

Associate Engagement

How Winning the Hearts and Minds of Employees Drives Operational Excellence

Performance
Solutions
by *Milliken* 

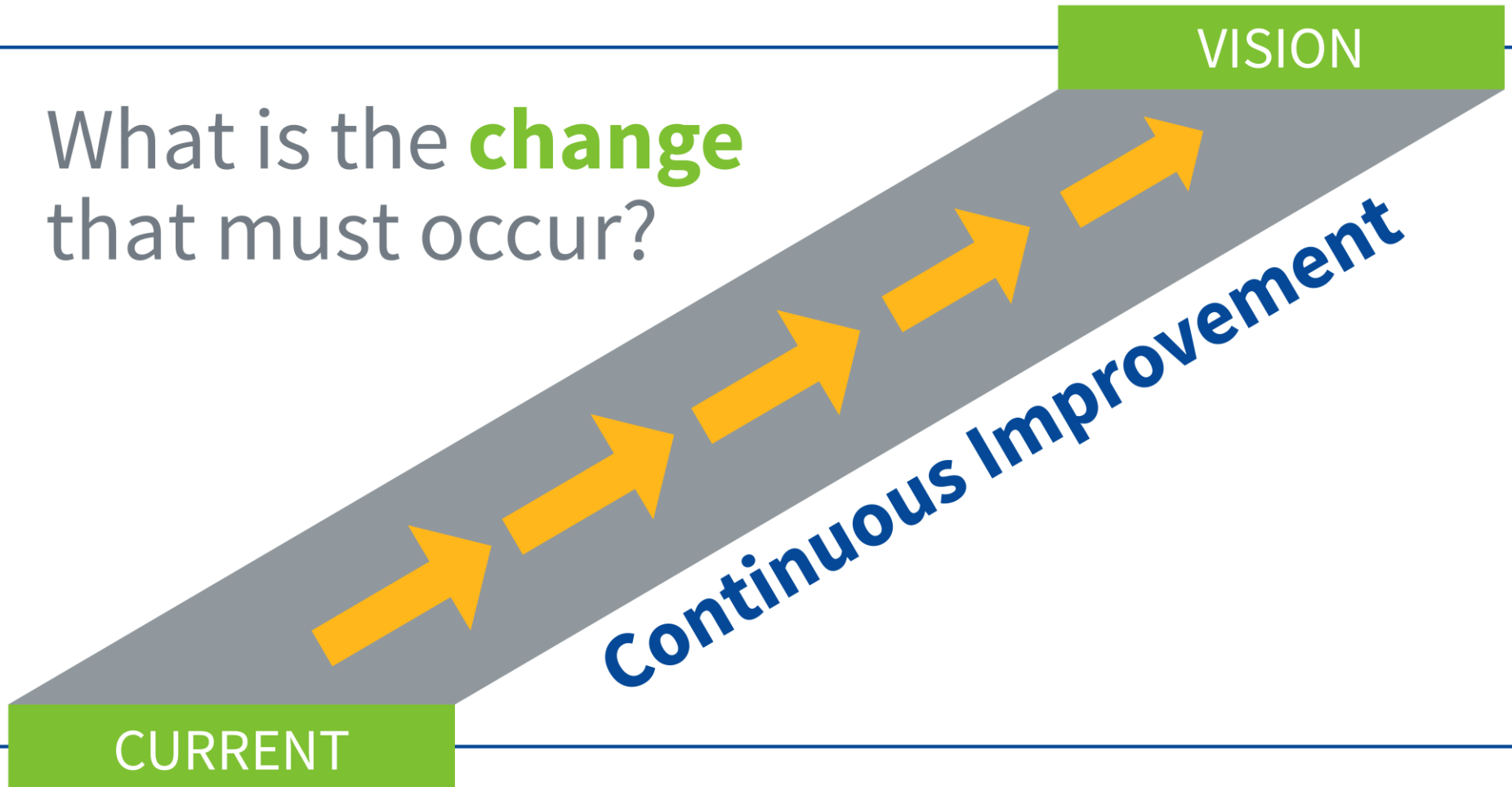
Cara Thompson, Managing Director

Which comes first?

Operational
Excellence
or
Associate
Engagement



What is the **change** that must occur?



4M's

What is the hardest to change?

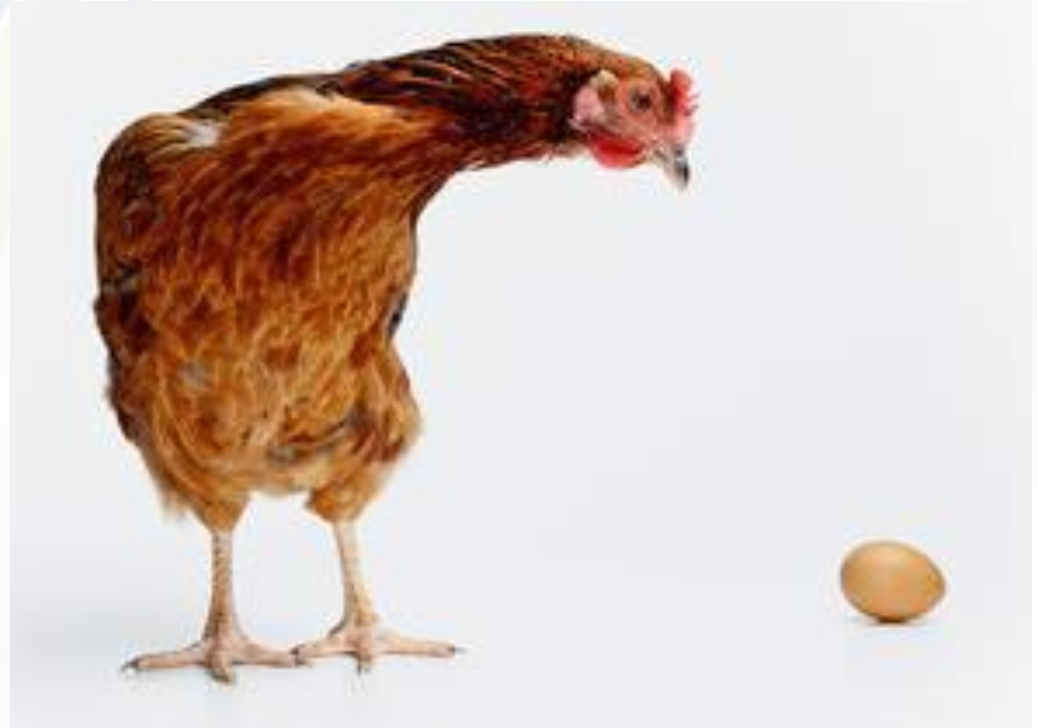
- Machine
- Material
- Method
- huMan

The “soft” stuff is the HARD stuff



Which comes first?

Operational
Excellence
or
Associate
Engagement



What is Culture?

- Individuals operation within a social order
- Webster.com
 - Customary beliefs, social norms and material traits of a group
 - Characteristic features of everyday existence shared by people
 - Set of values, goals, practices and attitudes that characterize an organization

Which comes first?

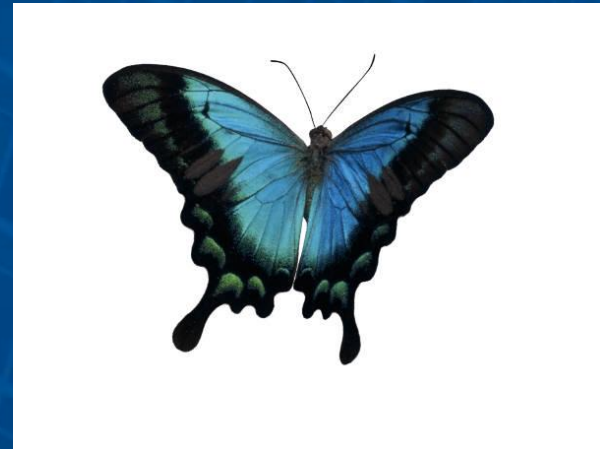
Cultural Change
or
Individual
Change



What has to change?

No matter how much change is going on around us, ultimately change is from within

“Everyone thinks about changing the world, but no one thinks about changing himself”
– Leo Tolstoy



SWITCH

*How to Change Things
When Change is Hard*

CHIP HEATH AND
DAN HEATH

A metaphor

An Individual



A metaphor

Organizational



A metaphor



A metaphor



What has to change . . .



What has to change . . .

A silhouette of a person riding an elephant against a sunset background. The sun is a bright white circle in the upper left, and the sky is a gradient of orange and yellow. The elephant is in profile, facing right, with its trunk curved. The rider is sitting on its back, also in profile, facing right. The foreground shows some dark grass.

Reduce Breakdowns
by 90%

The power of Zero Based Loss Analysis of the
Performance System:
It appeals to the Elephant and the Rider!

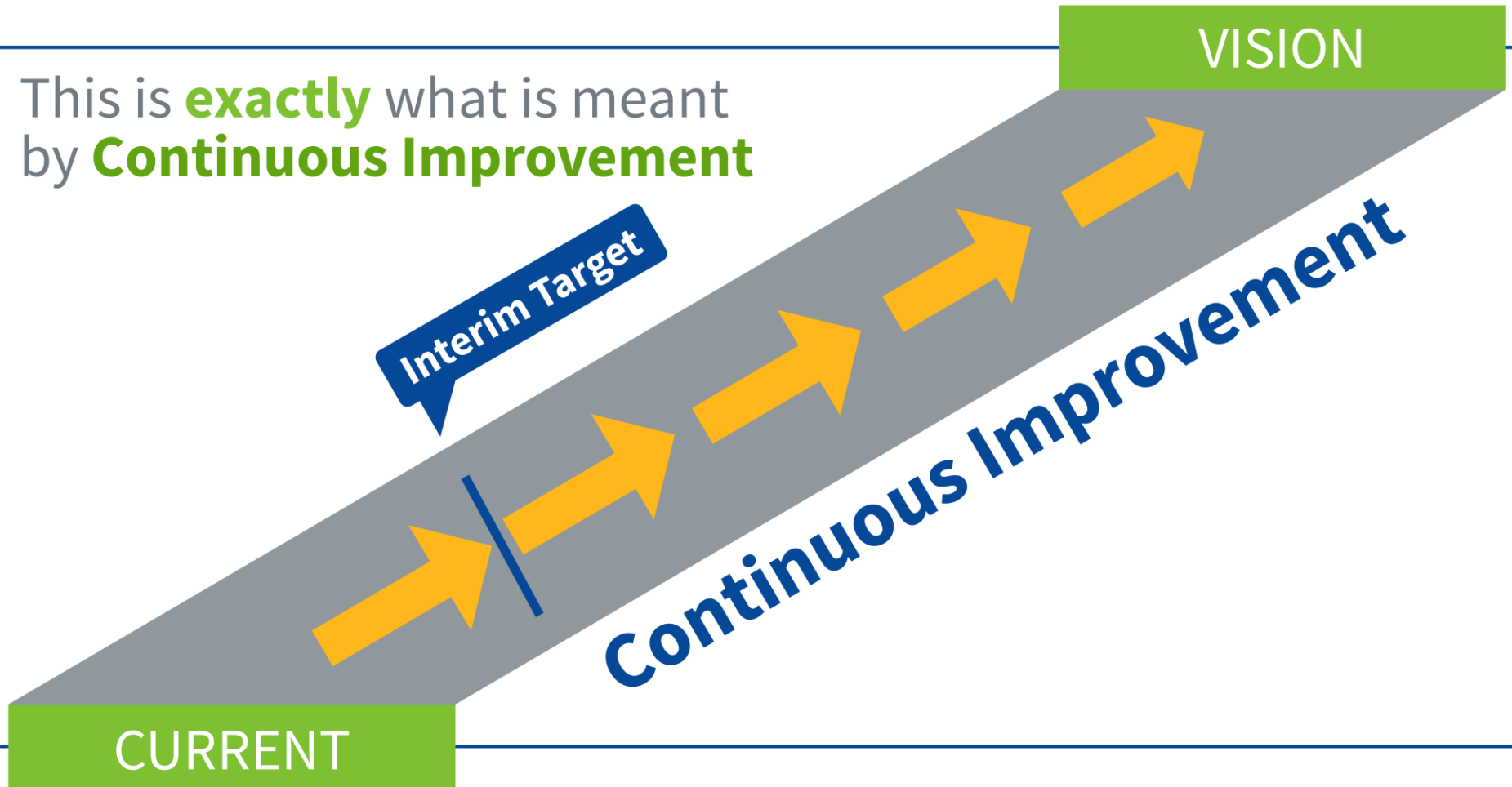
A metaphor

Organizational



Achieving organizational change

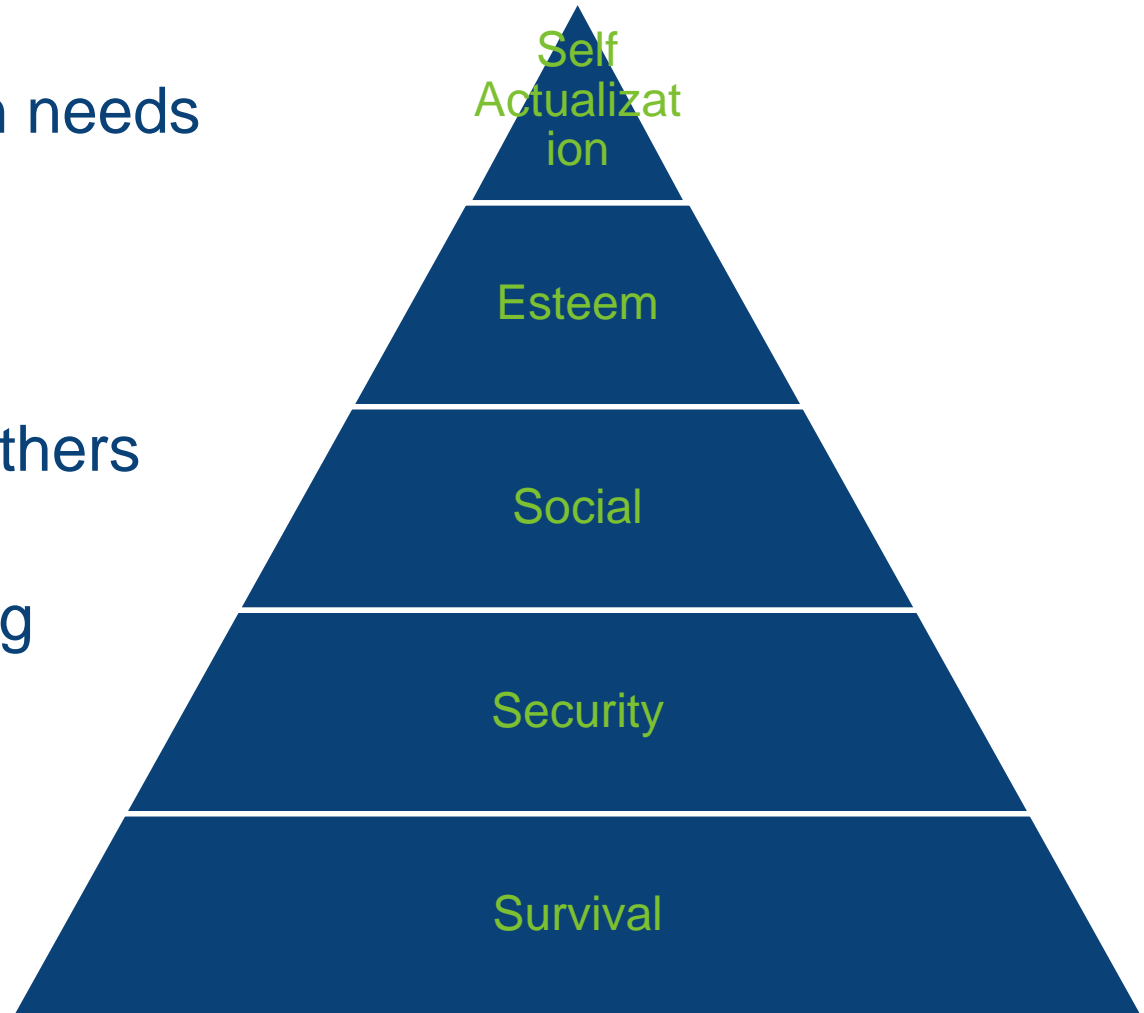
This is **exactly** what is meant by **Continuous Improvement**



Achieving individual change

Hierarchy of human needs

- Problem Solving
- Respect of self/others
- Part of Something
- Clothing/ Shelter
- Air/Water/Food



Engage the Individual



Thank You!

Questions?