TRANSFORMING CULTURE
AME CHAMPIONS, AUGUST 19, 2011

BURGESS OLIVER

“WOW” MOMENTS………..
HOW THEY CHANGED THE WAY
THE WAY I/WE DID BUSINESS
TRANSFORMING CULTURE

BRIEF INTRODUCTION TO ............

BURGESS OLIVER
TRANSFORMING CULTURE

…….. THUS STARTED “A JOURNEY TO OZ”

IN A PAPER “A JOURNEY TO OZ” BY ROBBI NASH SHE WROTE ABOUT GOING INTO A BUSINESS AND SEEING IT FROM THE INSIDE MUCH BETTER THAN I COULD ABOUT HOW I APPROACH A BUSINESS UNIT THE FIRST TIME.

I GO INTO A BUSINESS, OR DEPARTMENT AS THEIR GUEST, AND ANALYZE THE BUSINESS FROM A CULTURE PERSPECTIVE. TWO THINGS ARE QUITE DIFFERENT: I DO NOT CONCENTRATE ON THE BOTTOM LINE, ALTHOUGH WE ALL KNOW THAT A BUSINESS NEEDS TO BE FINANCIALLY SOUND TO STAY IN BUSINESS; AND WE ARE THERE AT THE BUSINESS’ REQUEST, I AM THEIR GUEST. I LOOK FOR THE STORYTELLERS AND LISTEN TO THE STORIES OF THE BUSINESS. STORIES CAN TELL MORE THAN JUST WHAT THE STORY IS ABOUT. THEY GIVE FEELING OF WHAT IT IS LIKE TO LIVE IN THE PARTICULAR BUSINESS. THE GIVE A SENSE OF WHAT DRIVES THE BUSINESS

ROBBI NASH 1995, “POWER & SPIRIT IN ORGANIZATIONS” CLASS ASSIGNMENT……..VANDERBILT U.
I look for the **priests** who, like the **storytellers**, know the history. But the **priests** also are the modern day counselors; they are the ones that help the rest get through the hard times. Although they are not rationalists, the priests help make sense and reason out of defeat and rejection. I find the **whisperers** - those who are actually in charge. These are the prime ministers and secretaries of state in the organization. These are the people we all try not to cross. And, of course, I try to find the **heroes**, the ones who have taken considerable risk and face dire potential professional danger.
I WILL TALK ABOUT THE “HERO’S” I HAVE MET THROUGH TIME THAT HAVE “WOW’ED” ME AND HOW THEY HAVE CHANGED OR INFLUENCED ME AND THE WAYS IT HAS HELPED ME CHANGE THE CULTURE AROUND ME. I WILL BE THE STORYTELLER FOR THE NEXT HOUR OR SO.........
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MY FIRST “WOW” MOMENTS IN INDUSTRY...

TRANE COMPANY—WOW MOMENT WHEN I DISCOVERED THAT IF YOU ASKED TO BE TRAINED IN SOMETHING NEW THAT THERE WAS SOMEONE WOULD TAKE THE TIME TO…..MR. JARAZ

ALSO THAT ONE COULD NOT JUDGE A PERSON BY THEIR PERSONAL APPEARANCE OR ACTION……THE TAR SPRAY PAINT GUY

GTE SYLVANIA—NEW START UP FACILITY AND WAS PROMOTED TO 3RD SHIFT LINE SUPERVISOR BECAUSE I COULD DO ALL THE JOBS ON THE LINE—NO TRAINING IN SUPERVISION—TOOK A CLASS CALLED “EFFECTIVE SUPERVISION. “WOW” MOMENT WHEN I DISCOVERED THAT YOU DIDN’T HAVE TO SHOUT AND CURSE YOUR WORKERS TO GET THEM TO WORK…..UNIVERSITY OF KENTUCKY NIGHT CLASS
GTE SYLVANIA…..I PROMOTED AN EMPLOYEE TO LINE SUPERVISION NAMED PAUL SMITH. COMPANY TRAINING PROGRAM REQUIRED ALL NEW SUPERVISORS TO GO TO DANVER’S MA. FOR TRAINING. PAUL CALLED ME FROM DANVER’S AND SAID THEY HAD NOT CALLED HIM TO GO INTO A TRAINING CLASS FROM THE LOBBY. ??? I CALLED THE HR MANAGER AND ASKED WHY PAUL WAS NOT IN CLASS? SHE SAID HE HAD SIGNED IN AND SHE WAS SURE HE WAS IN CLASS. SHE CHECKED AND SURE ENOUGH HE WAS NOT IN THE CLASS. I DUMBFOUNDLY SAID HE IS SITTING IN THE LOBBY. SHE SAID “THE ONLY PERSON IN THE LOBBY IS A BLACK MAN”, I SAID “PAUL IS BLACK”, SHE SAID, “GTE DOES NOT HAVE ANY BLACK IN MANAGEMENT”. I WAS “WOW’ED……..MY NEXT COMMENT WAS: “WELL THEY DO NOW”……..LATER ON PROMOTED FIRST FEMALE SUPERVISOR…..
I HAVE USED VERY SIMPLE TOOLS, ROADMAPS, AND TRAINING ON MY PATH OF TRANSFORMING CULTURE.
SOME BOOKS THAT HAVE HELPED
IN MY “JOURNEY THROUGH OZ”

BOOKS HAVE BEEN A GIFT TO ME AT
THE RIGHT TIME, IN MY LIFE-CAREER
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- **EFFECTIVE SUPERVISION** — A HANDBOOK IN A NIGHT CLASS AT THE UNIVERSITY OF KENTUCKY
- **ELEMENTARY PRACTICAL MECHANICS**, J.M. JAMESON, 1916. GIVEN TO ME BY HAROLD CROCKETT AFTER I ASKED HIM HOW HE KNEW SO MUCH ABOUT MECHANICAL THING. READ AND STUDIED THE BOOK.
- **ZERO INVENTORIES**, ROBERT (DOC) HALL, 1978, AT A WORKSHOP AT THE UNIVERSITY OF KENTUCKY BY THE SAME NAME.
- **IBM MRP BLACK BOOKS**, G. PLOSSAL, O. WRIGHT, J. ORLICKY. FOUND ON OFFICE SHELF BY ACCIDENT ON SHELF IN OFFICE WHILE TEAM INSTALLING 2ND IBM COPICS SYSTEM
- **AME TARGET MAGAZINE**, FIRST COPY I HAVE IS 12-31-1984 AND HAVE ALMOST ALL COPIES SINCE THEN.
- **THE GOAL**, ELIYAHU GOLDRATT, 1986. ATTENDED TWO OF HIS WORKSHOPS. KEY LEARNING..”BUFFER MUST BE TIME BUFFERS NOT INVENTORY BUFFERS”
- **THE LIVING BIBLE**, 200 BC, PROVERBS 24, 3,4 &7. “ANY ENTERPRISE IS BUILT THROUGH WISE PLANNING, BECOMES STRONG THROUGH COMMON SENSE AND PROFITS WONDERFULLY BY KEEPING ABREAST OF THE FACTS…..DON’T GO TO WAR WITHOUT WISE GUIDANCE, THERE IS SAFETY IN MANY COUNSELORS.” DUKE UNIVERSITY GUEST SPEAKER ON MANAGEMENT STYLES. 1986
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- **REACH - TEACH - EMPOWER - EQUIP**, sermon by Mike Glen, 1988. He spoke of doing this cycle of training with the congregation to reach lost souls for Christ. Became theme for team building Nashville Northern Telecom teams.
- **7 HABITS HIGHLY EFFECTIVE PEOPLE**, Steven Covey, 1989
- **STRATEGIC PLANNING TRAINING MANUAL**, by Deloitte & Touche, AME Champions Meeting 1991-92 timeframe.
- **LEADING MANUFACTURING EXCELLENCE**, Patricia Moody & and a host of practitioners and professionals. 1997
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“REACH - TEACH - EMPOWER - EQUIP”

THIS PROCESS HAS BEEN KEY TO WHAT WE/I HAVE BEEN ABLE TO ACCOMPLISH IN TRANSFORMING THE CULTURE.
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OUR DEFINITION REACH:

TO SUCCEED IN COMMUNICATING WITH; TO MAKE AN IMPRESSION ON--AFFECT; TO BE EXTENSIVE IN INFLUENCE OR EFFECT.

THE CHALLENGE: TO UNDERSTAND THE NATURE OF CHANGE AND IMPLEMENT IT WITH AS LITTLE DISRUPTION AS POSSIBLE.
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OUR DEFINITION TEACH:

IT’S THE CENTRAL MISSION TO MEET THE NEEDS OF THE EMPLOYEE TO ACCOMPLISH THE CURRENT AND FUTURE NEEDS OF THE UNIT. GOAL IS INSTEAD OF BRINGING EMPLOYEES TO THE EDUCATION, TAKE THE EDUCATION TO THE EMPLOYEES AND PUT IT IN A CONTEXT THEY UNDERSTAND, MOLDING THE KIND OF INDIVIDUALS WHO CAN FILL ANY JOB WITH CREDIT AND MASTER ANY SUBJECT IN THE FACILITY.

THE SIGNIFICANT PROBLEMS WE FACE CANNOT BE SOLVED AT THE SAME LEVEL OF THINKING WE WERE AT WHEN WE CREATED THEM. Albert Einstein (Seven Habits)
EMPOWER DEFINITION:

THE ABILITY TO ACT ON BEHALF OF THE CUSTOMER WITHOUT PRIOR APPROVAL:

THE FIRST DIMENSION OF EMPOWERMENT IS ALIGNMENT. ALL EMPLOYEES NEED TO KNOW THE ORGANIZATION’S MISSION, VISION, VALUES, POLICIES, OBJECTIVES AND METHODOLOGIES. ALIGNMENT REQUIRES COMMITMENT NOT COMPLIANCE.

THE SECOND DIMENSION IS CAPABILITY. EMPLOYEES MUST HAVE THE ABILITY, SKILLS AND KNOWLEDGE NEEDED TO DO THEIR JOBS AS WELL AS RESOURCES: MATERIALS, METHODS AND MACHINES.

MUTUAL TRUST IS THE THIRD DIMENSION OF EMPOWERMENT. WE MIGHT SAY THAT YOU TRUST AND EMPLOYEE, BUT DO YOUR POLICIES ECHO YOUR WORDS OR BETRAY THEM?

TOOLS TO SUPPORT—TRANSFER OF RESPONSIBILITY MATRIX FOR EACH DISCIPLINE. 360 DEGREE EVALUATIONS ON TEAMS AND EMPLOYEES.
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EQUIP DEFINITION:
TRAINING AND PROGRAMS USING CORE VALUES AS A STRATEGY FOR ENHANCING EMPLOYEE INVOLVEMENT IN THE CONTINUOUS IMPROVEMENT PROCESS. THE PROCESS OF ENSURING THE EMPLOYEES HAVE THE TOOLS, ROADMAPS AND TRAINING TO MOVE TO THE NEXT LEVEL. IT IS THE OVERLAPPING TO THE REACH-TEACH-EMPOWER-EQUIP NEXT PHASE. CONTINUOUS IMPROVEMENT IS WORKHORSE OF EXCELLENCE INITIATIVE. BEGINS WITH SIMPLIFYING AND ENHANCING EXISTING PROCESS AND PROCEDURES. TEAMS EMPOWERED TO IMPLEMENT THESE IMPROVEMENTS.

CORE VALUES:
CUSTOMER….PEOPLE….TEAMWORK….COMMITMENT….INNOVATION….EXCELLENCE

TOOLS TO SUPPORT: EMPLOYEE SURVEYS, SEVEN-UP PERFORMANCE MEASURING, AME WORKSHOPS BOTH ON SITE AND ATTENDING OTHER SITES.
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ROAD MAPS TO GUIDE THE JOURNEY THROUGH OZ:

THREE YEAR STRATEGIC PLAN, WHICH EVOLVED INTO THE STRATEGIC PLAN MODEL FROM DELOITTE AND TOUCHE.

HIGH PERFORMANCE OPERATING ENVIRONMENTS FORMAT UTILIZING A HOLISTIC APPROACH TO TEAM. THIS INCLUDED A STRATEGIC PROCESS FOR BUSINESS AND A 10-STEP PROCESS FOR TEAM DEVELOPMENT.

- ISO 9002 CERTIFICATION PROCESS
- TENNESSEE QUALITY AWARD PROCESS
- INDUSTRY WEEK BEST PLANT PROCESS
- AME MANUFACTURING PLANTS AUDIT PROCESS
- ISO 9014 ENVIRONMENTAL PROCESSES
- EMPLOYEE SURVEYS
- EMPLOYEE EVALUATIONS
**TRANSFORMING CULTURE**

**TRAINING FOR THE ENVIRONMENTS OF OZ**

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<thead>
<tr>
<th>Core</th>
<th>Additional</th>
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<tr>
<td>R CHANGE WORKSHOP 8 HRS.</td>
<td>EQ TIME MANAGEMENT 8 HRS.</td>
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<td>T CUSTOMER SERVICE 8 HRS.</td>
<td>T CUSTOMER SER SKILLS 16 HRS.</td>
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<td>T COMMUNICATIONS 8 HRS.</td>
<td>T RACE RELATIONS 16 HRS.</td>
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<td>T VALUING DIVERSITY 8-16 HRS.</td>
<td>EQ PROCESS FLOW CHART 16 HRS.</td>
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<td>T PROBLEM SOLVING 8-16 HRS.</td>
<td>T FACILITATOR TRAINING 40 HRS.</td>
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<td>T WORKING 28 HRS.</td>
<td>T AME WORKSHOPS ON-GOING</td>
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<td>EQ NT EXCELLENCE 8 HRS.</td>
<td>T APICS WORKSHOPS ON-GOING</td>
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<td>EQ TQC/JIT FOR MGF. 16 HRS.</td>
<td>EQ BUILDING BLOCKS 20 + HRS.</td>
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<td>EQ BUILDING BLOCKS 1 16 HRS</td>
<td>EQ PRODUCT OVERVIEW 8 HRS.</td>
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*ALL 165 EMPLOYEES TOOK CORE CLASSES BEFORE TEAMS FORMED OFFICIALLY*
Hello Mr. Oliver,

Small world, sure I will reset your password! Please use 12345678.

I am not sure if you remember me….I used to be a technician at your repair facility in Nashville, You commented on the Porsche I had at one time….said you were paying me too much J. I was the first floater technician in your Nashville plant and I created the tech team.

I hope you know you are my hero, I credit you with a lot of my success that I have achieved to date! The self motivated work teams and all the training you provided us at NRDC are the most valuable concepts that I have learned in life. I ended up achieving much success at Nortel at a very young age (made a lot of money off the internet boom, lost it too of course J). After leaving NRDC with the voluntary layoff, Tim Smith contacted me and I worked on the Qwest Communication Retrofit project managing reverse logistics. I worked with a team that was made up Nortel’s best of the best. I traveled to 46 states in 18 months Managing logistics reporting to a group out of Montreal Canada. While working and learning from the best Engineers during my downtime I acquired more skills and even ended up working as a Test Engineer for MCI WorldCom during my Nortel Project down time. Later I ended up Managing the logistics for the Level (3) project for a Nortel Group based out of Boulder Colorado as a PM. I have been laying low for a while sharpening the saw and getting my education up to the level that Nancy Perkins (Learning to Learn) and the contacts I met during my travels helped me realized that I wanted to achieve to accomplish the type of long term success that I wish to have. When I first started working for NRDC I had no ambitions to achieve more than the AAS Degree that I had. Nortel got me fired up and paid for the BS and I went on the complete a MS in Engineering Technology & Industrial Studies at MTSU in 04 and I will be completing my MBA in May of 2011. Hey, I even taught at ITT Tech for 4 years because you taught us how to give back! So I just wanted you to know that you impacted a lot of lives. Most of my best friends are from your NRDC plant that have moved on as well, and they credit you with much of their success also. So I just want to say thank you Burgess J

We need to meet for lunch sometime!

Regards,
Terry Teague  
Department of Finance Database Administrator  Williamson County Schools
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DURING OUR TRIP TO CHANGE THE CULTURE OF OUR CHOSEN PATHS, IT IS OUR RESPONSIBILITY TO SHOW:

MORAL IMAGINATION

(Not following a path, but making your own path with the capacity to envision new way to live your life)

MORAL COURAGE

(To act on new ideas, say I’m not going to behave how the world thinks, but go forward with our convictions)

MORAL EXCELLENCE VS MANUFACTURING EXCELLENCE

(Be of good character moving beyond the boundaries of the walls of the building, but include what is best for employees and society as a whole)
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THANK YOU FOR LISTENING TO MY STORYTELLING

IF YOU HAVE ANY QUESTIONS THAT YOU WANT FOLLOW-UP ON I WOULD BE HONORED TO HELP IN ANY WAY

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