

***Ideas Economy:
Human Potential
@ The Economist
Conference***

September 15 & 16, 2010

***Optimizing Human Potential by
Measuring & Managing Culture***

Presented by Don Eckenfelder, CEO

Social Operating Systems

HOW YOU CHANGE CULTURE

- ***State the precept.***
- ***Educate everyone.***
- ***Use role models: Set the example.***
- ***Keep it up: Apply creative repetition.***

The Four Cornerstones of Measuring & Managing

Understanding **Culture**

Perspective

**The Performance
Map**

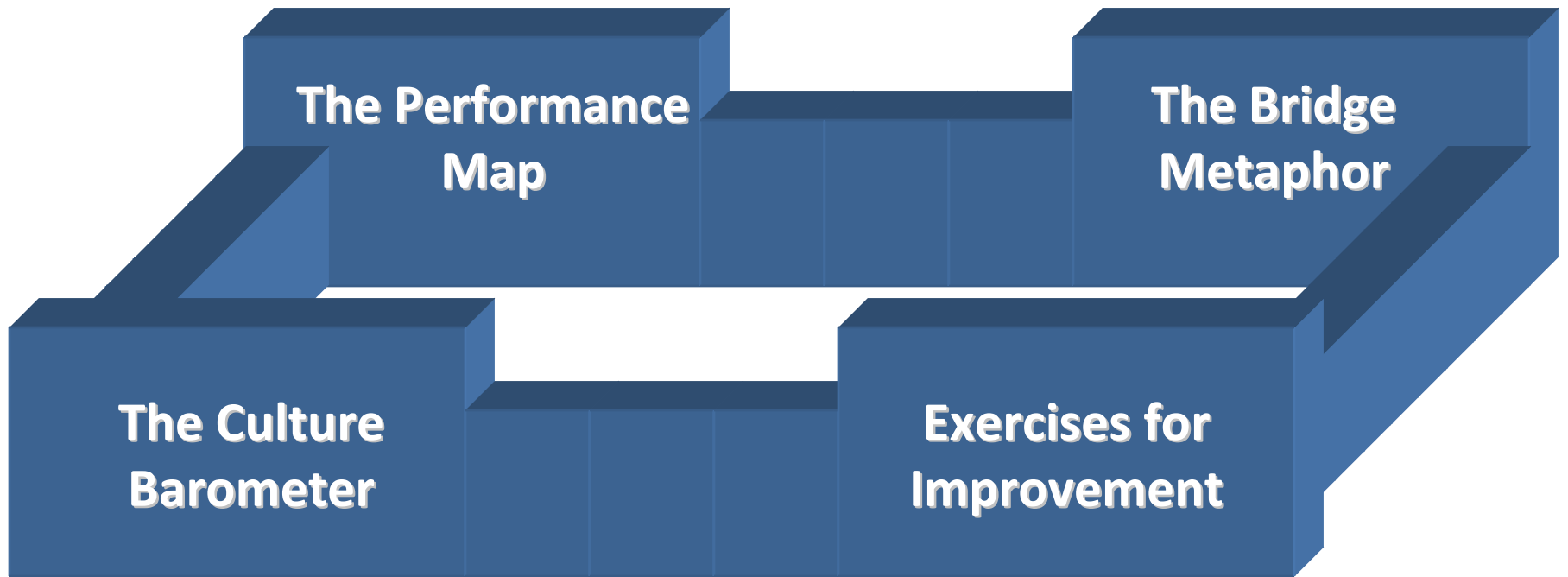
**The Bridge
Metaphor**

**The Culture
Barometer**

**Exercises for
Improvement**

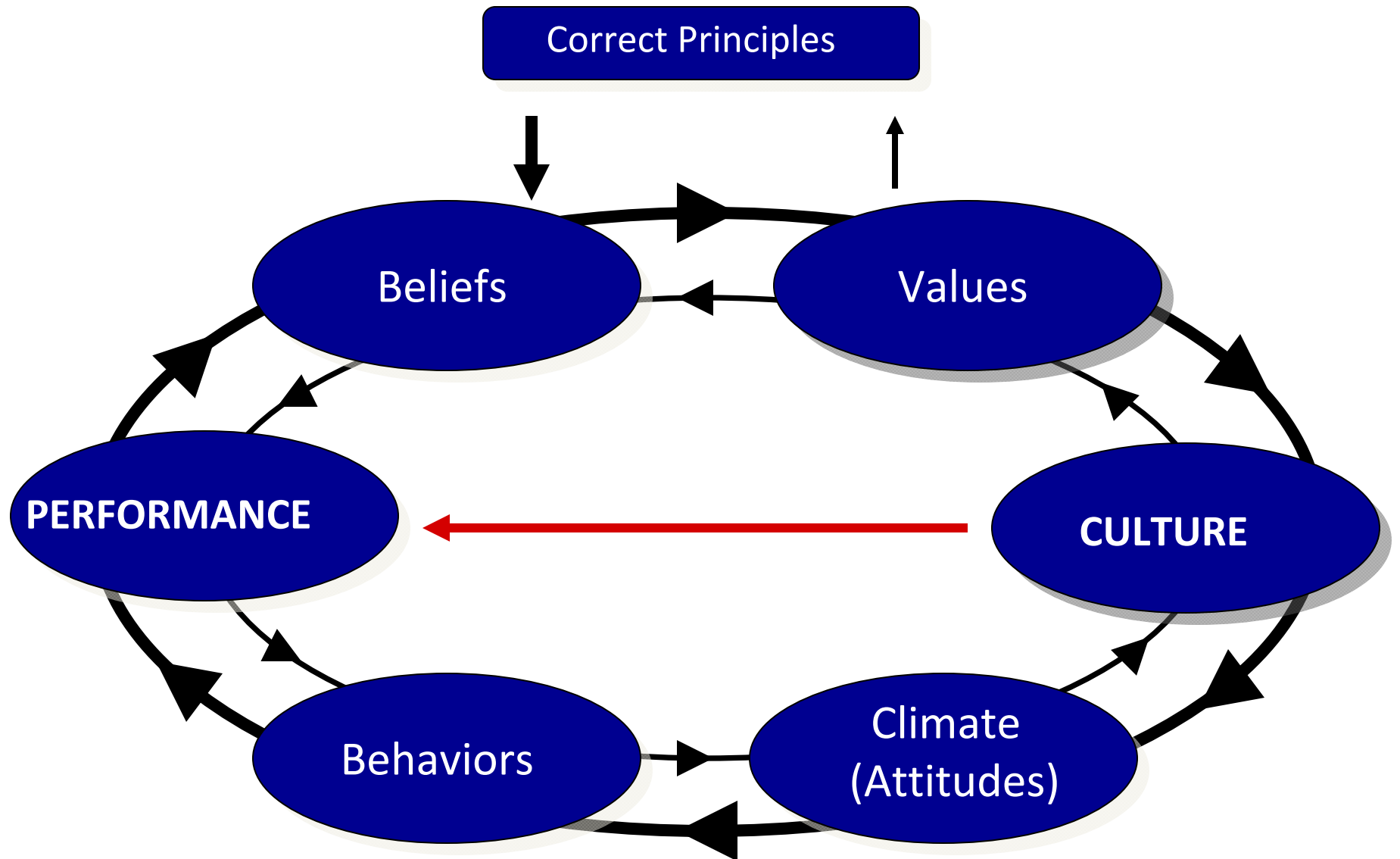
Measurement

Strengthening



The Performance Map TM

A Causation Diagram



Beliefs:

- Training leads to success.
- Healthy diet contributes to increased performance.
- High self-esteem is essential to success.

Performance:

Winning happens more often than losing.

Behavior:

- Stick to a training regimen
- Eat well-balanced meals
- Act positively



OLYMPIC & NBA STAR: LeBron James

Values:

- Time to train
- Nutritious food
- Confidence

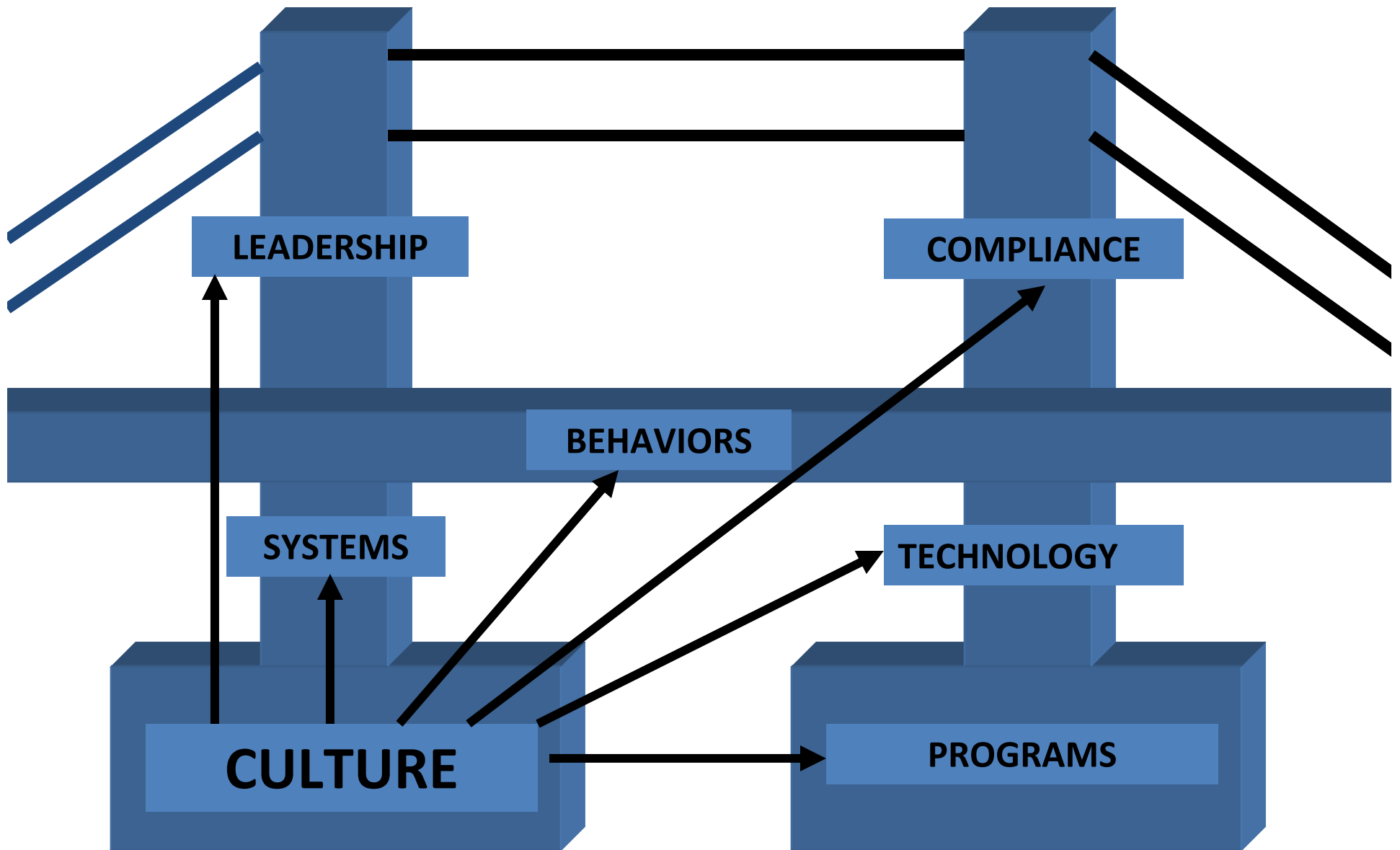
Culture:

- Toned bodies
- Healthy diets
- Self-assured

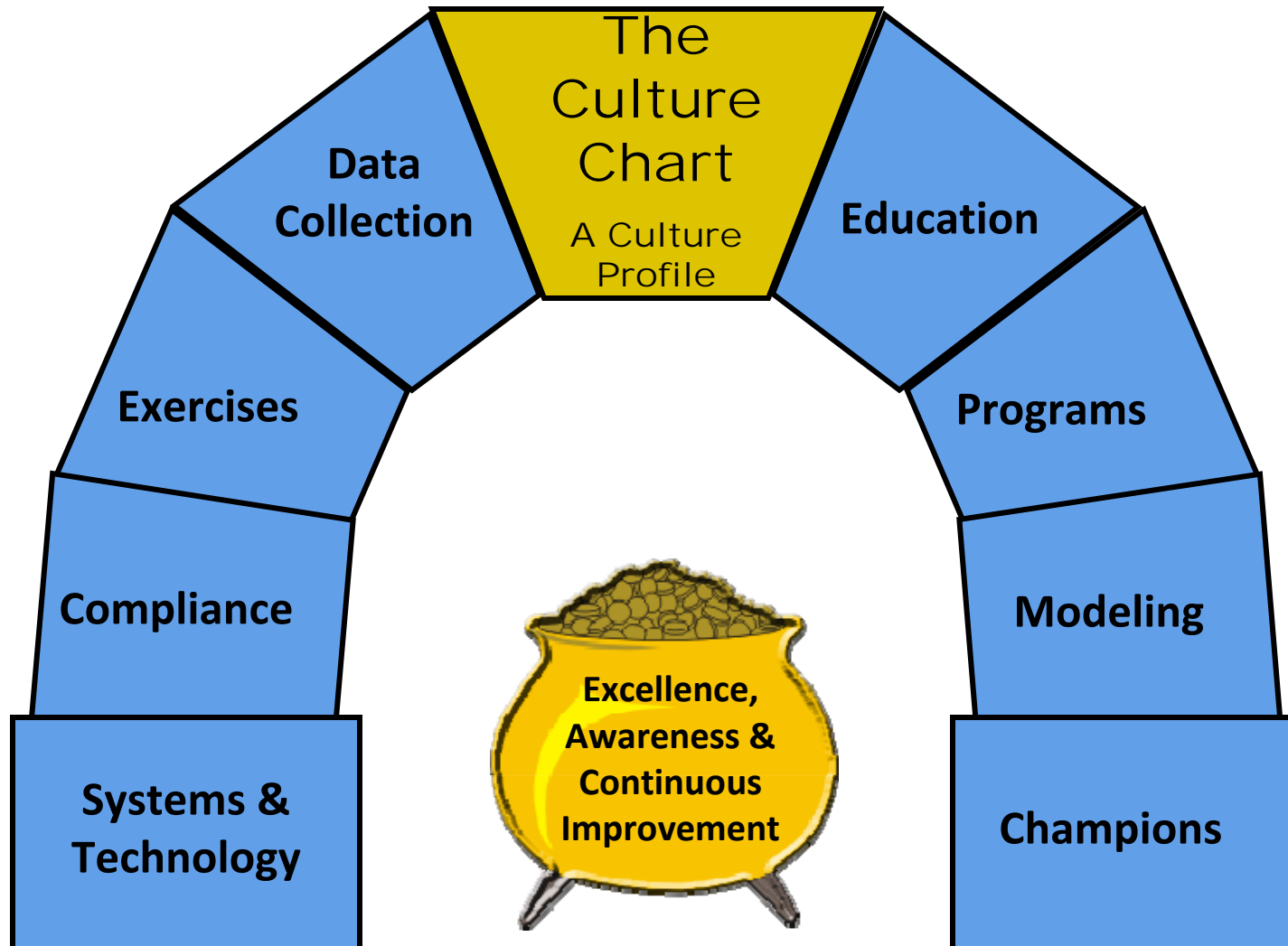
Attitudes:

- Enjoy exercise
- Like to eat healthy food
- Seek positive environment

The Bridge Metaphor

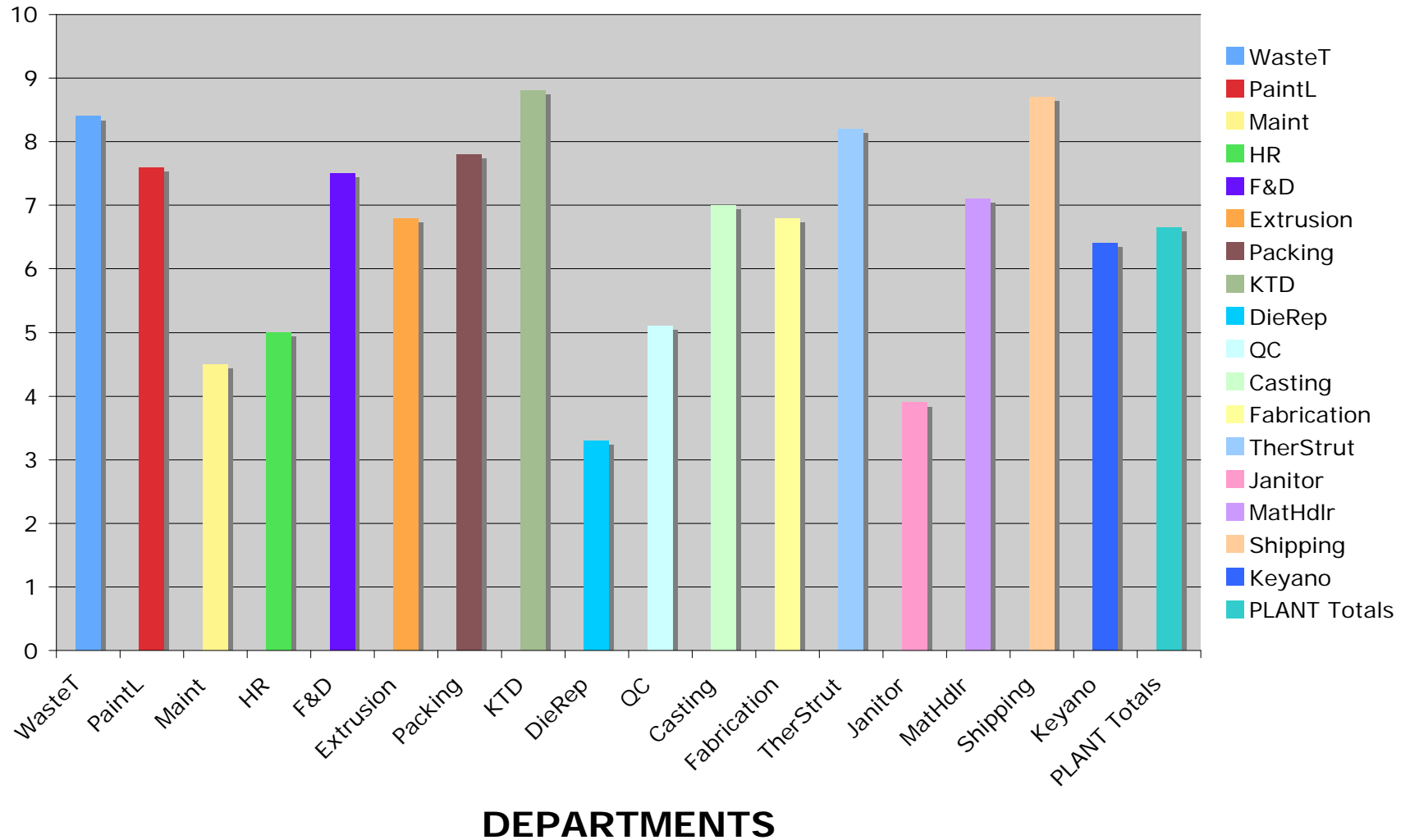


The Culture Profile is the Keystone



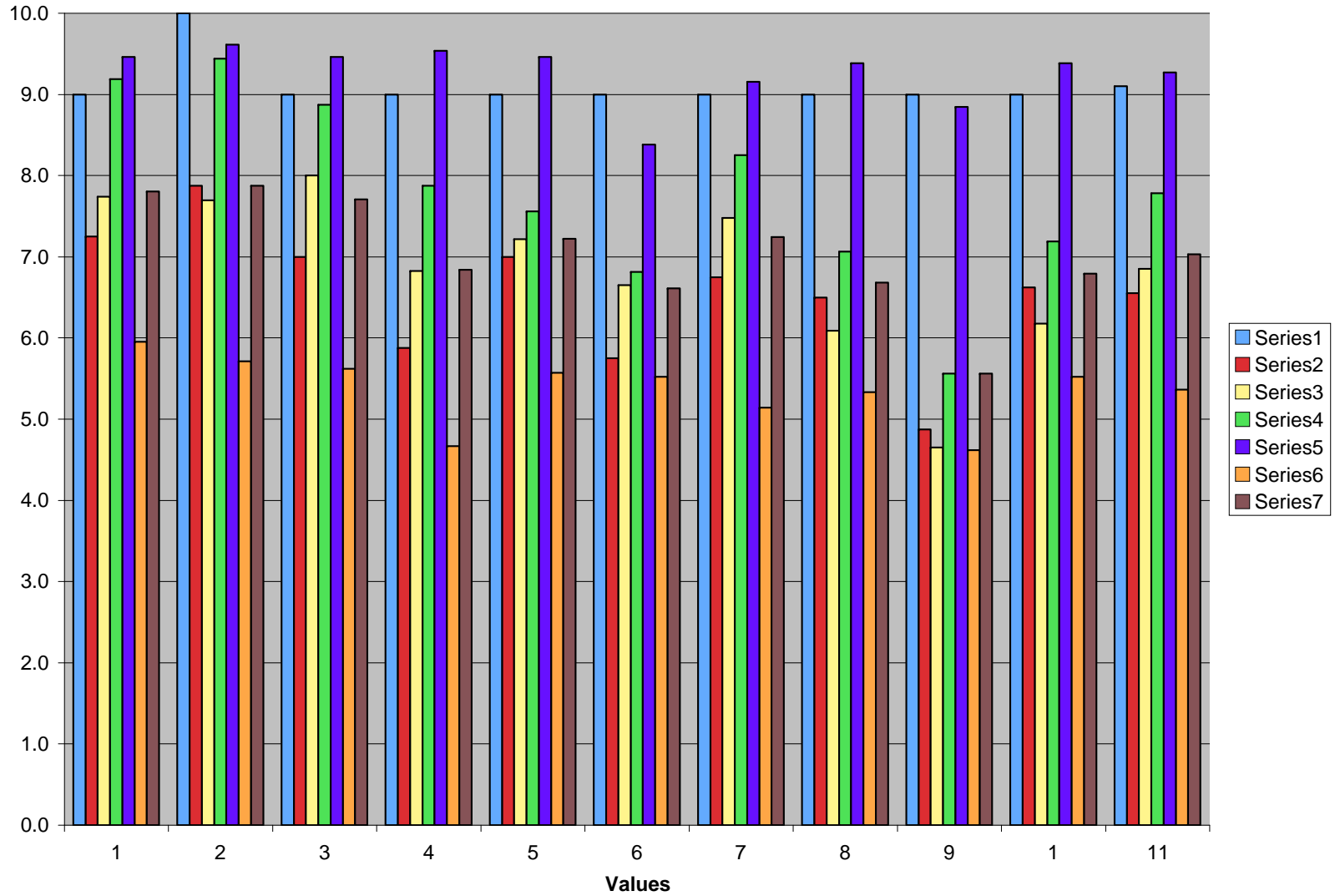
PLANT COMPARISONS

DEPARTMENT COMPARISONS



Showing Shifts

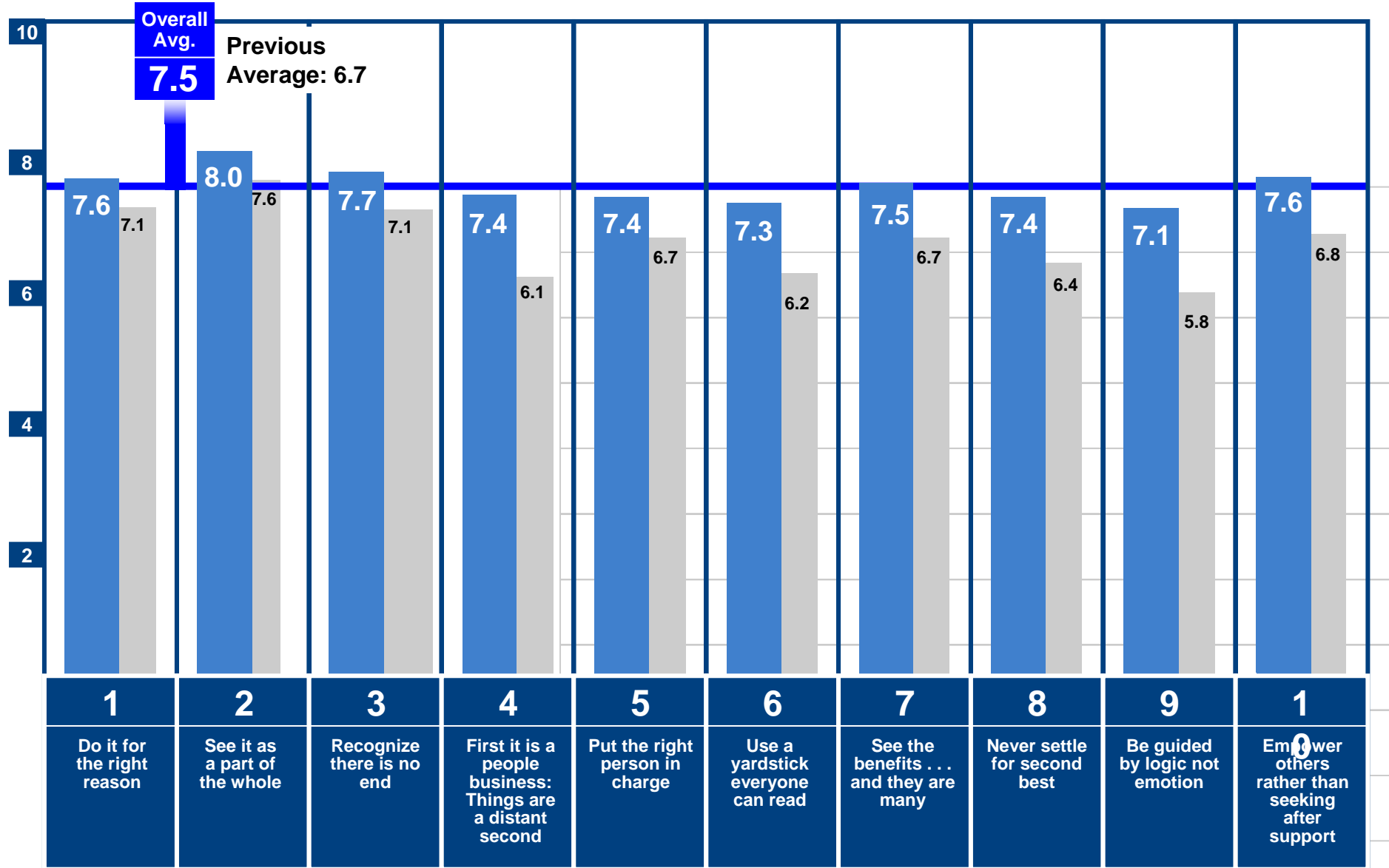
Extrusion - All Shifts





Company Culture - A Measure of Our Safety

Overview of Data Collection



Data collection: ■ = most recent ■ = previous



Company Culture - A Measure of Our Overall Excellence

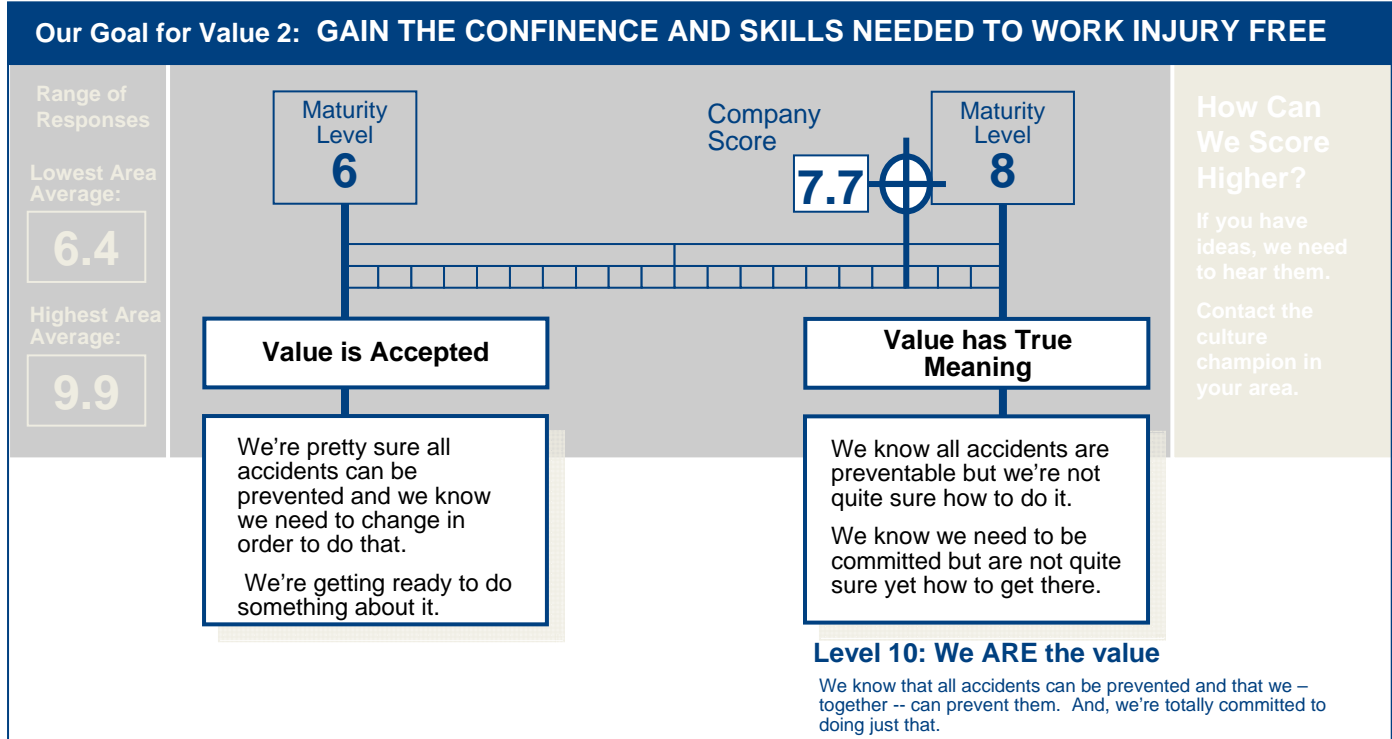
We Believe:

All accidents are preventable

We Value: The knowledge that produces an accident free workplace

Ten Values We Need to Promote:

1	We always work safely
2	We can and will prevent all accidents
3	We want a robust culture
4	We are a team
5	We support differences
6	We provide adequate tools, training, and technology
7	We treat our extended family with respect...always
8	We care about everyone who works here
9	We don't quit! We're persistent
10	We follow procedures and exceed customer expectations



Explanation:

We understand and believe that all injuries **are** preventable. Prevention requires us to know what needs to be done. We have "tools" – like the Job Safety Analysis (JSA).

We need to use them and keep improving them. We need to learn from our mistakes.

Using root cause analysis will help us avoid making the same mistakes over and over again.

Setting the Example:

We need to utilize every safety resource we can identify.

Every associate must understand and use the JSAs for their job. We especially need to patiently explain them to new employees until we're convinced they understand.

If the job changes or we learn something new, the JSA will be updated and reviewed with the people performing the task.



Company Culture - A Measure of Our Overall Excellence

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How Can We Score Higher and Compete Better?	<h2 style="color: #003366;">Ideas Worth Exploring</h2>	Associate(s):
		Area(s):

The Foundation

Sociology, Philosophy, Theology, and Psychology

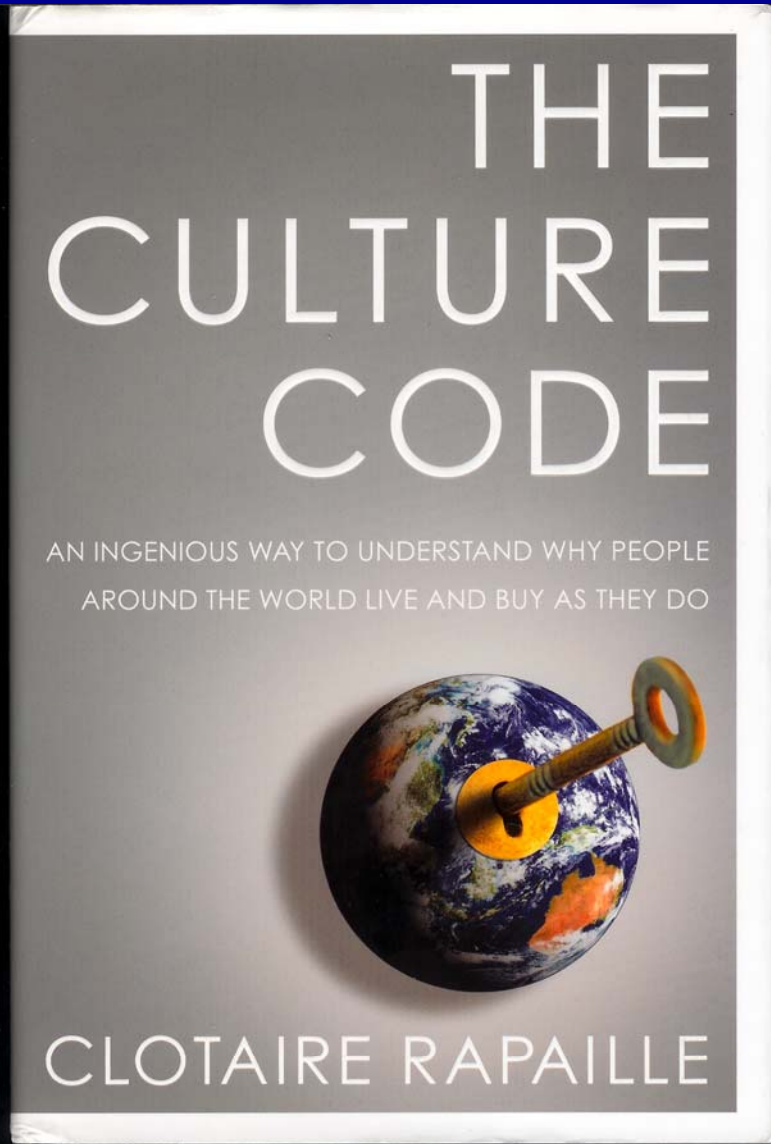
For where your treasure is, there will your heart be also. *(Luke 12:34)*

A man's actions are motion pictures of his beliefs. *A Proverb*

What we insistently desire, over time, is eventually what we will become. *Neal A. Maxwell*

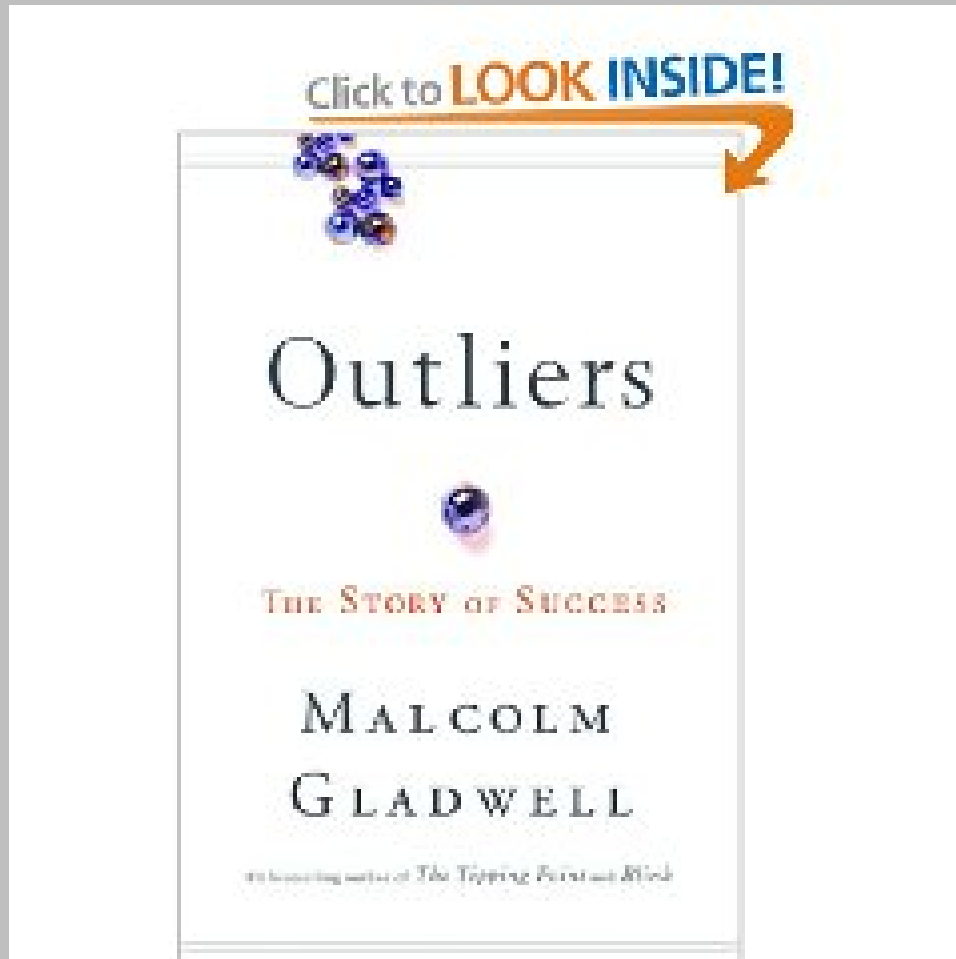
A belief is not merely an idea the mind possesses, it is an idea that possesses the mind. *Robert Aughton Bolton*

- *America*
=IDENTITY
Car Culture
ENGINEERING
- *French*
America
TRAVEL
- *Germany*
America
WAYNE



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The Korean Airlines Story

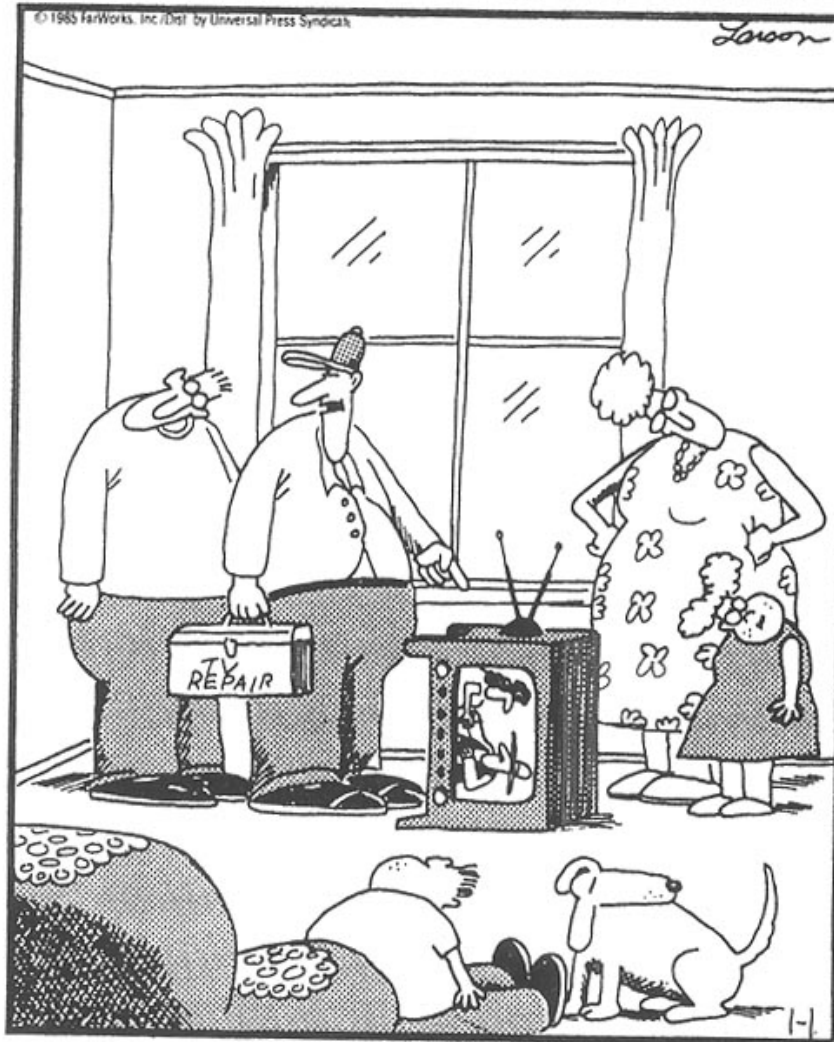


“It (Korean Air), did not right itself (go from one of the worst airlines in the world into one of the best) until it acknowledged the importance of its cultural legacy.”

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THE FAR SIDE

By GARY LARSON



"Well, here's your problem, Mr. Schueler."

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your problem,
Mr. Schueler."

NEW YORK BROKERAGE HOUSES

**ARTHUR
ANDERSON**

***Credit Default
Swaps***

ENRON

- Self-directed work
- Re-engineering The Corporation
- Knowledge Management
- Northern Ireland
- The Middle East
- Iraq
- Bosnia
- Afghanistan

WORLDCOM

THE NEW YORK TIMES

***CULTURE DOES PREDICT
PERFORMANCE***

***THIS
IS
AVOIDABLE***



Characteristics of an Effective Culture Measurement System

- ***Based on Sound Social Science & Known Attributes of Excellence***
- ***Data Collection is Anonymous & Representative***
- ***Linkage Between Attributes & Values is Clear***
- ***Quantified & Objective***
- ***Leads to a Targeted Action Plan***
- ***Culture Sensitive (One Size Does Not Fit All)***

Culture predicts performance.

Culture can be measured and managed.

Culture is the last—and most important—piece of the performance improvement puzzle.

The principles upon which Culture Measurement and Management are based are found in antiquity.