



Gary Peterson

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O.C. Tanner





















SAVOR THE VICTORY

A symbolic award, a well-chosen gift and sincere words of appreciation make a recognition moment complete.



just what
I wanted



What have we achieved?



What have we achieved?

- **Before:** Order size—the bigger the better; small orders killed us



What have we achieved?

- **Before:** Order size—the bigger the better; small orders killed us
- **Now:** We make everything one at a time



What have we achieved?

- **Before:** Order size—the bigger the better; small orders killed us
- **Now:** We make everything one at a time
- **Before:** Factory layout: 28 departments



What have we achieved?

- **Before:** Order size—the bigger the better; small orders killed us
- **Now:** We make everything one at a time

- **Before:** Factory layout: 28 departments
- **Now:** Fully functional mini-factories



What have we achieved?

- **Before:** Order size—the bigger the better; small orders killed us
- **Now:** We make everything one at a time

- **Before:** Factory layout: 28 departments
- **Now:** Fully functional mini-factories

- **Before:** Order production time, 26 days



What have we achieved?

- **Before:** Order size—the bigger the better; small orders killed us
- **Now:** We make everything one at a time
- **Before:** Factory layout: 28 departments
- **Now:** Fully functional mini-factories
- **Before:** Order production time, 26 days
- **Now:** 20 minutes throughput time



What have we achieved?

- **Before:** Order size—the bigger the better; small orders killed us
- **Now:** We make everything one at a time
- **Before:** Factory layout: 28 departments
- **Now:** Fully functional mini-factories
- **Before:** Order production time, 26 days
- **Now:** 20 minutes throughput time
- **Before:** Annual paper: 6 million pieces



What have we achieved?

- **Before:** Order size—the bigger the better; small orders killed us
- **Now:** We make everything one at a time
- **Before:** Factory layout: 28 departments
- **Now:** Fully functional mini-factories
- **Before:** Order production time, 26 days
- **Now:** 20 minutes throughput time
- **Before:** Annual paper: 6 million pieces
- **Now:** Paperless production



What have we achieved?

- Efficiency improved: **400%**



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- Floor space reduced by **70%**



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- Eliminated **100%** of the extremely toxic hazardous wastes



What have we achieved?

- Efficiency improved: **400%**
- Floor space reduced by **70%**
- Eliminated **100%** of the extremely toxic hazardous wastes
- Inventory turns improved **3x**



Powerful people



3 Systems

1

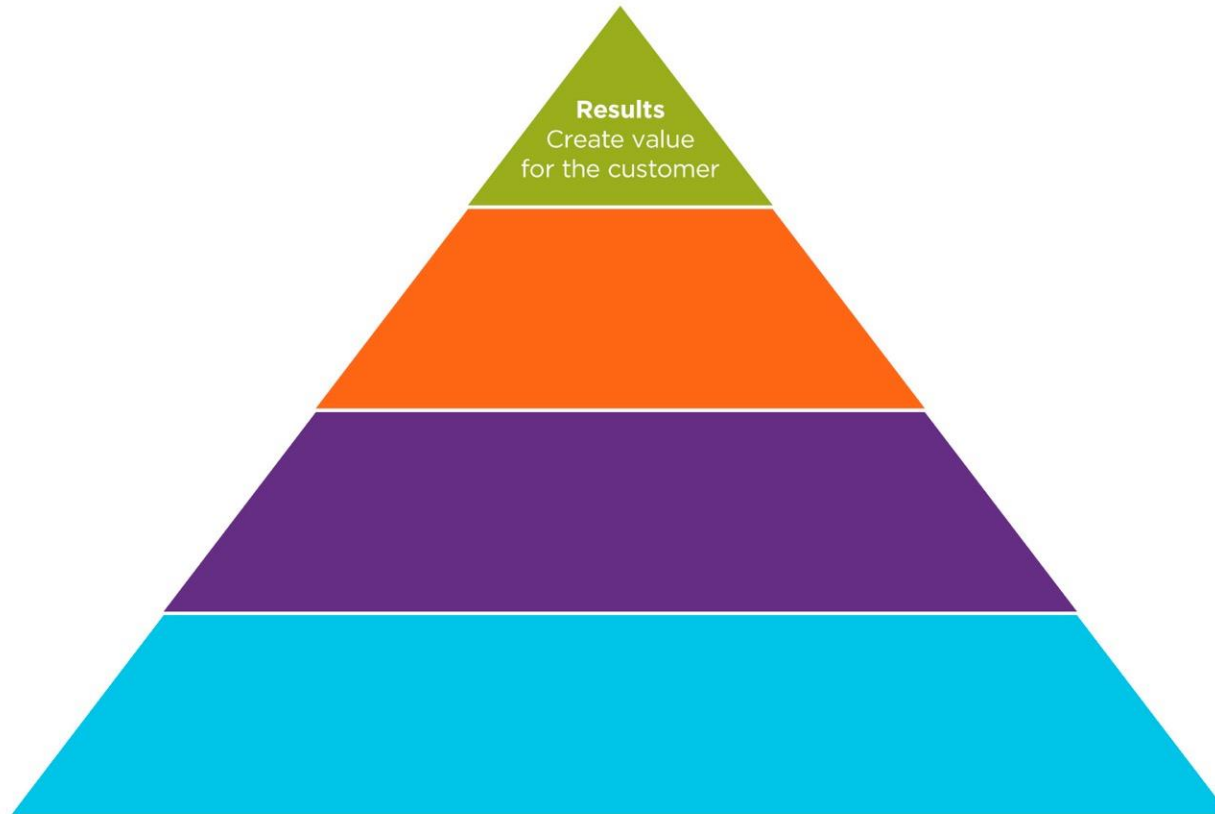
Coaching

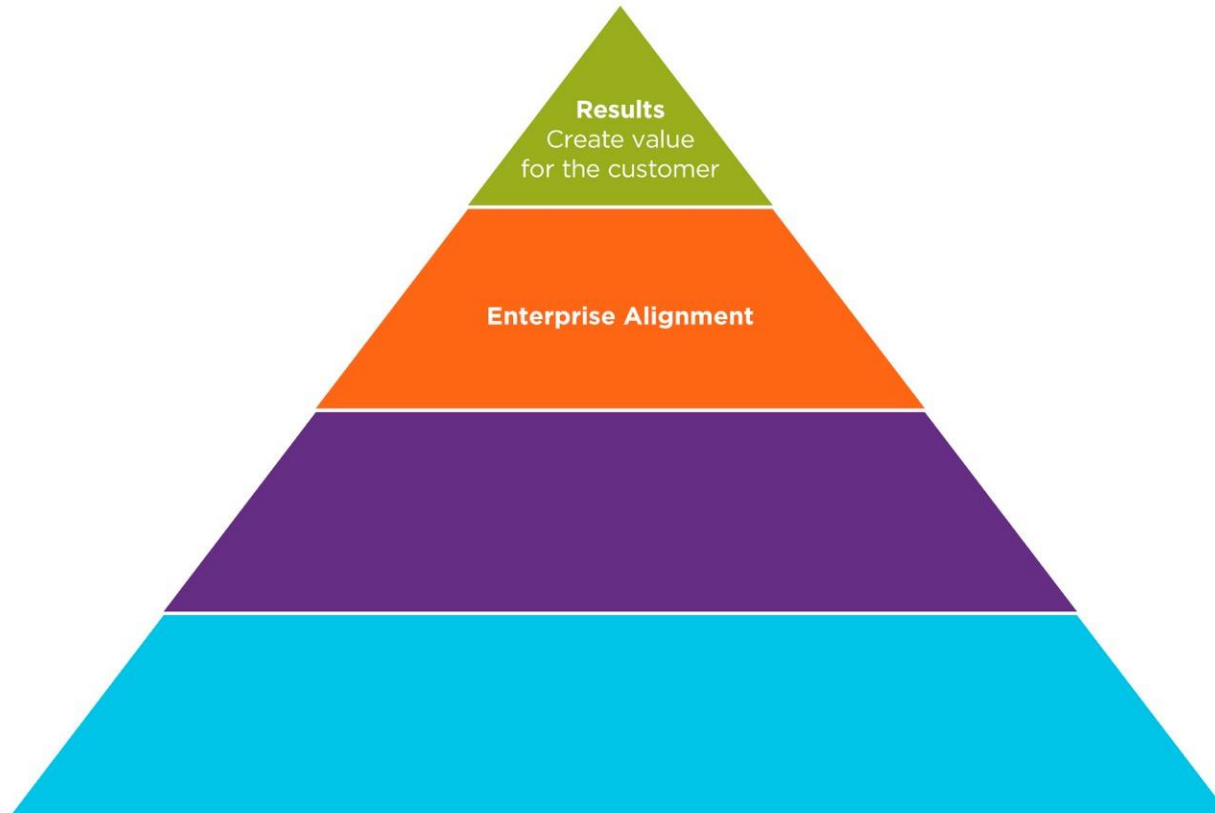
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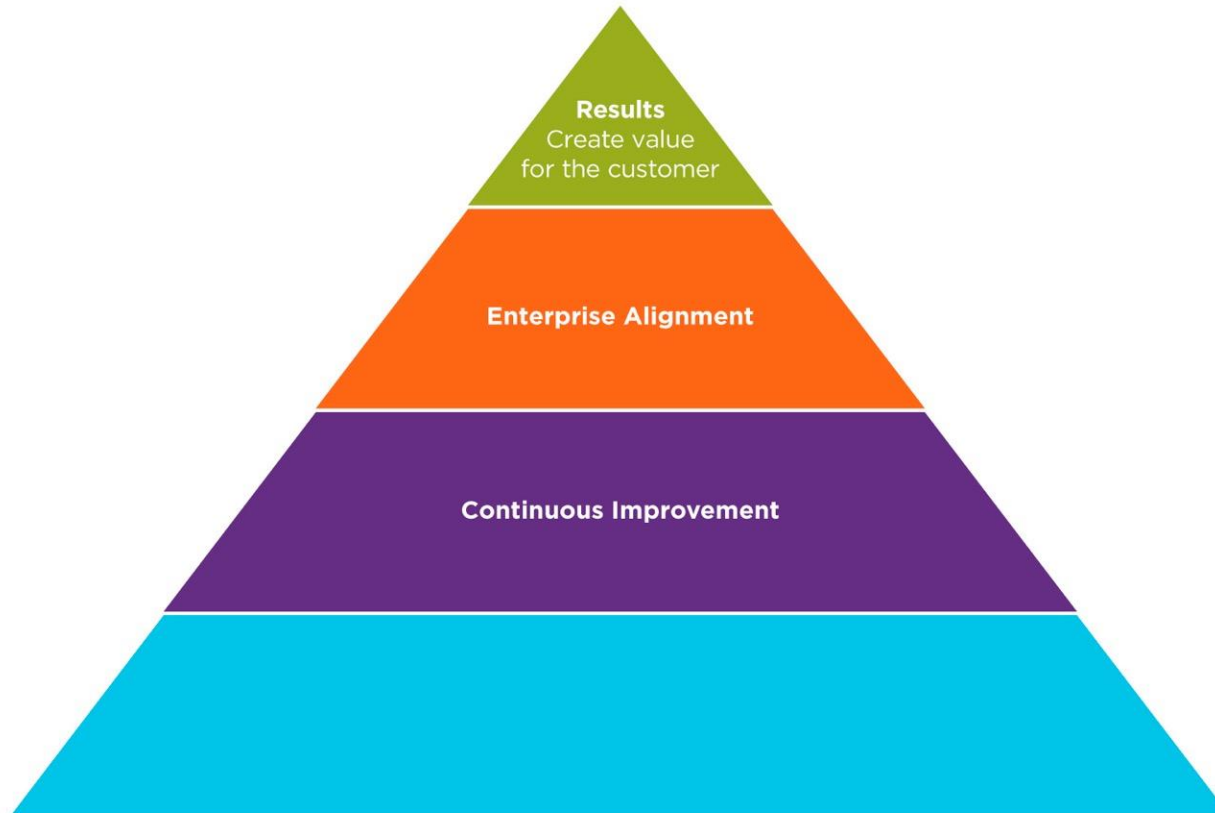
Strategy Deployment

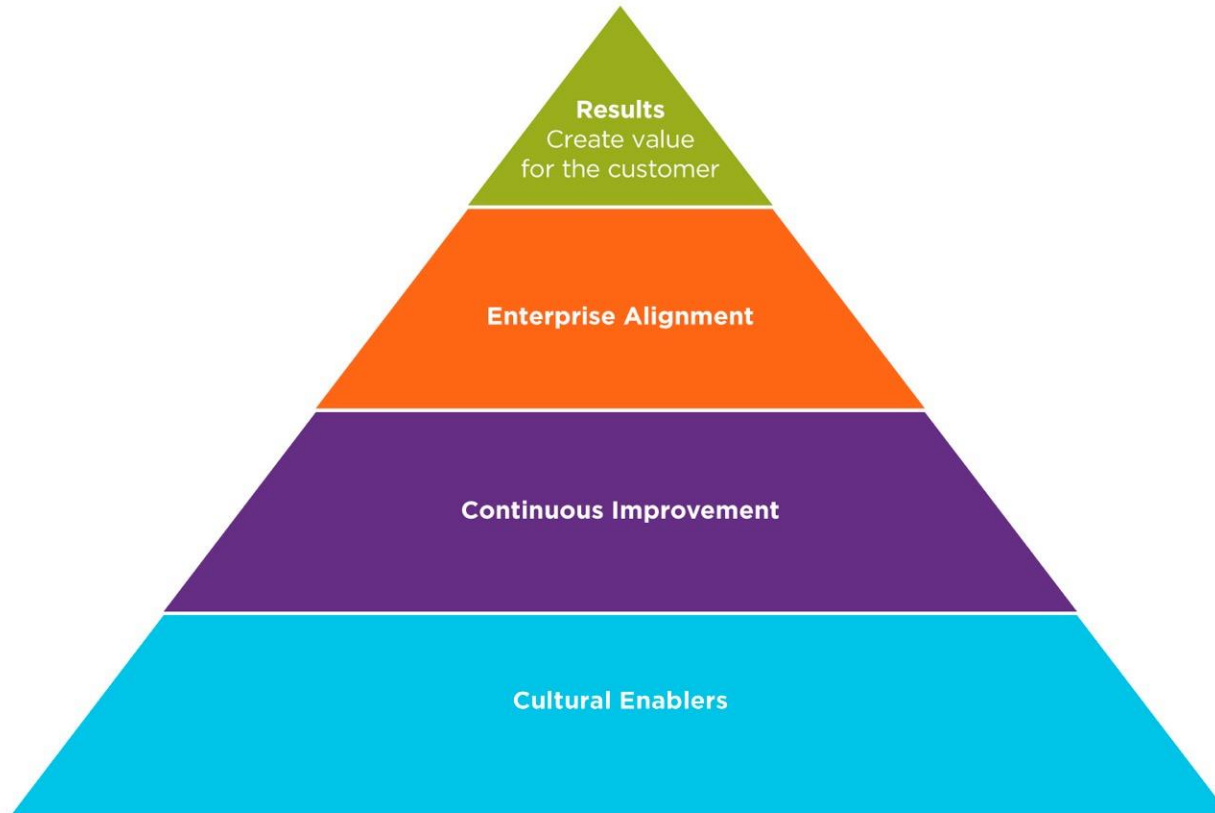
3

Improvement











Our people



3 Systems

1

Coaching

2

Strategy Deployment

3

Improvement



Coaching









Team Member Evaluation

O.C.TANNER

Employee Name:				Coach Name:	Gary Peterson	Finish Date:		
Expectations: Click on hyper-links to see full-list of content for each performance expectation.				Meets	Falls Short	Date:	Comments: Recognize performance, clarify expectations, identify development opportunities, describe improvement needs	
Keep in mind interactions with customers, co-workers, and leadership.								
Alignment to Strategy (Mar/Sept)- Understands how they connect to strategy map, etc.								
(Development Plan) (Apr/Oct)								
Continuous Improvement (May/Nov)-Team development, personal development, lean principles, etc.								
Respect Every Individual (Jun/Dec)- Relationships, people skills, positive attitude, applies Arbinger principles, etc.								
Meet Customer Needs (Jul/Jan)- On time delivery, works efficiently, good quality, etc.								
6 Month Review (Aug/Feb)								
Key metric expectations and performance.						Mar/Sept	Apr/Oct	May/Nov
Safety Catches- 100% participation								
Improvements- 100% participation								
Appreciation- 100% participation								
Attendance- (Unscheduled call-ins, tardiness)								
Quality-								
Efficiency-								
5S								







Develop people so they
can more fully utilize their
untapped potential

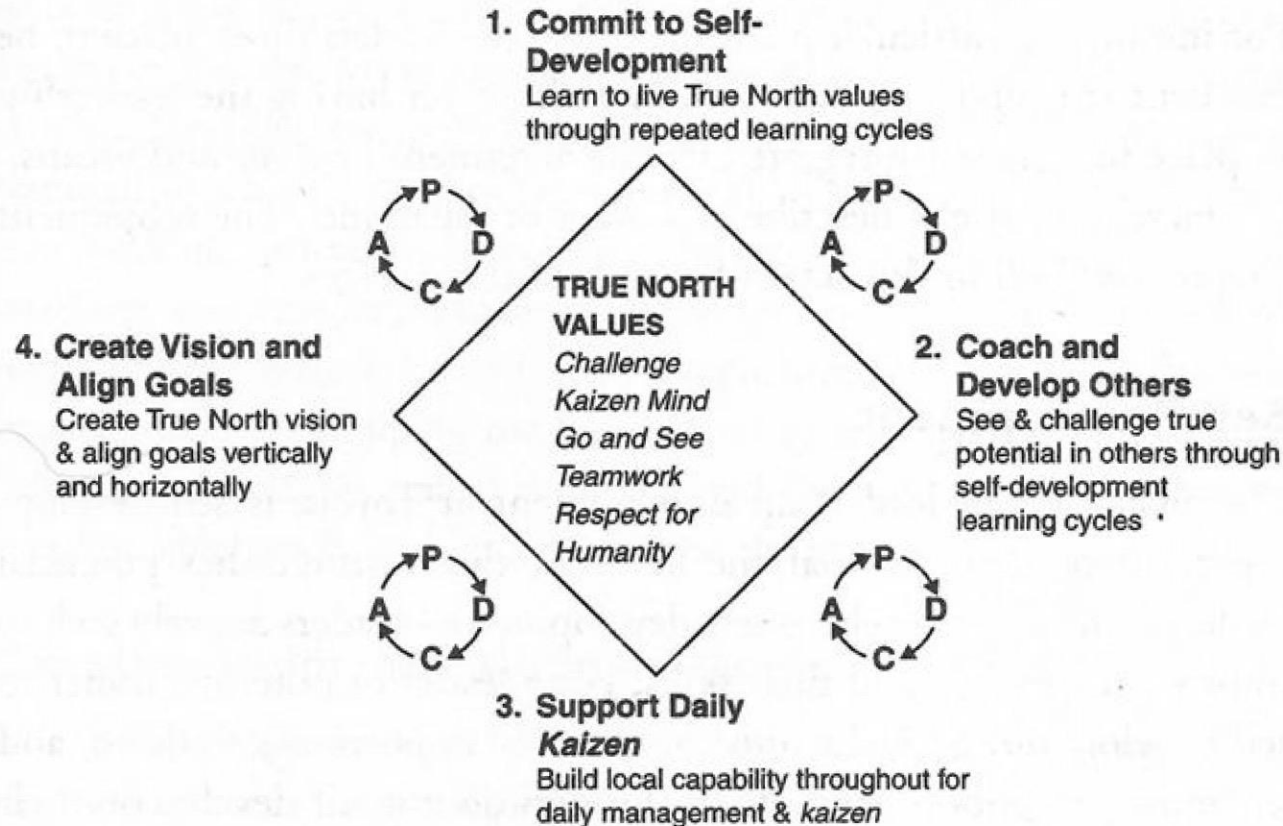


Figure I.1. Diamond Model of Lean Leadership Development



Strategy deployment



High level

- Review Strategy twice a year
- Make time to celebrate and recognize
- Review our place in the company and how we help others
- Share insights and information with teams
- Teams define and set their goals



Week 1: Review & Celebrate

Tuesday & Wednesday

Group & team leaders present results

- Lead & lag outcomes
- Cost savings
- Number of improvements
- Safety





Vault efficiency

Target Condition

Decrease labor cost per piece from \$0.40 to \$0.33,
an 18% improvement, by August 31, 2017

Lead

5 implemented process improvements

Lag

Cost per piece

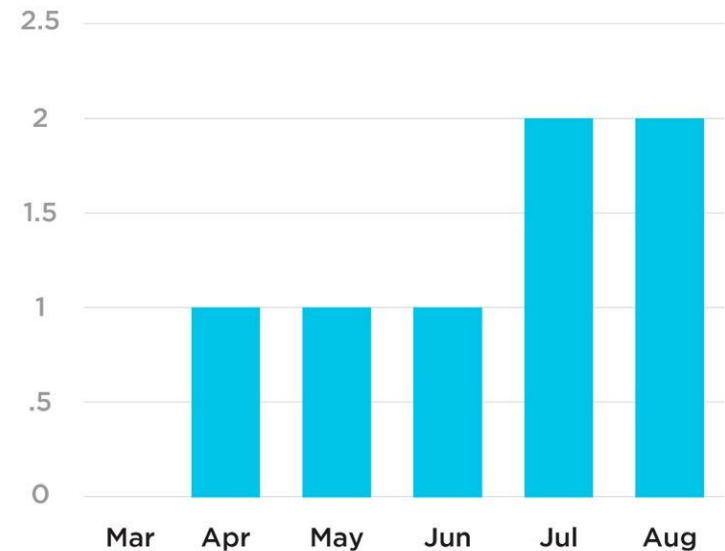


Lead

1. Simplify stone pick pages
2. Blank size reduction
3. Blanking sheet yield
4. Syn ruby 10ss keeper bottle
5. Standardize LPs on carousel
6. Folding stone pages
7. Pick pages scanned at 14K station

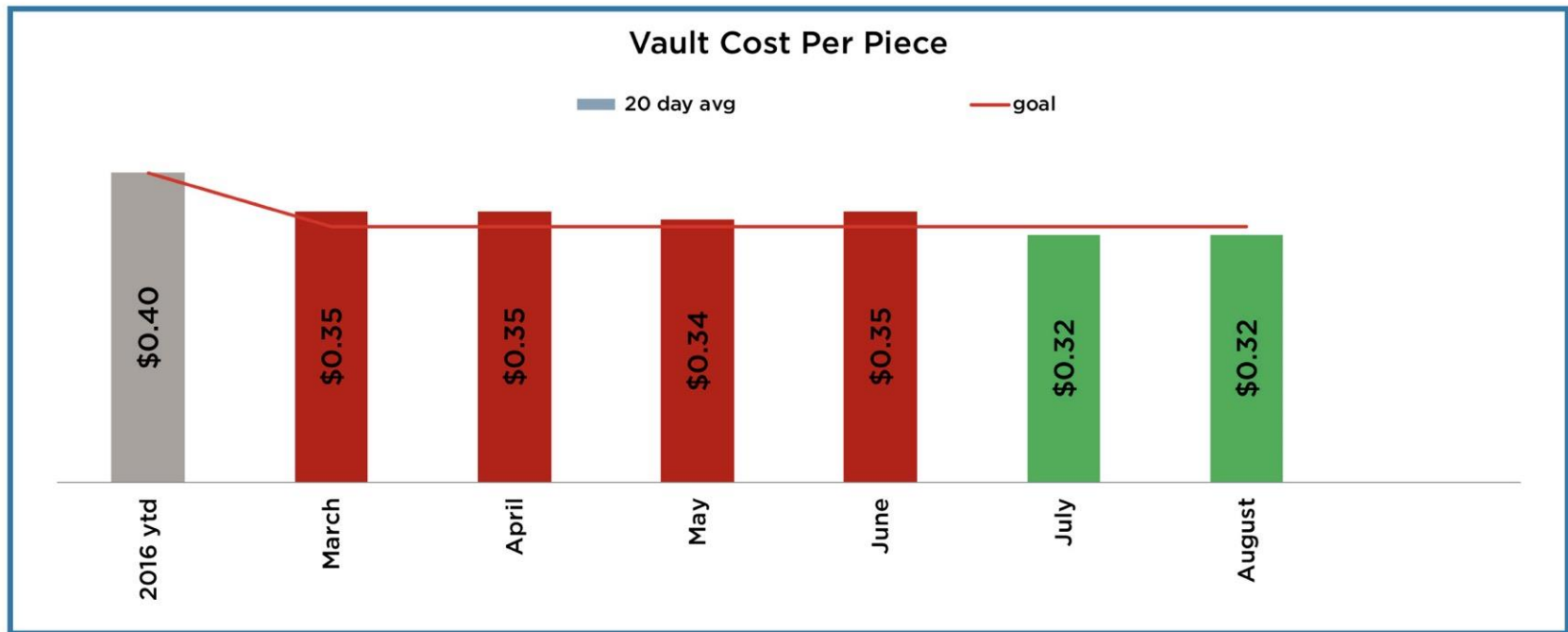
Four other projects still in progress

IMPLEMENTED PROCESS IMPROVEMENTS





Lag results





Target condition: Empire

Take the current pieces per hour of the team from 7.1pph to 9.3pph (+31%) by August 31, 2017

Lead Measure

Reduce and/or eliminate 190 wastes in the team (10 per person) by August 31, 2017



ANGELS + EMPIRE = the WASTE WARRIORS

Mission: Identify and reduce/eliminate 10 wastes per person using the Improvement card system by Dec. 31, 2017

WASTE WARRIORS

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Salvatore	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Bob	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Robert	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
John	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Emma	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Paul	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
David	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Abhi	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Camille	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Neeraj	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Richard	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Mike	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Manny	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Oliver	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Doni	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
Lin	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25

TOTALS:

WASTE WARRIORS

11

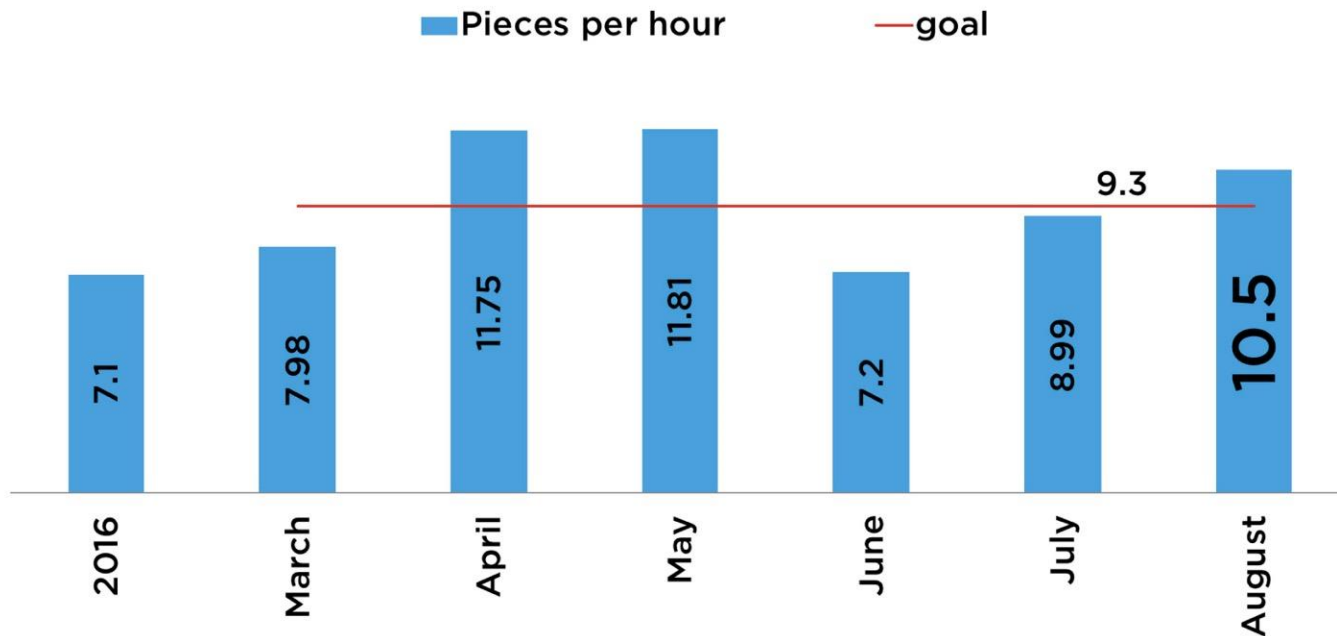
Improvements

1



Lag measure empire

Empire Lag-Pieces per hour





Week 1: Review & Celebrate

Tuesday & Wednesday

Group & team leaders present results

- Lead & lag outcomes
- Cost savings
- Number of improvements
- Safety

Thursday & Friday

Executive Leadership visit each team

- Discuss company achievements
- Teams celebrate their accomplishments!





Week 2: Scan & Plan

Tuesday

Executive review

- Voice of the client, employees, shareholders & key stakeholders
- Challenges & opportunities

Wednesday, Thursday & Friday

Leader & executive off-site

- Data, data, data!
- Reports from departments
- Leadership development
- Determine what to cascade to teams





Weeks 3 & 4: Dream & Scheme

Cascade strategy; Play catchball in teams

- Review offsite direction
- Determine team contribution
- Determine team direction
- Prepare target statements
 - Lead & Lag Measures
 - Connection to Strategy





Connection to strategy

Target Condition

Reduce labor cost per piece 15% from \$0.29 to \$0.25 by August 31st, 2018

Why?

To do more with the resources we have so that capital can be used to support other initiatives

How does this tie to the company strategy?

We align to decreasing expenses and being prepared for growth



Week 5: Present & Begin

Monday

Review strategies with leaders

- Discuss focus
- Review direction with leaders
- Feedback and direction

Tuesday

Presentations in Carolyn Theater

- Each team is represented
- 3 minute presentations
- Present target conditions
- How it connects with strategy
- Present lead/lag measures





Accountability and follow-up

Tuesday & Thursday Walkabout

(each team gets 2 visits per strategy period)

Executives report

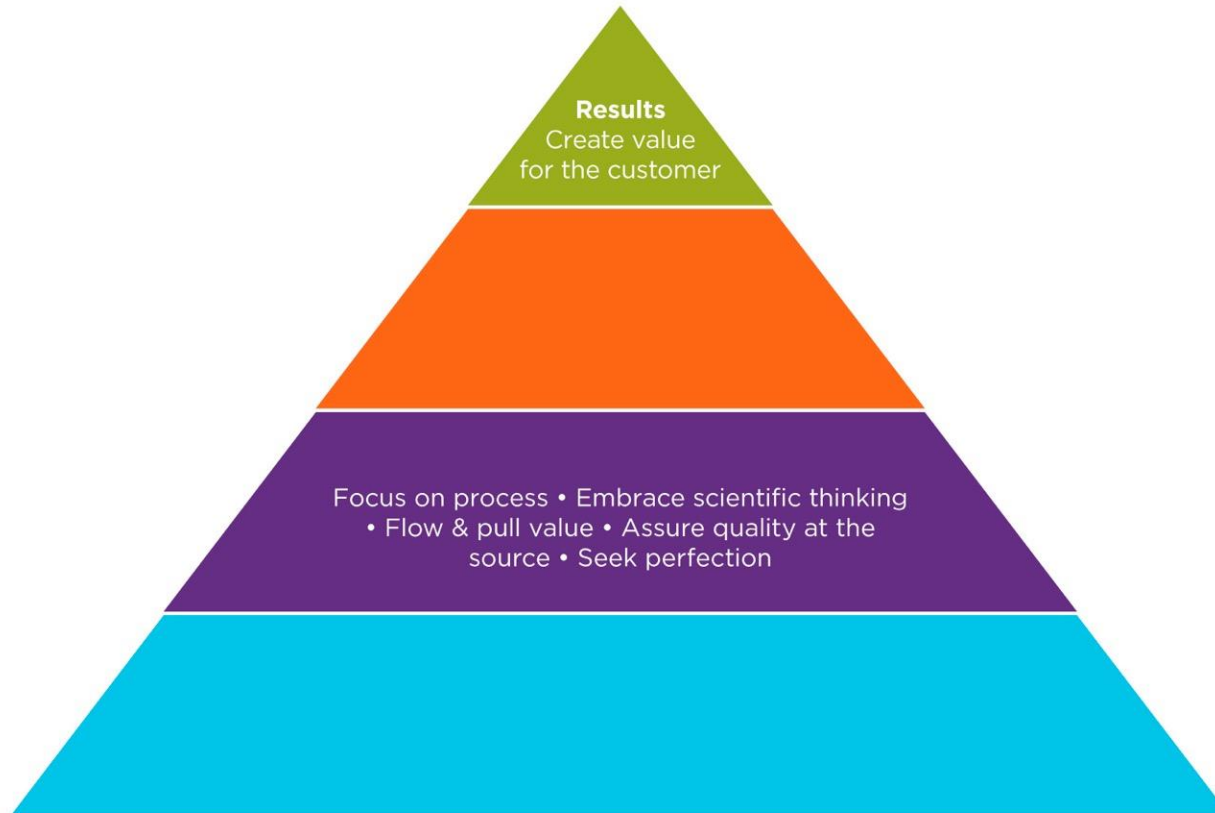
- Overall company status
 - Safety
 - Revenue
 - Gross margin

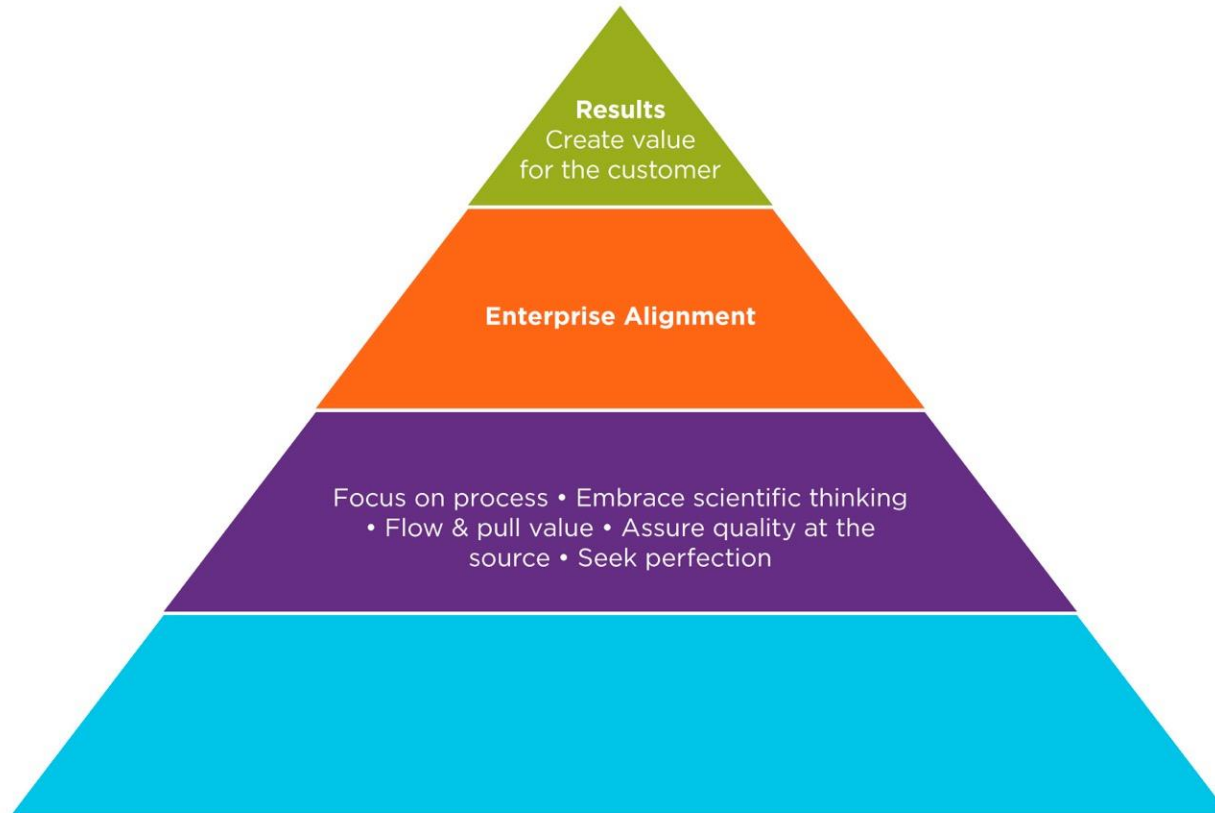
Teams report

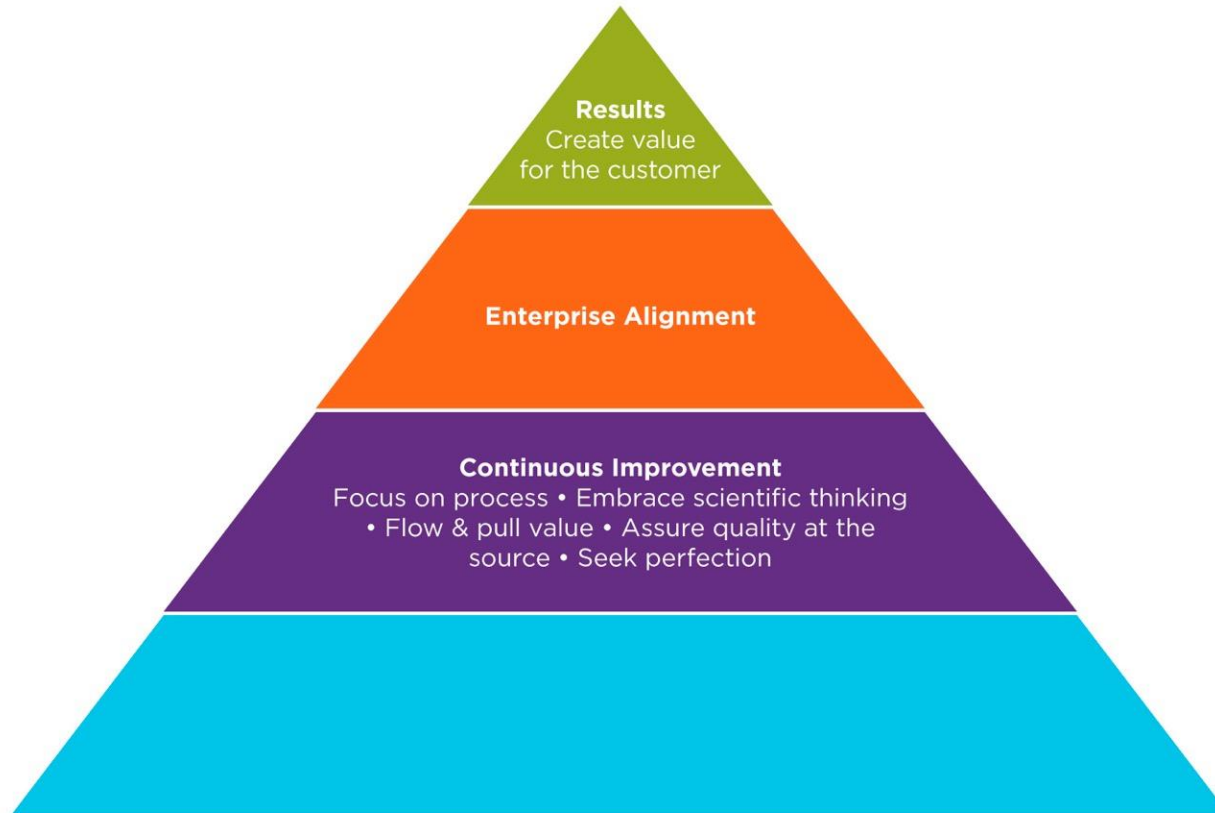
- Review Target Condition
(and how it connects to strategy)
- Review Lead/Lag Metrics—what they're trying; what they're learning
- Present Cost Savings/Improvements
- Present Safety Catches

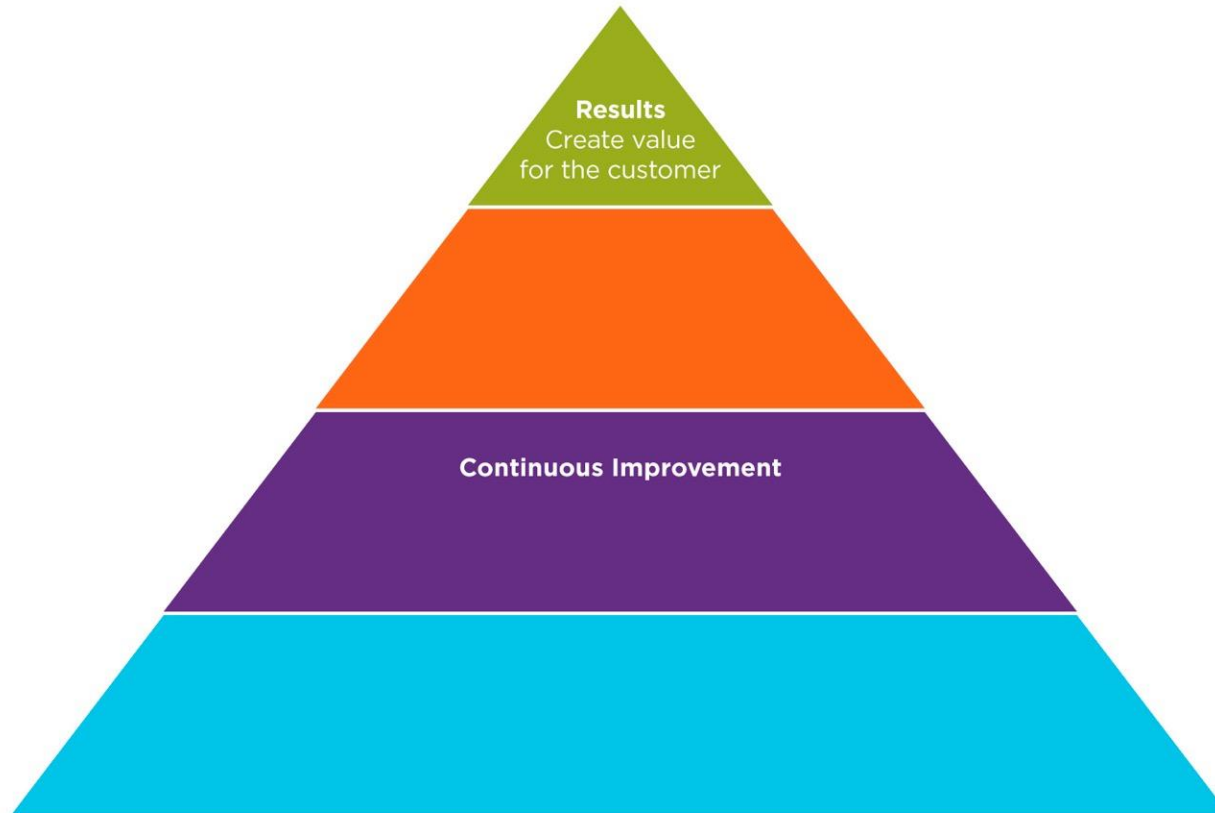


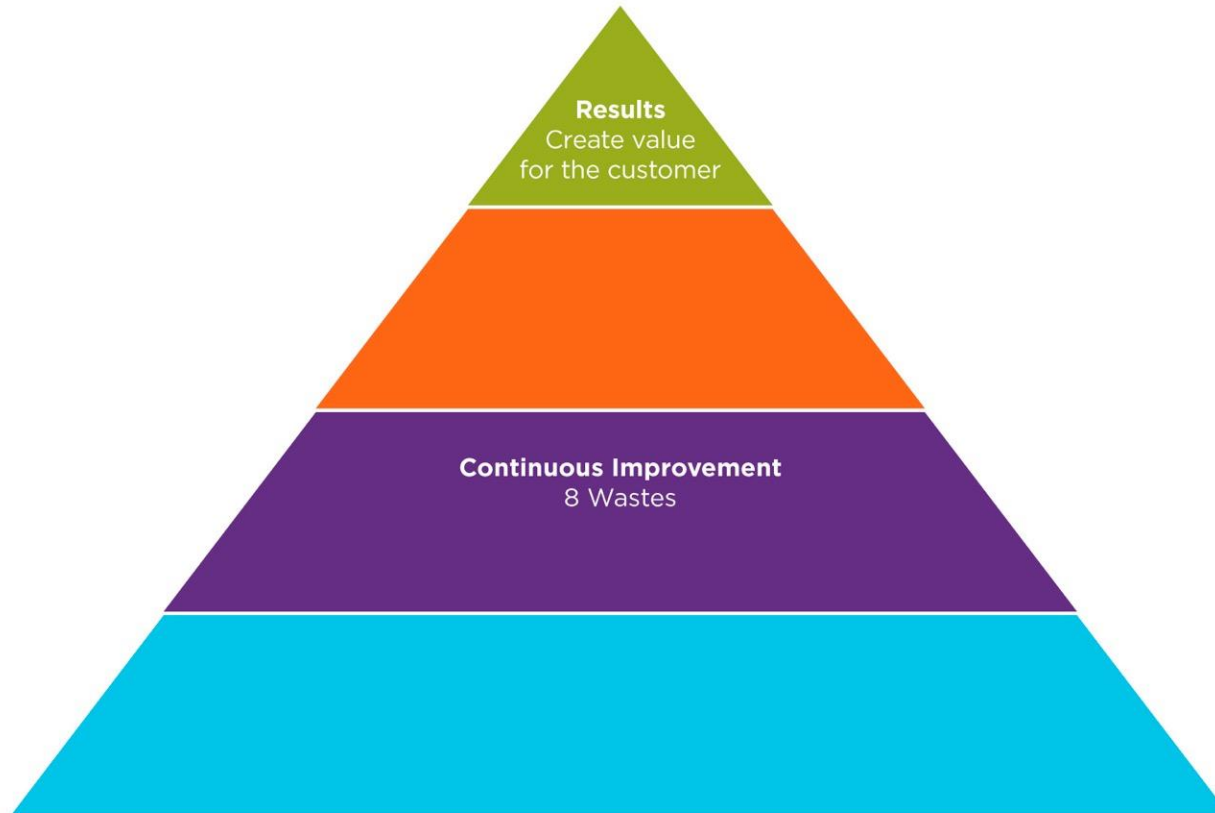
Improvement system







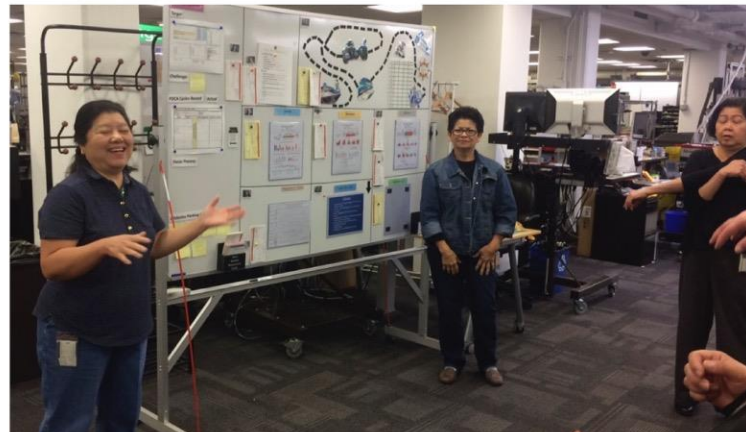
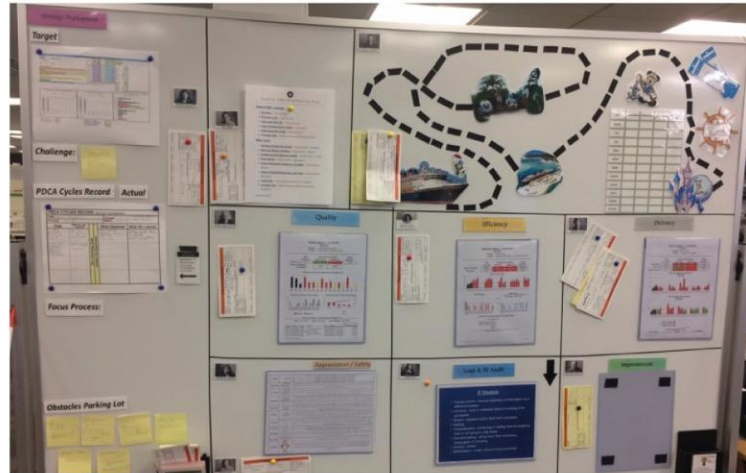


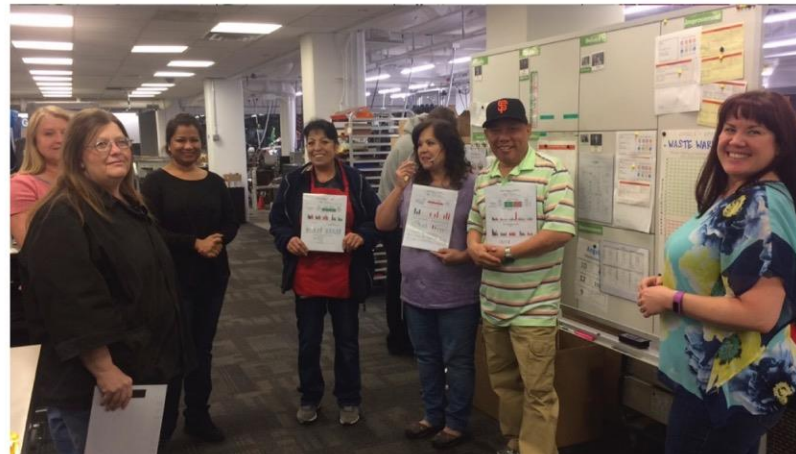




Improvement Card		
Problem: WRONG TITLE ON HALIBURTON COSTS		Countermeasure: CAPA #261 DELETED TEMPLATE CONVERSION PROJECT
Resources Required: <input type="checkbox"/> None <input type="checkbox"/> Safety <input type="checkbox"/> Engin. <input type="checkbox"/> Systems <input type="checkbox"/> Maint. <input type="checkbox"/> Other		Specific description of resources:
Other People Involved: CLIENT SERVICES, TQ, PH TEAM,		
Remember: 1. See 2. Think 3. Experiment 4. Prove 5. Sustain		

Throughput Time	Wait Seconds Reduced	x	Quantity	x	0.02	=	Savings
Efficiency	Labor Seconds Saved	x	Times Per Year	x	0.0067	=	Savings
Space	Sq Footage Cleared			x	\$21.01	=	Savings
Materials	Price Difference	x	Quantity			=	Savings
Safety	1 \$25	2 \$100	3 \$500	4 \$3000	5 \$5000	=	Savings
What waste do you see?	SS Improvement? If yes, \$100 cost savings <input type="checkbox"/> Defects <input type="checkbox"/> Overproduction <input type="checkbox"/> Waiting <input type="checkbox"/> Non-utilized talent <input type="checkbox"/> Transportation <input type="checkbox"/> Inventory <input type="checkbox"/> Motion <input type="checkbox"/> Extra-processing						Total Savings:







3 Systems

1

Coaching

2

Strategy Deployment

3

Improvement



Powerful jobs



Our people



RESULTS
quality cost
delivery

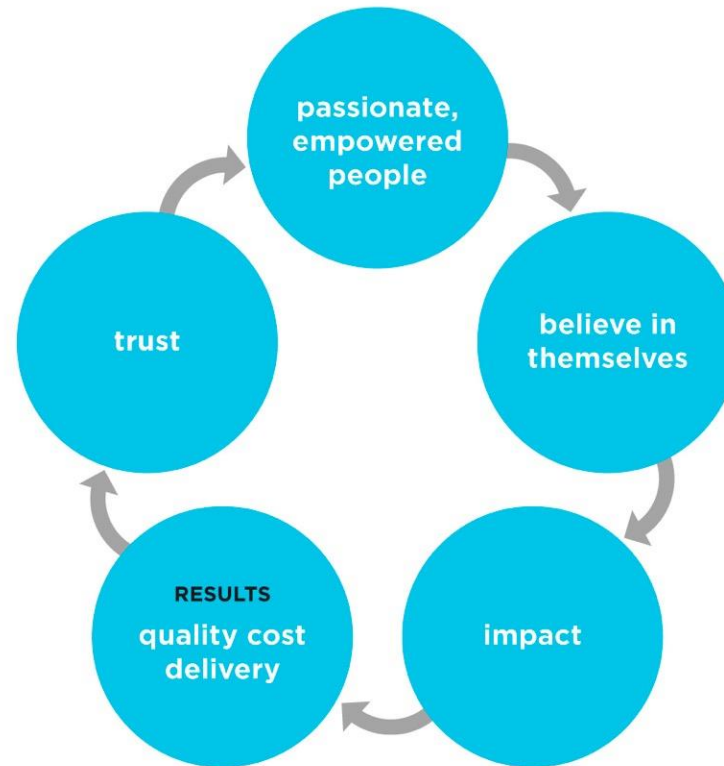


passionate,
empowered
people

RESULTS
quality cost
delivery







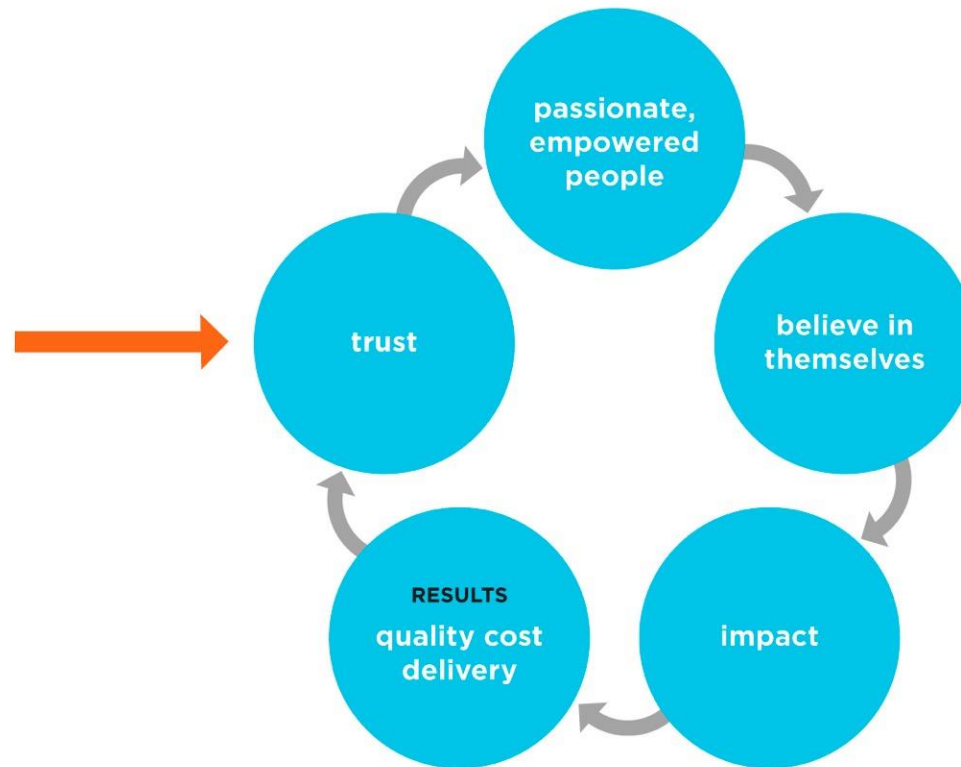


**Clear expectations
and compelling
purpose**

**Training and
development**

Directional targets

Appreciation





Thank you

Session No: TS/01

**Transforming your workplace culture with
purpose and opportunity**

Gary Peterson

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Garyp60



O.C. TANNER
Engaging Workplace Cultures