



Building a Winning Engagement Strategy

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Who We Are





What We Do





The Lean & Engagement Journey

- The NNS Lean Journey
- Where did it work?
- Leading in a Lean Factory
- What is Engagement?
- The Shipyard and Engagement
- Leading for Engagement



Lean Journey: Part I



2001-2006: The Lean “Archipelago”
Programs: Operations & Engineering
Focus: Process, 5S, Training, Kaizen, & RIW’s





Lean Journey: Part II

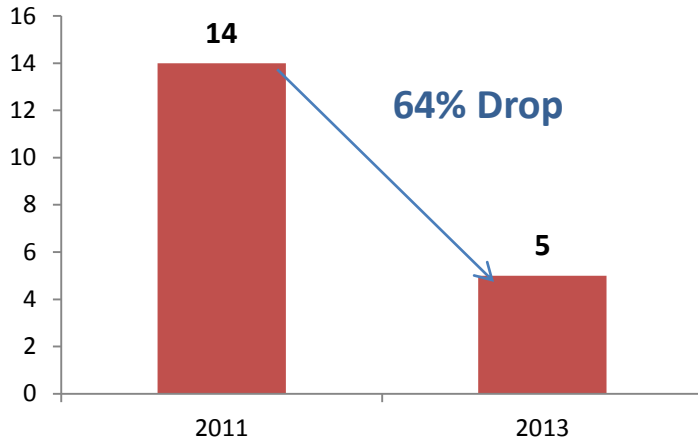


2007-2011: Process Excellence
Programs: Centralized Enterprise-Wide Approach
Focus: *Strategy, Culture, Value Stream Standardization*

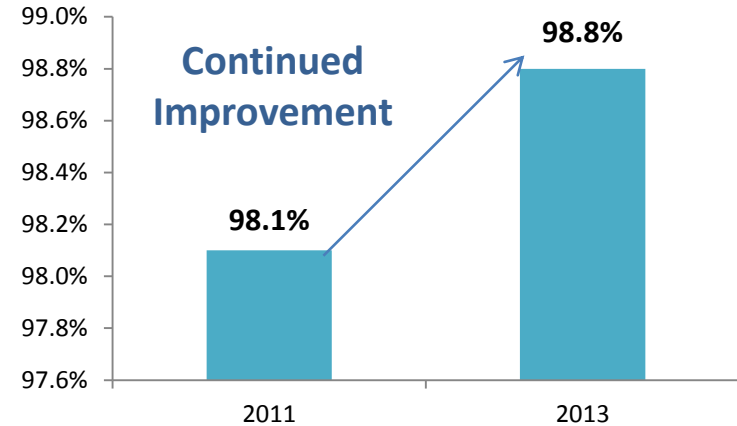


The Lean Pipe Shop Story

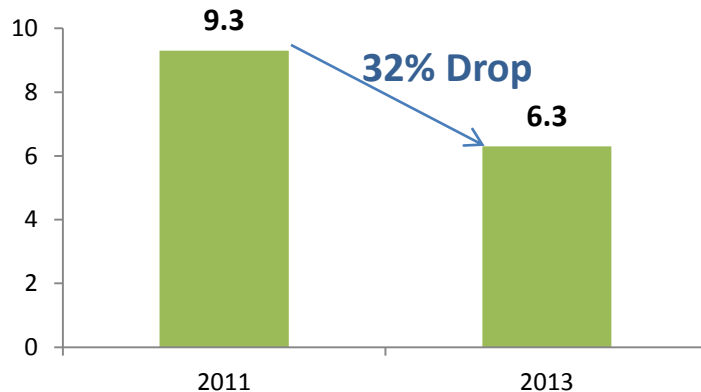
Accidents



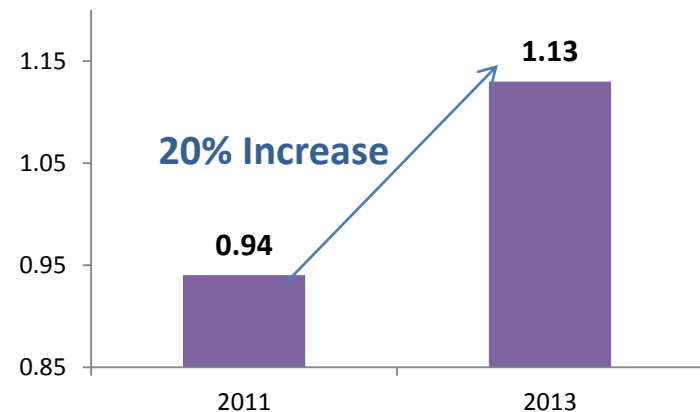
FTQ



Manhours/Detail



Cost Performance Index





Why was this wave so hard to ride?





Lean Leadership - *Leading By...*

- Example
- Questioning
- Giving Suggestions
- Being Knowledgeable
- Coaching & Teaching
- Focusing on Learning and Understanding

“If managing is about thinking, leading is about getting other people to think”



Doing What I Do Best

Reflect on a specific time when you were at your best. What was happening?
What were you doing? How did you feel? Take a few minutes to write that story.





Engagement not Satisfaction

Engagement: *Transformational*

Satisfaction: *Transactional*





Why Is Engagement So Important?





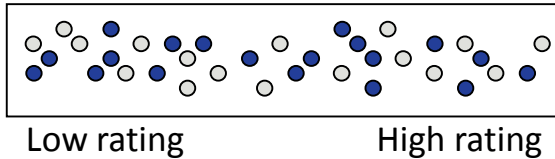
How Can We Measure Engagement?





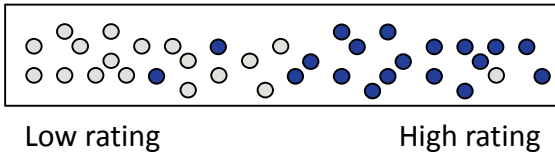
The Science of the Sorting Effect – Asking the Right Questions

Poor Item



“I receive recognition.”

Great Item



“In the last seven days, I have received recognition or praise for doing good work.”

- Higher performing units
- Lower performing units

The 12 Basic Needs of Employees

01 **Give Me Clarity**

02 **Get me what I need to go to work**

03 **KNOW ME**

04 **HELP ME SEE MY VALUE**

05 **Show you care by enabling me**

06 **HELP ME GROW**

07 **HEAR ME**

08 **HELP ME SEE MY IMPORTANCE**

09 **HELP ME FEEL PROUD**

10 **HELP ME BUILD MUTUAL TRUST & TEAMWORK**

11 **Help me review my Contributions**

12 **CHALLENGE ME**



The Big Picture



Employee Engagement
Survey Results



Team Dialog on Sources of
Engagement and Disengagement



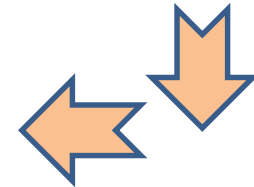
Team and Leader
Action Plans



Improved Performance +
Mission Achievement



Follow Through on Plans
Increased Engagement





NNS & Engagement



DON CLIFTON
Father of Strengths Psychology and
Inventor of the Clifton StrengthsFinder

**FIRST,
BREAK ALL
THE RULES**

WHAT THE WORLD'S GREATEST
MANAGERS DO DIFFERENTLY

FROM GALLUP

Foreword by Jim Harter, Ph.D.

NOW INCLUDES

Access to the Clifton StrengthsFinder Assessment
and the Q12 Employee Engagement Survey

2006

MARS
incorporated

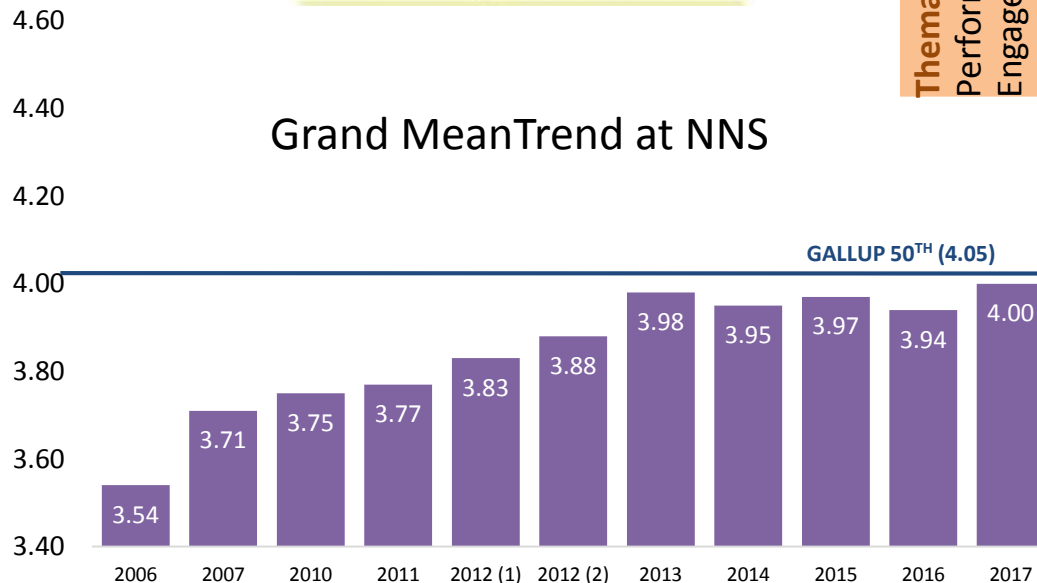
2012

stryker

Thematic Goal: Improve
Performance Through Increased
Engagement

- Effective Communication
- Capability Building
- Systemic Integration Practices
- Expectations & Accountability
- Risk Identification & Mitigation

Grand MeanTrend at NNS

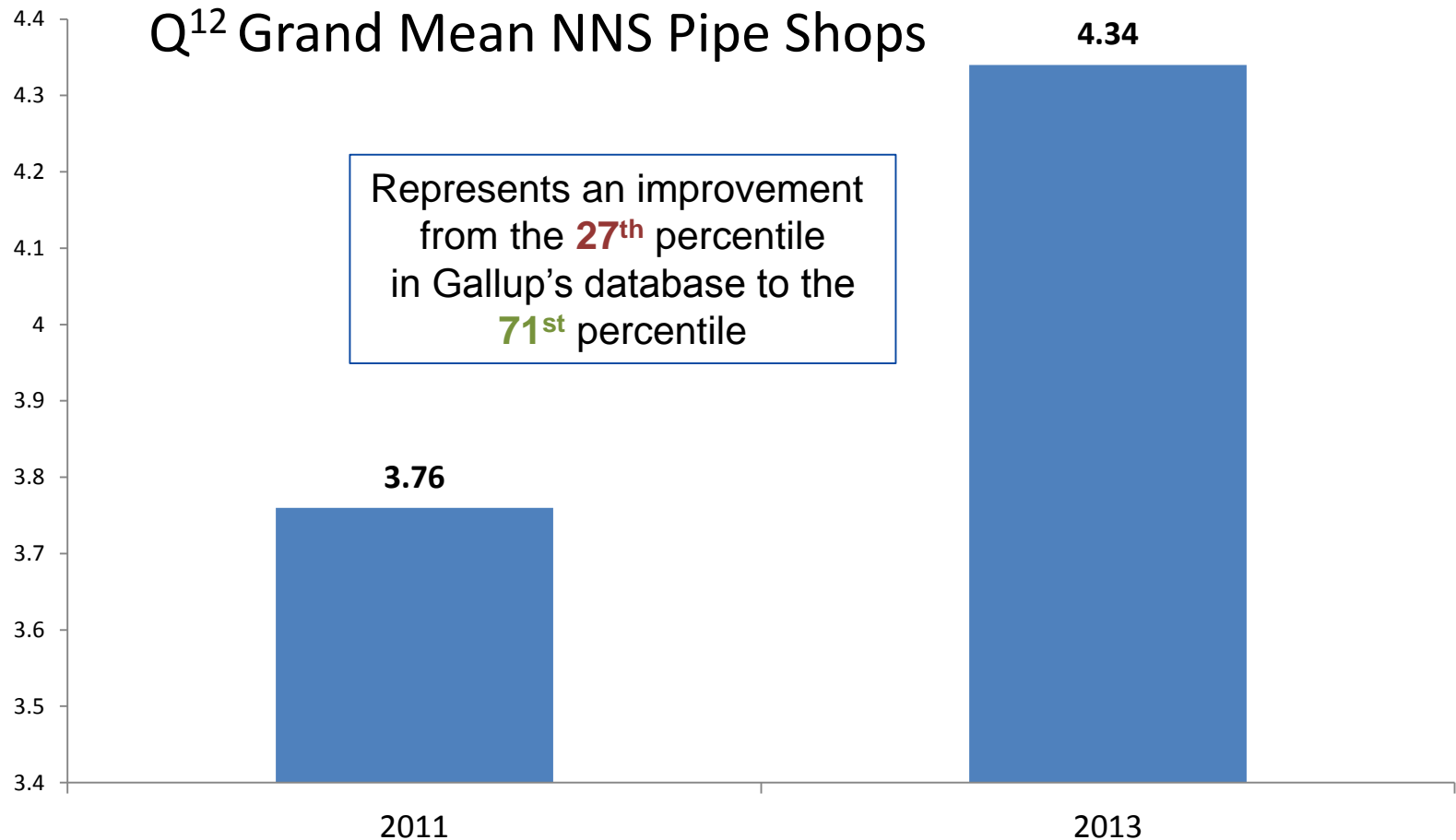


2018



Lean & Performance

“The Rest of the Pipe Shop Story”





How Leaders Engage Employees



Communication

- Holding regular meetings with direct reports
- Talking to employees daily, face-to-face



Interaction

- Going to an employee's work area daily to see how they are doing
- Knowing what each employee is working on every day



Expectations

- Holding employees accountable for their performance
- Helping employees prioritize their work



Care & Development

- Focusing on employees strengths and positive characteristics, not weakness or negative characteristics



Availability

- Making themselves available to answer any type of question
- Responding to questions or concerns within 24 hours





Communication

- Holding regular meetings with direct reports
- Talking to employees daily, face-to-face

Interaction



- Going to an employee's work area daily to see how they are doing
- Knowing what each employee is working on every day

Expectations



- Holding employees accountable for their performance
- Helping employees prioritize their work

Care & Development



- Focusing on employees strengths and positive characteristics, not weakness or negative characteristics
- Talking to employees about non-work related issues

Availability



- Making themselves available to answer any type of question
- Responding to questions or concerns within 24 hours

Lead By...

- Example
- Questioning
- Giving Suggestions
- Being Knowledgeable
- Coaching & Teaching
- Focusing on Learning and Understanding

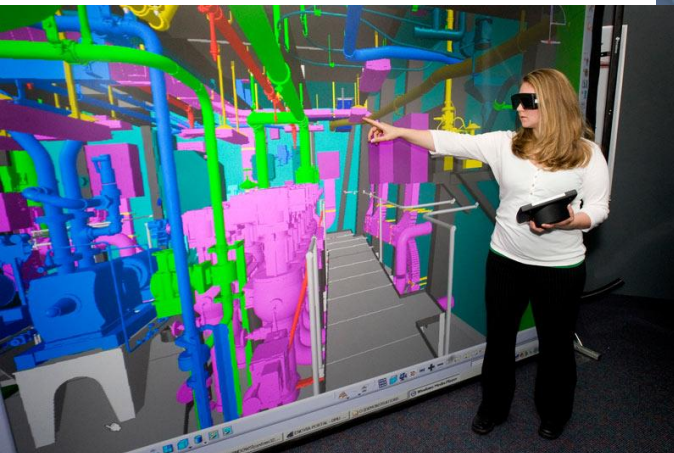


Lean Journey: Continues

2012-Today: Sustaining Improvements

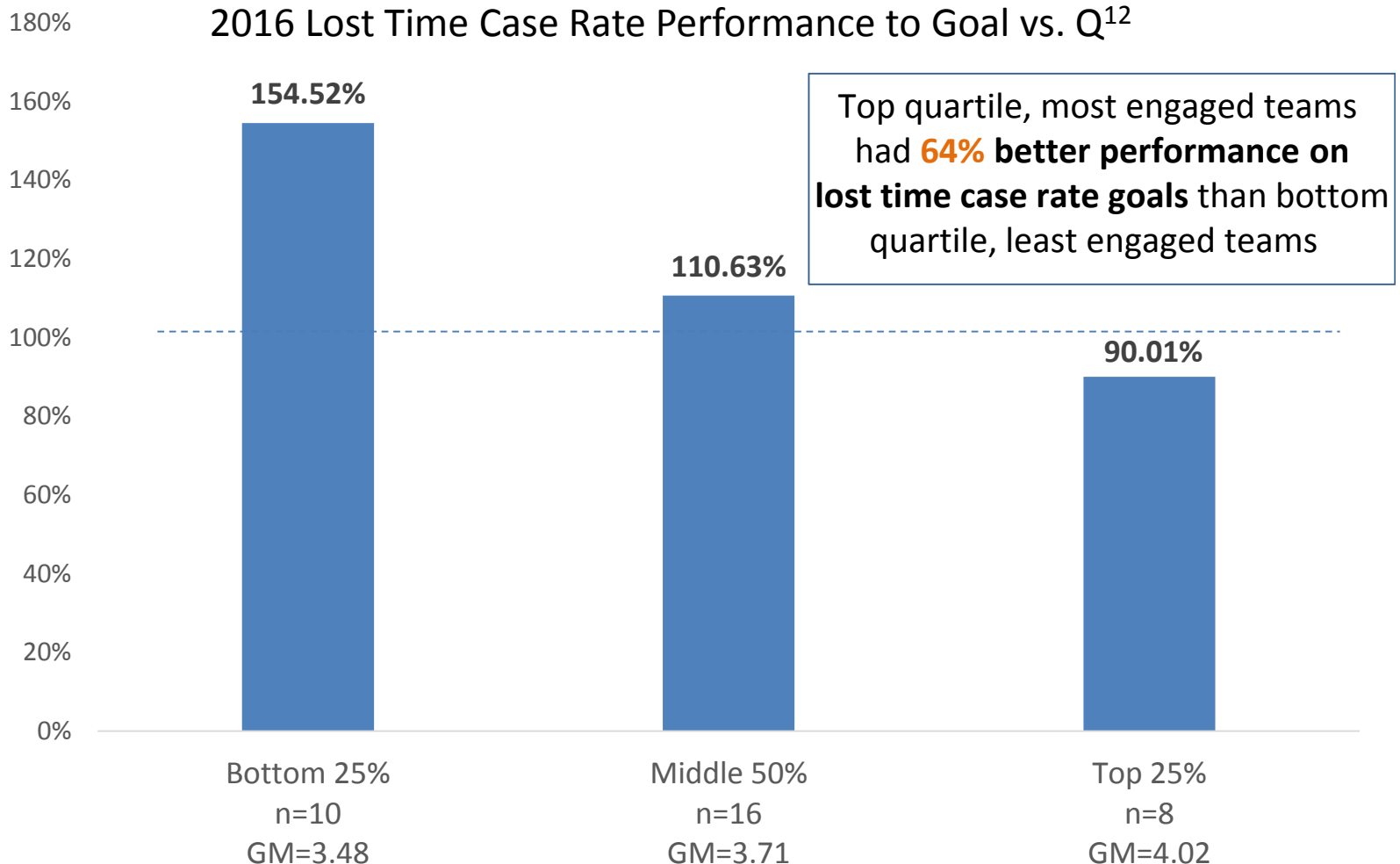
Programs: Quality, Integrated Planning, Industrial Engineering

Focus: Capital Improvements, Digital Shipbuilding
Quality of Life, Training





Focus: Safety & Engagement





In what order might these occur?

Trust

Results

Lean

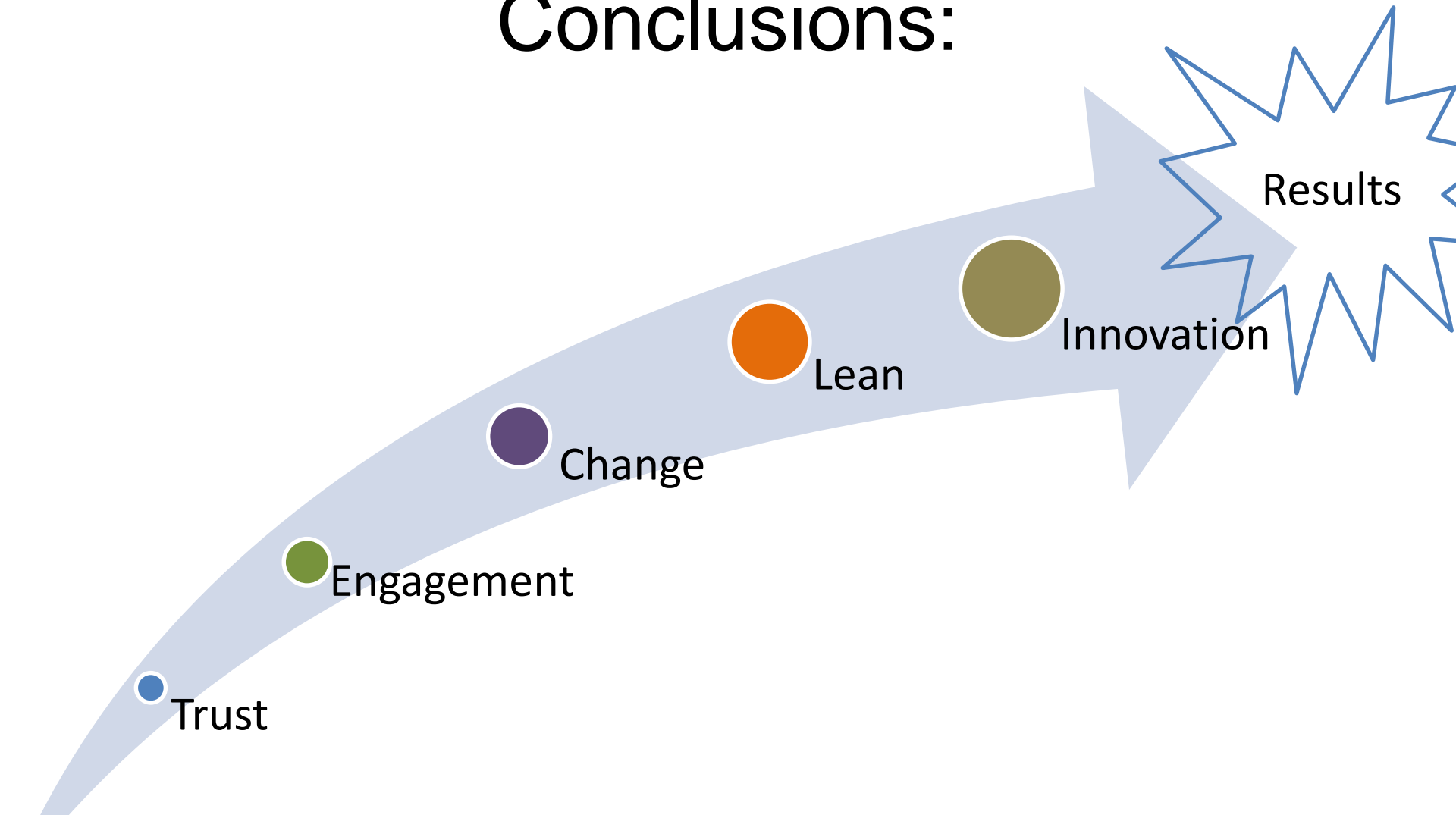
Innovation

Engagement

Change



Conclusions:





Thank You!

Your opinion is important to us!

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

Session No: ThS/50

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