted improvements annually, 75% implemented
- Expansion & Acquisition
- No “burning bridge”



Results

Sales vs. Labor





Waves of Excellence - Takeaways

- Get things done at the lowest level possible
- Sustainable = Simple + Audit
- Explain the “Why?”
- Continuous means continuous
- Understand the bottom line
- Care about your people more than your position



What do I do next?

- Honest self assessment
- Learn
 - 21 Irrefutable Laws of Leadership
 - Love Works
 - 2 Second Lean
 - Extreme Ownership
- Implement slowly



Thank You!

Your opinion is important to us!

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

Session Number: WS/30

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