

Training Essentials

# 2017 Course Catalog



Performance Solutions   
by *Milliken*

# Training Essentials

Performance Solutions by Milliken is proud to offer **Training Essentials** to our clients and our potential clients. Our mission is to help you and your organization adopt systematic improvements to your company's operational excellence and safety success journeys. This course catalog includes instructional courses, one day workshops, bootcamps, and larger conferences. Each offer was designed using intensive study, practical applications, and tried-and-true methodologies which moved us from plateaus to new heights. Much of our content was created, learned, proven and perfected in Milliken plants.

Our education is delivered by current Performance Solutions by Milliken practitioners who have lived the processes themselves in manufacturing locations. The seminars, conferences, and bootcamps represent focused training based on specific client requests and vital supplemental training for implementing. Whether you are just beginning your safety or operational excellence journey or you are well down the road, Training Essentials can provide game-changing skills and strategies for you.

# Targeting Your Needs

Training Essentials offers you innovative instruction focused on your paramount needs – Safety, Losses & Cost, Maintenance and Leadership. The training encapsulates three decades of work and teaches strategies learned by Milliken when the company started its journey to refine its processes and establish systematic approaches that increased its workforce engagement while sustaining the gains.



## Safety

Drive your company's safety performance towards zero while increasing associate engagement and involvement.



## Losses & Cost

Tackle your most stubborn operational opportunities through effective root cause analysis and financial understanding.



## Maintenance

Maximize your equipment reliability while improving the relationship between maintenance and production.



## Leadership

Optimize your team and develop collaborative working sessions through effective leadership and facilitation.



*Want us to come to you? Look for this icon to find bootcamps, workshops, and classes that we can teach at your location. Contact us for more details.*

# Safety Essentials



Discover how Milliken, one of America's safest companies, addressed your same safety challenges. The Milliken Safety Way system addresses the necessary elements to transform your current safety environment and culture.

All listed courses are available for client customization and can be delivered onsite at your locations. Conferences are delivered at the Roger Milliken Center in Spartanburg, SC.

## Conference:

### Best Practices in World-Class Safety Processes

*A Three-Day Conference on Safety Operational Excellence Today and in the Future*

Gain a rare glimpse into the processes of this privately-held company! Benchmark the only company in the US to achieve the Malcolm Baldrige and the TPM® Excellence Award while spending time with experienced practitioners with more than 350 years of combined safety experience. Includes plant demonstrations. Group discounts available.

May 9 - 11, 2017

*Roger Milliken Center in Spartanburg, SC*

## Courses:

### Safety Bootcamp

*An In-Depth 2 Day Bootcamp on Safety Systems and Processes*

Our 5-Phase Journey to world-class safety has been practiced and proven by Milliken & Company teams for more than two decades. Acquire the practical skills and methodologies to support your organization's change readiness and discover how to engage your employees.

February 28 - March 1, 2017

June 13 - 14, 2017

October 17 - 19, 2017

*Roger Milliken Center in Spartanburg, SC*



### Executive Safety Bootcamp

*1 Day Comprehensive Workshop on Safety Systems and Processes*

An accelerated version of our 2 Day Safety Bootcamp for your organization's leadership, attendees will learn practical skills and methodologies to support change readiness and engage employees.

Scheduled on demand



For more information or to enroll online, visit our website at:

[www.PerformanceSolutionsByMilliken.com](http://www.PerformanceSolutionsByMilliken.com)

1-855-462-5630

# Losses & Cost Essentials



In today's highly competitive and global environment, it is imperative that companies are able to drive out cost to the bottom line. Losses & Cost Essentials focus on the identification and prioritization of losses through zero loss thinking, the elimination of the loss at its root cause, and the sustainability of the gains.

## Conference:

### Driving World-Class Operational Excellence

#### *A Three-Day Conference on Milliken's Innovative Performance System*

In just 3 days, Milliken will provide you with an in-depth study into this global organization - a company that benefits from using zero-based thinking as well as a fully engaged workforce to reduce firefighting in order to maximize improvement efforts.

May 2 - 4, 2017

October 3 - 5, 2017

*Roger Milliken Center in Spartanburg, SC*

## Courses:

### Financial Breakthroughs

#### *2 Day Workshop on How to Reduce Manufacturing Costs Through Zero Loss Thinking, Waste Removal, and Employee Engagement*

Milliken's approach to cost reduction has been developed over the past two decades after benchmarking best practices around the world. Learn this simple yet effective, replicable approach for breakthrough improvements involving all associates.

Scheduled on demand



### Zero Loss Workshop

#### *2 Day Workshop on the Performance System Foundation*

This overview workshop focuses on teaching your organizations leadership the fundamentals of Zero Loss and the development of their loss names, definitions and calculations. Attendees also learn about establishing and analyzing losses to drive projects.

Scheduled on demand



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# Losses & Cost Essentials



## Courses (continued):

### Loss Workshop for Business Processes

*2 to 5 Day Workshop Applying the Zero Loss Thinking to Your Business*

Learn how to calculate the organizational cost of not operating at ideal state. This workshop focuses on the development of the theoretical assumptions, identified required activities, activities that do not allow achievement of the ideal state to enable the calculation of the cost of not operating at ideal state for the target process.

Scheduled on demand



### Hoshin Planning (Strategy Deployment)

*1 ½ Day Class on Creating a Strategic Action Plan for Change*

Apply the concepts of Hoshin Planning to drive breakthrough improvements within your organization. Through working sessions, this workshop develops the business X-Matrix, action plans, and a process to monitor projects to achieve Hoshin goals.

Scheduled on demand



### Lean Bootcamp

*2 Day Bootcamp on How to Reduce Manufacturing Costs Through Zero Loss Thinking, Waste Removal, and Employee Engagement*

This workshop applies learnings from Milliken's lean journey to your company by applying concepts such as the eight wastes, value stream mapping, SMED, and standard work. The Lego game creates an interactive environment for learning.

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# Maintenance Essentials



Milliken & Company's heritage of excellence is not by chance. You can prioritize your Continuous Improvement projects and create an overall architecture of operational excellence. Milliken offers practical education that you can apply at your facility and create a cultural change in maintenance activities.

## Conference:

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May 2 - 4, 2017

October 3 - 5, 2017

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## Courses:

### Maintenance and Reliability Teams Bootcamp

#### *A 2 Day Bootcamp for Managers for Improved Manufacturing Performance*

Shelve theoretical models and learn Milliken's effective processes through practical classroom instruction, hands-on activities, and real life manufacturing examples. In this class, you will learn Milliken's approach to autonomous and planned maintenance. Optional third day with a Milliken plant tour available for additional cost.

Scheduled on demand



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# Leadership Essentials



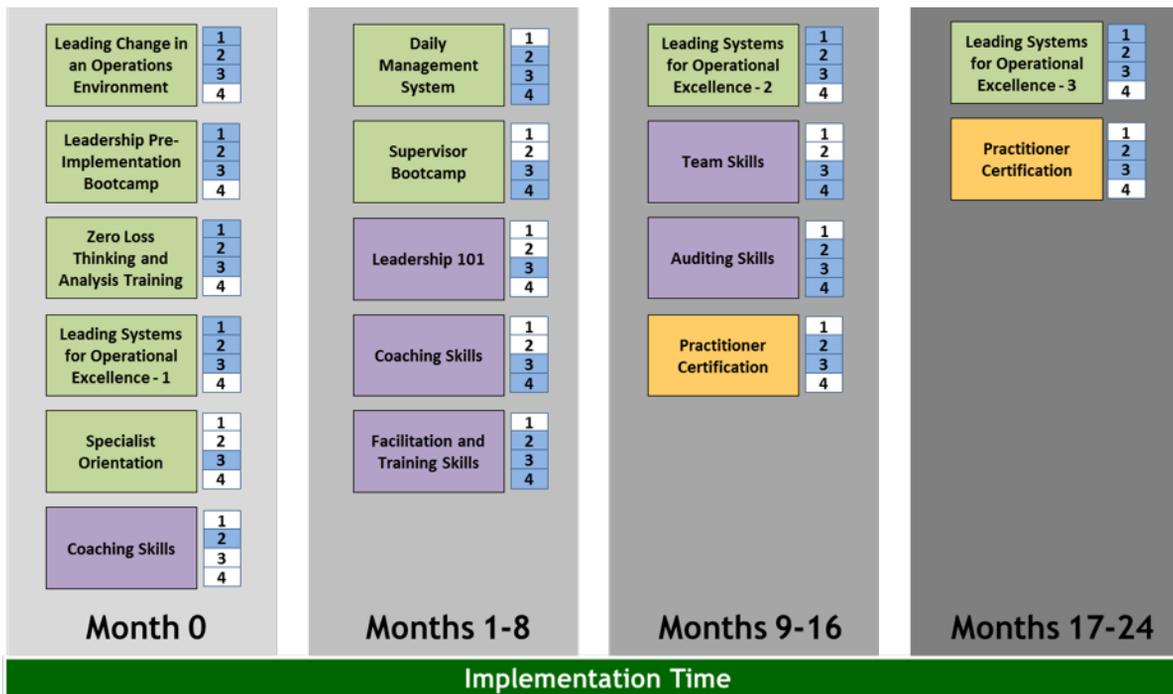
Performance Solutions by Milliken understands the key drivers of success in making your Performance System successful - and it begins with Leadership. Our education solutions focus on providing your Leadership with four elements:

- Providing a medium for **aligning Leadership**
- **Training** on the critical components of leading and supporting your Performance System
- Shaping and sustaining your **culture**
- Supporting your **change management** strategies

Understanding the needs of your leadership teams begin with our Corporate and Plant Assessments. These assessments will provide the Performance Solutions team with unique insights into the major leadership gaps that can potentially present issues within your implementation. Once the Assessments are complete, our team will provide you with a customized curriculum targeted at closing these gaps.

Success at the plant levels begin with alignment and “walking the talk” at a corporate level. Our comprehensive leadership education curriculum aids in establishing your foundation for success!

# Leadership Essentials



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| <span style="display: inline-block; width: 15px; height: 15px; background-color: #9999cc; border: 1px solid black;"></span> Keys to a Successful Implementation | <span style="display: inline-block; width: 15px; height: 15px; background-color: #4f81bd; border: 1px solid black;"></span> 2 Middle Management          |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #ffcc66; border: 1px solid black;"></span> Sustaining the Implementation       | <span style="display: inline-block; width: 15px; height: 15px; background-color: #4f81bd; border: 1px solid black;"></span> 3 Plant and Union Leadership |
|   | <span style="display: inline-block; width: 15px; height: 15px; background-color: #4f81bd; border: 1px solid black;"></span> 4 Line Associates            |

## Courses:

### Coaching Bootcamp

#### *2 Day Bootcamp to Shape Critical Development Skills*

Discover crucial coaching skills and competencies that Milliken's own Leadership utilizes. Gain an in-depth understanding of the coaching process and how to become a stronger coach. This course is taught by Performance Solutions practitioners who are certified coaches of Corporate Coach U's Coaching Clinic®.

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# Leadership Essentials



## Courses (continued):

### Leadership Pre-Implementation Bootcamp

#### *2 Day Bootcamp to Prepare Leadership for Implementation*

This overview workshop focuses on educating and aligning key Leadership teams around the technical aspects of the Performance System. In order for the Performance System to be successful, Leadership must be prepared and ahead of the curve. Simply put, Leadership must know what is coming before the line associates receive their training.

Scheduled on demand



### Leading Change in an Operations Environment

#### *1½ Day Workshop Focused on Learning How to Lead Change*

This highly interactive workshop focuses on the personal skills necessary to create change and transform your business effectively. Exercises and discussion center on behaviors associated with personal leadership, innovation, customer focus, teamwork, communications and trust. You'll also learn the key ingredients that helped Milliken adapt and react in increasingly competitive markets.

Scheduled on demand



### Leading Systems for Operational Excellence

#### *2 to 3 Day Class on Effective Performance System Leadership*

One of the top questions we get asked is, "What do I need to do differently to better lead the Performance System?" This course focuses on the key technical and behavioral elements needed from Leadership to optimally lead an Performance System through site master planning. Each topic covers how does Leadership support and/or resource each major component of the Performance System.

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# Leadership Essentials



## Courses (continued):

### Daily Management System

*1 to 2 Day Class*

Most clients we work with begin their Performance System journey in a highly reactive state of firefighting. When Leadership and Line Associates are firefighting, improvement work is not occurring. The target of the Daily Management System is to provide engagement, stability, and structure to the way the plant does its daily work. Once stability is established, there will be time to complete improvement work and interact with the Pillars at an optimal level.

Scheduled on demand



### Supervisor Workshop

*5 hour Workshop targeted for the changing role of Supervisors*

Today's highly competitive business environment demands that individuals and organizations perform at higher levels and with greater speed than ever before. Supervisors must learn, understand, share and determine what it takes to effectively lead others. The focus of the workshop is on effective communication, holding your team members accountable, addressing performance issues, and handling conflict.

Scheduled on demand



### Leadership 101

*1 Day Workshop for Leaders navigating their transforming role*

In this workshop, participants will learn, discuss and experience the difference between leading and managing with the focus on making the transition from individual contributors to managing others. Learn, discuss and experience the "Would I work for me?" scenario. This workshop assists leaders with an understanding of the levels of empowerment, stages of team development, the situational leadership model and time management.

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# Leadership Essentials



## Courses (continued):

### Team Leading Skills

#### *1 Day Workshop*

Your Performance System will leverage numerous types of teams. The various types will include Safety teams, project teams, production teams, equipment teams, and maintenance teams. In an Performance System environment, all levels of associates are utilized to lead teams, so it is imperative that they understand how to lead a team. This course focuses on the characteristics necessary to lead a team, how a team should function, and other team fundamentals.

Scheduled on demand



### Auditing Skills

#### *1 Day Workshop*

Sustainability is a critical challenge to an Performance System. One of the primary tools employed to achieve sustainability and engagement of associates is auditing. This course focuses on the principles and techniques of auditing.

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# Leadership Essentials



## Courses (continued):

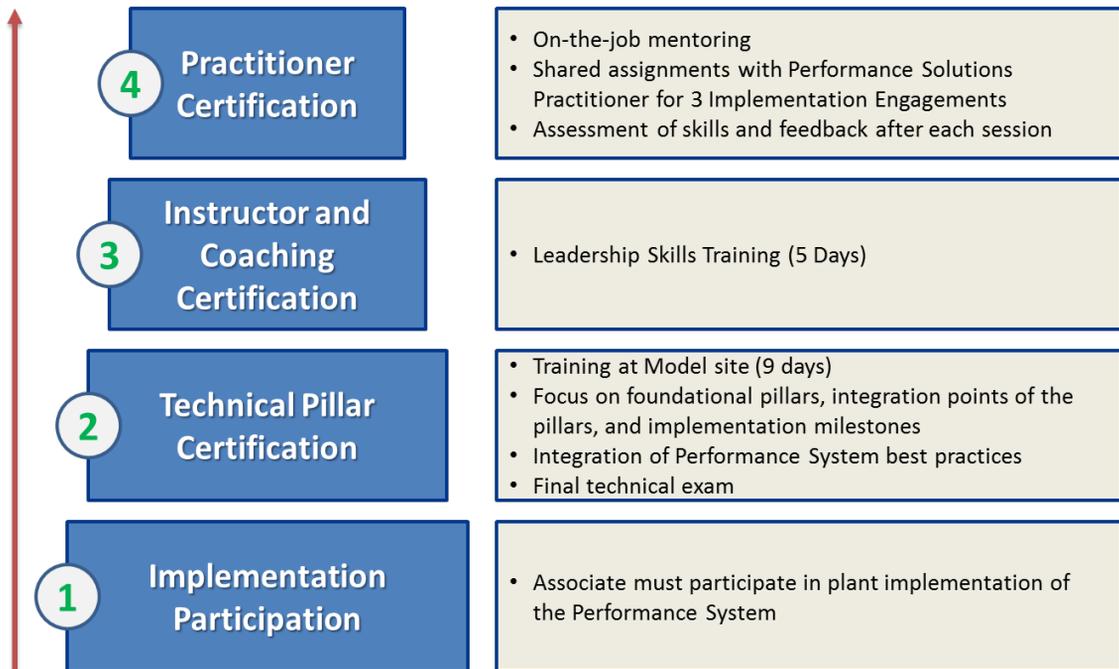
### Practitioner Certification

*3 to 6 Month Process*

The Practitioner Certification process is targeted at preparing your identified internal Practitioners for their role in the sustainability plan of the Performance System. The Practitioner Certification is composed of 4 levels.



Scheduled on demand



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# Customized Courses

## Benefits of a customized Bootcamp or class:

- Travel is minimized for your employees by hosting the course at your location.
- All the class participants are from your company
- Group work and focus can be on your company's specific issues or projects
- Custom terminology is created to match your systems
- Course objectives are custom developed to meet your location's specific needs
- Consensus is built quicker among your teams
- Custom roadmaps are created to match your strategies

*Contact your account manager or Stan Pendergrass at (864) 503-2492, Stan.Pendergrass@Milliken.com, to discuss creating a customized training event at your company's location.*

# What People Are Saying

*"Milliken & Company .... arguably should have been crushed by global competition.... And yet a visit to Milliken's vast campus finds the company thriving."*

John Bussey, Business Journalist  
*The Wall Street Journal*

*"I hear the term world-class a lot . . . now I know what that looks like."*

Rusty Bethea, ACI Champion  
Angus-Palm

*"Conference was excellent! First-Class!"*

Mike Carter, Operations  
NCFI Polyurethanes/Barnhardt Manufacturing

*"The training provided real world examples that can be applied to the systems we already have in place. Milliken trainers showed passion in what was explained for each topic."*

Dean Lache,  
Maintenance Tool Room Supervisor, Charter Wire

*"Milliken's instructor's experiences were valuable to understanding how the methods work in the 'real world' "*

Chris Small,  
Supervisor, L-3 Communications

*"Milliken provided an excellent course. Our instructor was the penultimate subject matter expert. Fast paced yet informative. Real world experience of a manufacturing facility."*

Steve Sanderson, Technical Manager  
NCFI Polyurethanes

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