

EMBRACING EXCELLENCE

# LEAN

CONFERENCE CANADA  
WINNIPEG | JUNE 6-9, 2022



PRESENTED BY

CANADIAN  
MANUFACTURERS  
& EXPORTERS

CANADA'S LARGEST LEAN  
EVENT IN 2022

[EMBRACINGEXCELLENCE.CA](http://EMBRACINGEXCELLENCE.CA)



# OUR PEOPLE-CENTRIC JOURNEY

**MEL BURT-GRACIK**

*Learning & Development Manager*

HME



# THE START OF OUR LEAN JOURNEY (2003)



# BECOMING A LEAN ENTERPRISE (2008)



Operation LEO



## LEADERSHIP IN A LEAN ENTERPRISE

Leadership Expectations at HME



## MANAGER MUST LEAD



- ◎ Leaders must stand by their values
- ◎ Leaders must have courage
- ◎ Leaders must be optimistic
- ◎ Leaders must have a plan
- ◎ Leaders must team
- ◎ Leaders must be good communicators
- ◎ Leaders must show compassion

# DEEPENING THE APPLICATION OF LEAN (2009 – 2017)

ISSUE  
**05**  
 June  
 2009

Journal  
 of HME's  
 Lean Journey

## LeanTime

KAIZEN  
 Using the Plan-Do-Check-Act (PDCA) cycle

The PDCA cycle is a Lean operating framework – the methodology for implementing Kaizen.

> **Plan**  
 Create a plan for change, identifying specifically what you want to change. Define the steps you need to make the change, and predict the results of the change.

> **Do**  
 Carry out the plan in a trial or test environment, on a small scale, under controlled conditions.

> **Check or study**  
 Examine the results of your trial. Verify that you've improved the process. If you have, consider implementing it on a broader scale. If you haven't improved the process, go back and try again.

**The Kaizen Event**  
 HME going Kaizen  
 Achieving Rapid Improvement in Office, Service, and Technical Environments

this issue

Kaizen P.1  
 Headset gone Kaizen P.2  
 Team Success Story P.3  
 Eating an Elephant P.4  
 Purpose of Lean P.5

### Kaizen . . . say what?

**Kaizen** - 改善 - Japanese for improvement.

Kaizen is a Japanese philosophy that focuses on continuous improvement throughout all aspects of life. When applied to the workplace, Kaizen activities continually improve all functions of a business, from manufacturing to management and from the CEO to the front-line employees. By improving standardized activities and processes, Kaizen aims to eliminate waste. It was first implemented in several Japanese businesses during the country's recovery after World War II, including Toyota, and has since spread to businesses throughout the world. The purpose of Lean is to eliminate all waste or non value-added activities from a process. It is the continued focus on the elimination of waste that makes it

In modern usage, a focused kaizen that is designed to address a particular issue over the course of a week is referred to as a "kaizen blitz" or "kaizen event". These are limited in scope, and issues that arise from them are typically used in later blitzes.

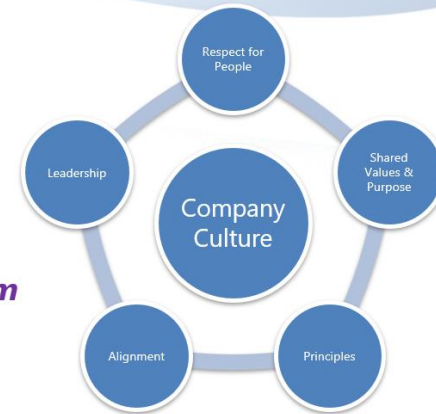
In order to utilize kaizen events effectively, it is important to understand the types of problems for which kaizen events should and should not be used. With proper planning, kaizen events can bring breakthrough improvement to an organization on its Lean journey. Kaizen is not the fix-all-tool; it is just another tool in our Lean Toolbox.

KAIZEN CYCLE

## High Performance Company

### High Performance System

- People
- Process
- Tools



*Sustainable change comes from the hearts and minds of all employees*



# BACK TO BASICS (2018 - 2019)

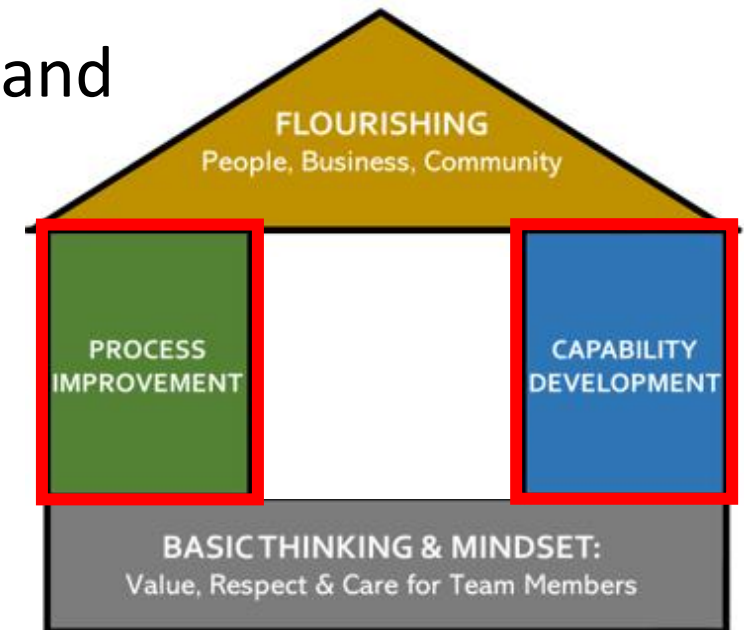
- **Re-deployed Quarterly Check-ins** to help with goal alignment and assist with more frequent discussions about employee development and work needs.
- **Revamped our Leadership Development Programs**
  - HME Leadership Essentials for all Managers
  - HME Emerging Leaders/Pre-Supervisory Training Program
- **Added Training & Development Specialist** with leadership coaching background

# CAPABILITY DEVELOPMENT AMIDST DISRUPTION (2020 - 2022)

- **Convert all trainings to virtual platform** to help with a largely remote workforce. The side effect: a more inclusive learning approach for our global workforce.
- **Renewed focus on employee wellbeing & social connections**
  - Town Halls with employee presentations
  - Watercooler channels
  - New employee clubs
- **Established Customer Focus Teams** in manufacturing geared to increased communication, listening to issues in production, collaborative problem solving, and celebration of daily successes

# UP NEXT...

- **Lean Strategies & Operational Excellence group formed**
  - Partner with corporate and business unit leadership on Lean strategies and goal execution
  - Launch Lean Leaders Development Program
  - Tailored leadership training for new, seasoned, and executive staff
  - Skills development and upskilling trainings
  - Career pathing resources
  - And more...





**HME**

# People-Centric Leadership



**LEARN. GROW.  
THRIVE.**



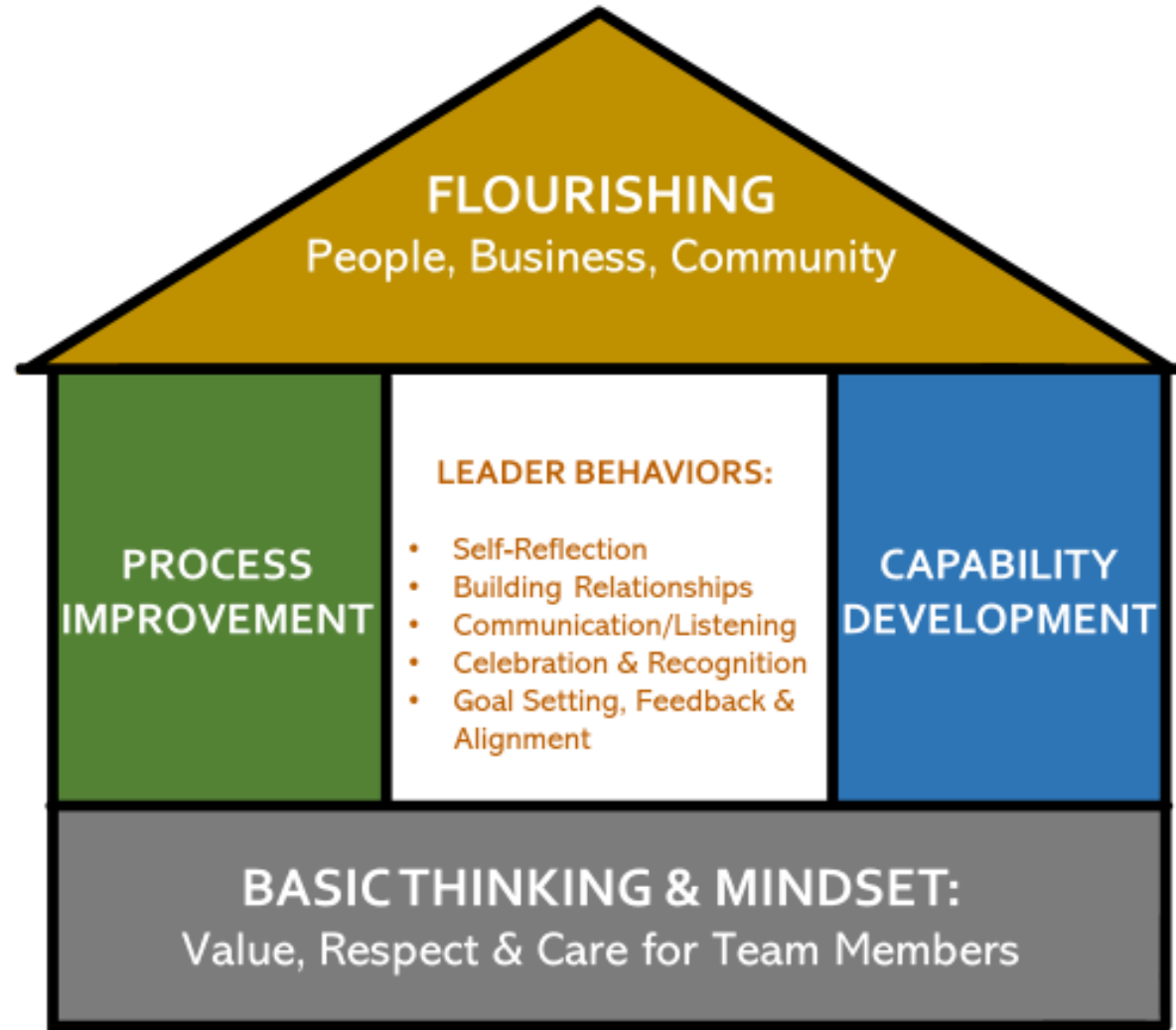
# People-Centric Leadership

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A culture where every day, everyone goes home fulfilled by pursuing excellence and where everybody flourishes.



Share • Learn • Grow<sup>SM</sup>



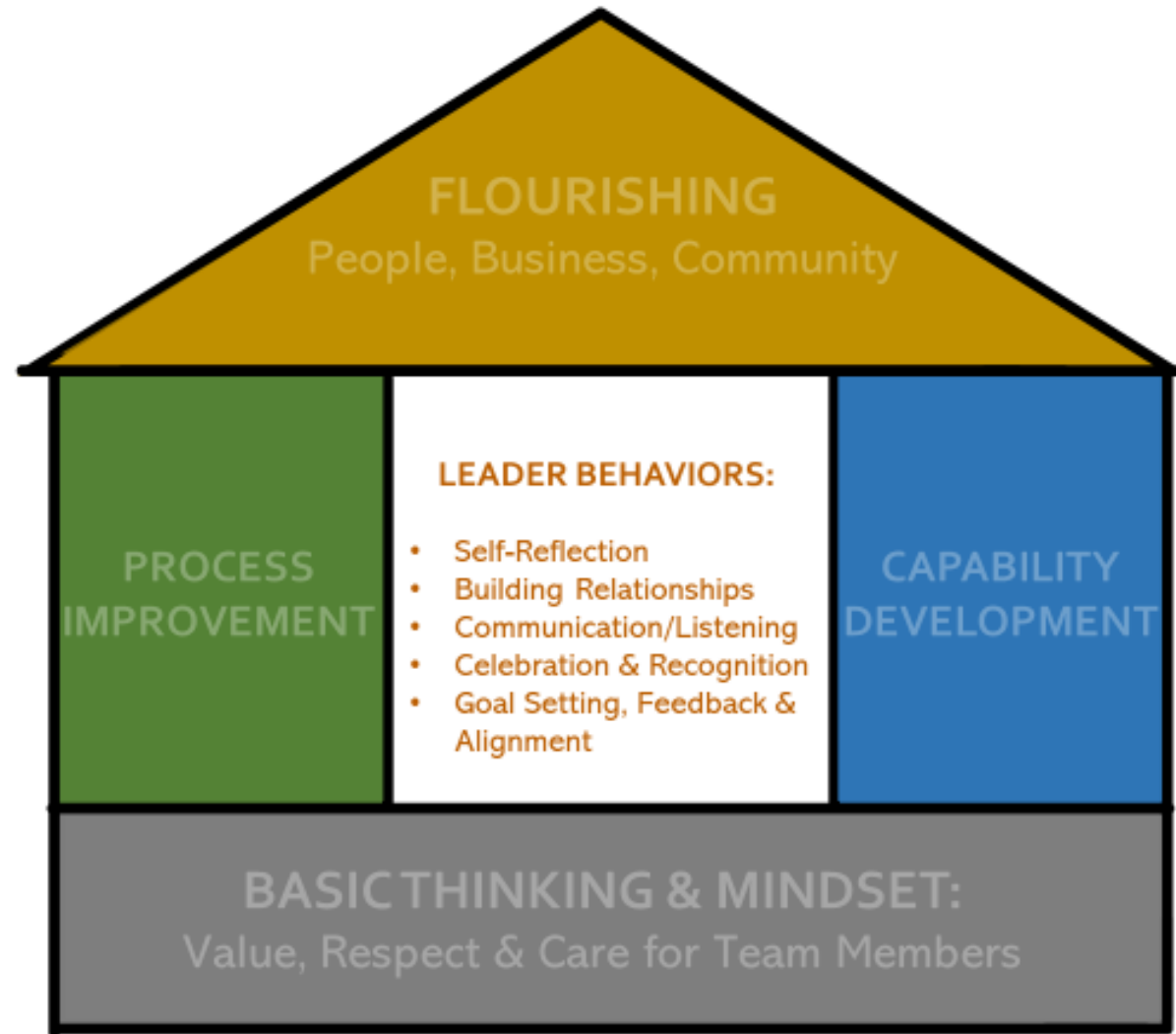
# EMBRACING EXCELLENCE

Time to share...

How does your organization value, respect, and care for team members?



3:00





**HME**

# **LEADERSHIP ESSENTIALS**

- 1. People-Centric Leadership**
- 2. Mastering the Art of Supervision**
- 3. Mastering the Art of Interviewing**

# Mastering the Art of Supervision

## Learning Objectives:

- Understand the method for **Courageous Conversations**
- Give effective **Praise**
- Utilize the **Coaching Kata**
- Conduct effective **Quarterly Check-ins**
- Recognize HME's **3 Key Drivers of Employee Engagement**



# Effective **Courageous Conversations** require **Compassion**



Compassionate Leaders ask,  
**“How can I best support you?”**  
while holding the employee accountable  
for what needs to be done.

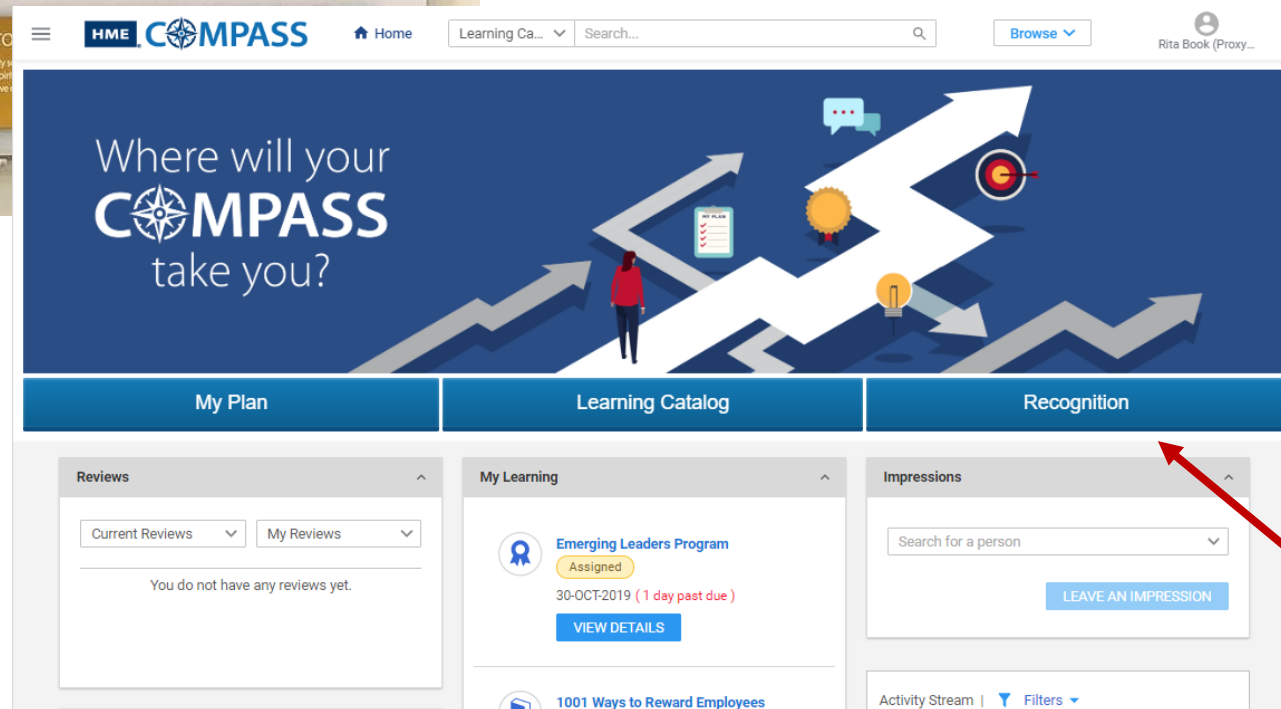


**IF YOU SEE  
SOMETHING  
SAY  
SOMETHING**

Report GOOD  
Behavior for  
EVERYONE

## **Giving Effective Praise:**

- Timely
- Specific
- From the heart
- Surprising
- Reward behavior you want to see again



# Encouraging Peer Recognition

# Using Coaching Kata to facilitate Improvement

## Improvement Kata Steps

- 1) What is the Goal?
- 2) What is the Current State?
- 3) What is the next Target Condition?
- 4) What is the plan and experiment to move toward the Target Condition?
  - a. What possible obstacles should be considered?
- 5) When will the experiment be performed? When can we reflect on your learning?

----- (Turn Card Over) ----->

**HME**<sup>®</sup>

## Reflect on your Last Experiment

Because you don't know what the result will be!

- a. What did you plan as your Last Experiment?
- b. What did you Expect?
- c. What Actually Happened?
- d. What did you Learn?

Return to Question 3 ----->



## **EMPLOYEE SELF-REFLECTION QUESTIONS:**

1. What should you continue doing?
2. What should you start or stop doing?
3. How can your manager better support you in your development or work goals?



## **MANAGER DISCUSSION PROMPTS:**

1. Growth happens when we go outside of our comfort zone. How have you gone outside your comfort zone this past quarter?
2. How can I help you find a growth opportunity this upcoming quarter?
3. What suggestions for improvement do you have for our team?

# Mastering the Art of Interviewing

Hiring with **HME Core Values** built into interview process.



# Manager Skill Deeper Dive

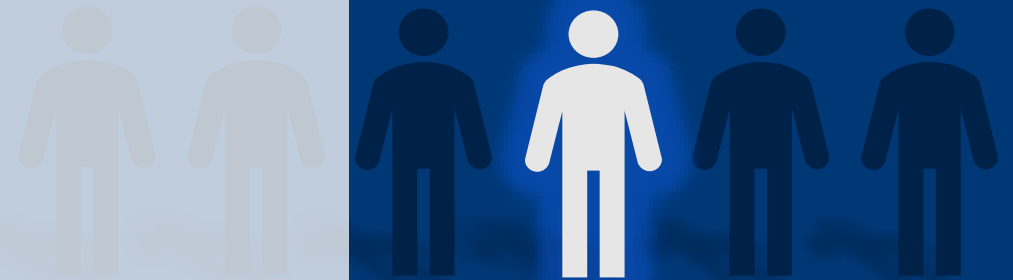


Deep Dive

# HME Emerging Leaders Program

## Pre-supervisory training program curriculum:

- Leading from Strengths
- Communicating for Leadership Success
- Strategies for Influencing Others
- Navigating Beyond Conflict
- HME Leadership Expectations & Your Leadership Journey
- Two Coaching Sessions







# New Supervisor Development Program



Report  
Review  
w/Coach



Manager  
Tools &  
Support



Monthly  
Group  
Coaching



# September 2021

## Are YOU Ready to learn your watts off?

Choose from five learning paths and make it a week dedicated to your continuous improvement! Click the links below to learn more about the classes offered and start signing up!

Health & Wellness	<a href="#">The Science of Mindfulness</a>	<a href="#">Identify and Prioritize Your Savings Goals</a>	<a href="#">Leadership Skills Series – Interpersonal Relationships</a>	<a href="#">Toastmaster's Meeting</a>	<a href="#">Embracing Happiness</a>
Business Essentials	<a href="#">Communication Skills</a>	<a href="#">Courageous Conversations: Peer to Peer</a>	<a href="#">Execution Training</a>	<a href="#">Building an Innovation Mindset</a>	<a href="#">Decision Making</a>
Lean	<a href="#">Improvement Kata</a>	<a href="#">7S</a>	<a href="#">2-Second Lean</a>	<a href="#">Team Huddles</a>	<a href="#">Kanban Training</a>
IT	<a href="#">PowerPoint</a>	<a href="#">Teams</a>	<a href="#">Outlook</a>	<a href="#">PC Essentials</a>	<a href="#">Excel Basics or Excel Intermediate</a>
Business Unit Highlight	<a href="#">Commercial Electronics (CE)</a>	<a href="#">Hospitality &amp; Specialty Communications</a>	<a href="#">Clear-Com</a>	<a href="#">JTECH</a>	<a href="#">Trilogy</a>



**608**

EMPLOYEES WHO ATTENDED AT LEAST ONE CLASS

**2283**

*Total LEARNING Moments*

1 EMPLOYEE COMPLETING 1 CLASS = 1 LEARNING MOMENT

**100%**

ACHIEVEMENT OF THE LEARN*Fest* MISSION TO UNITE US IN LEARNING



# Leadership Skills Series

Interpersonal Relationships

Empathy

Social Responsibility

Flexibility

Problem Solving

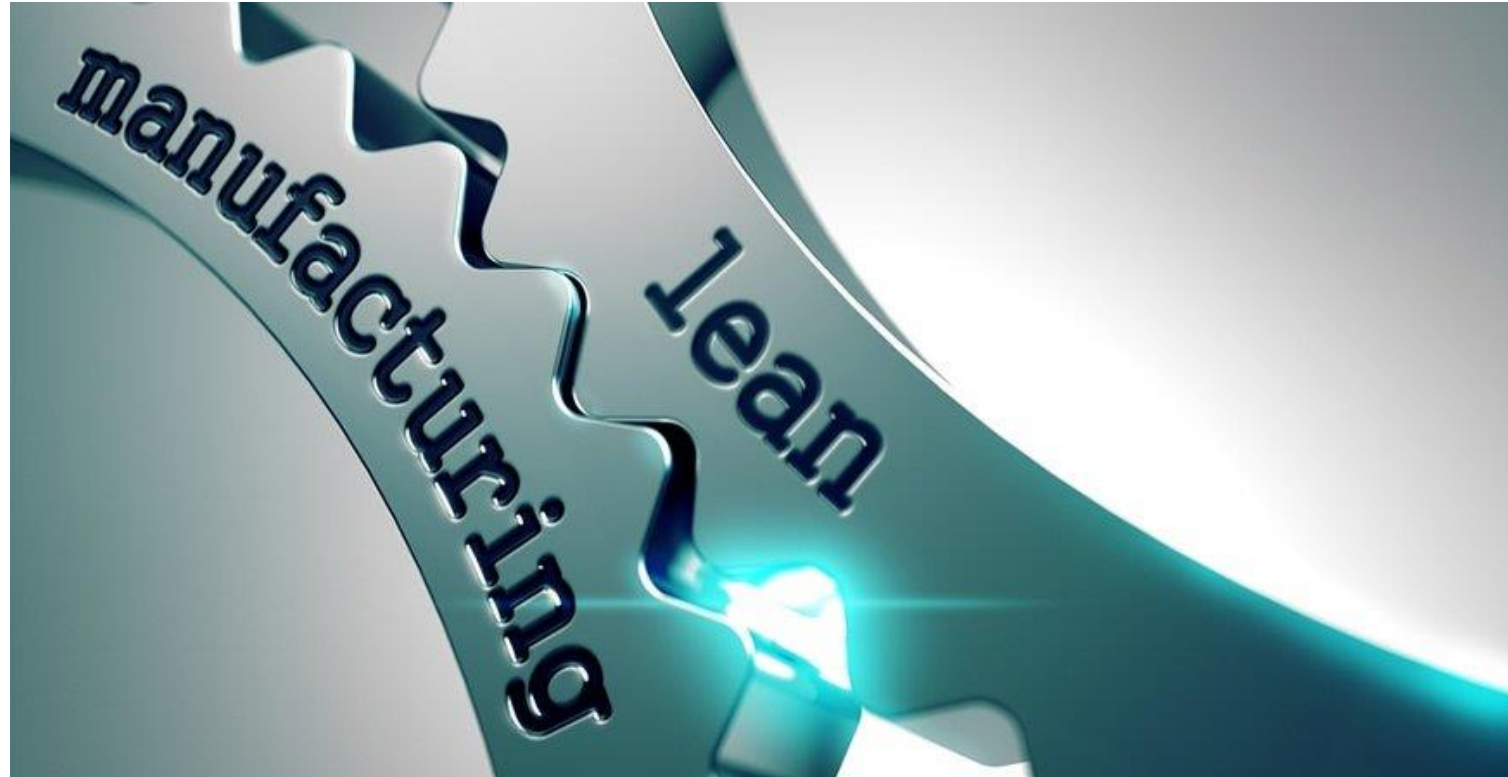
Resilience

Self-Actualization

Assertiveness

Self-Regard

# Lean Booster Series



# IT'S TUNE UP TIME



Does your team need a tune up?

DISC Communication Styles

Clifton Strengths

Emotional Intelligence

Storytime: Museum of Me



**Results we Achieved...**

# Positive Feedback from Employee Surveys 2018 to 2019

I am  
encouraged by  
management to  
learn and grow  
from my  
mistakes.

+4.6%

My supervisor  
recognizes my  
accomplishments.

+5.5%



# Positive Feedback from Employee Surveys 2019 to 2020

I feel  
connected to  
the company  
(despite  
COVID working  
environment)  
5.2 out of 6

My supervisor  
recognizes my  
accomplishments.  
+7.7%

**From AME Excellence Award Site Assessment Team...**

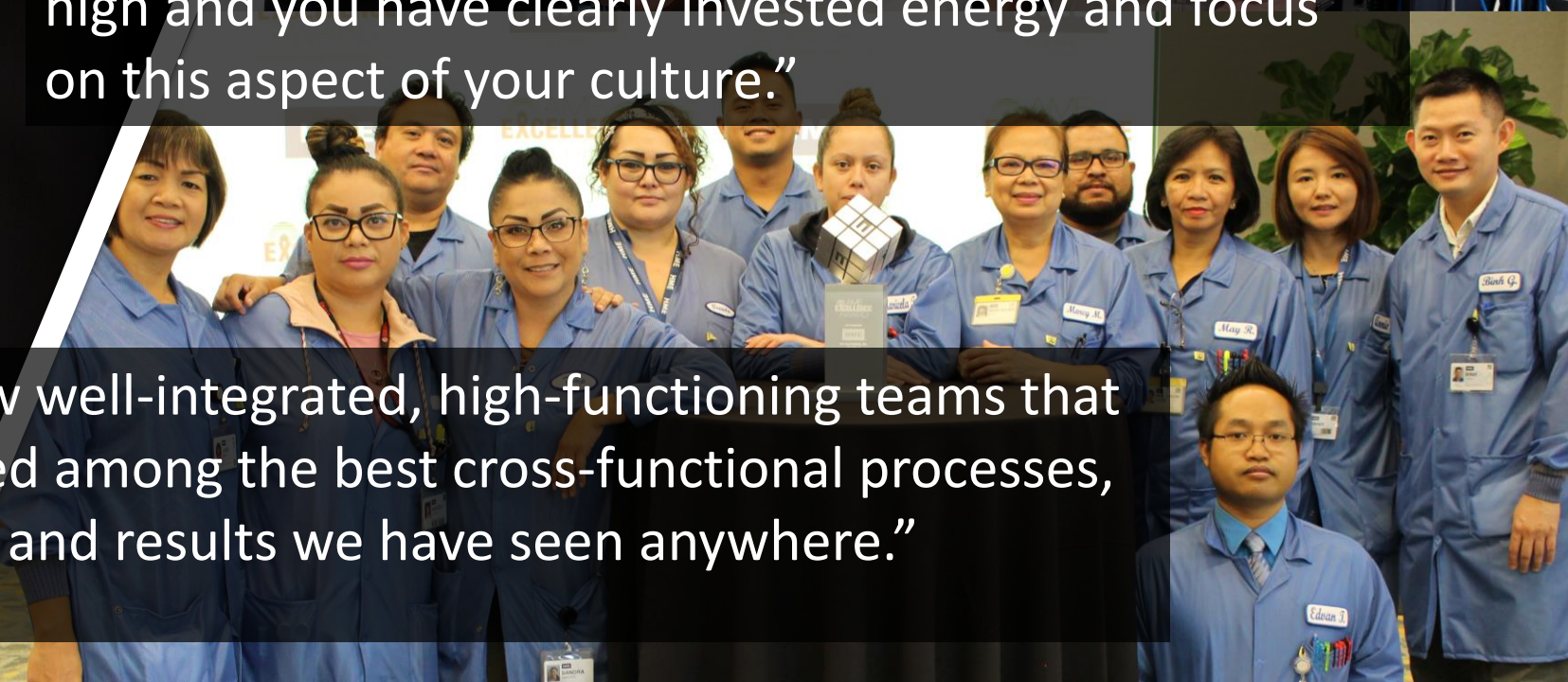
“It is very clear to all [assessment team] that HME is intentional in shaping culture.”



“[employee engagement]...meaningful involvement is high and you have clearly invested energy and focus on this aspect of your culture.”



“We saw well-integrated, high-functioning teams that produced among the best cross-functional processes, culture, and results we have seen anywhere.”



# Graciela



“I like the classes you give to us...it gives us opportunities to grow, not only for the company, they (the classes) help us grow personally.”

# Darrell



“Of the companies I’ve worked for, HME is the most family-oriented. As a manager it’s key to be sure employees are performing and empowered to reach their goals. We promote from within and our employees really cherish that. Our education and training events, our morale, it’s just fantastic. It truly is the best company I’ve ever worked for.”

# Will



“HME looks out for everyone on the floor, looking out for the team, making sure everyone has what they need. Going home at the end of the day knowing you accomplished something. HME supports my growth.”

# Marisol



“I love this company because they care about us by giving us opportunities to express ourselves, they’re generous with us, we have a lot of opportunities to learn, people treat each other with respect.”

# Karen



“From start to finish: our core values, the way people treat each other, the opportunities we provide, and our people-centric leadership training. I feel that just about every interaction, every effort that’s made is very much in line with caring about the employees.”

# Pamela



“Working here for over 22 years, I love the environment, the respect of people with our different cultures. We respect each other.”



# Noe



“HME values me by providing all the tools that I need. They care for us with the multiple events that happen all year: trainings, celebration events. People are very involved, it is like a family here.”

# Miranda



“Wow. This is the first organization that I’ve worked for that I can honestly say puts people first. They continuously invest in our education, our betterment. I’ve never worked anywhere that has so many course offerings all throughout the year. They encourage regular check-ins rather than annual reviews. They encourage us to be vulnerable and empathetic leaders and recognize that we’re all people with lives, here to do a job.”

# Brandon



“Continuously improving its operators by offering classes to gain new skills. The supervisors recognize the abilities of its operators and encourages them to pursue new abilities. I know there is a lot of respect in our area because people are willing to help even outside of their area...offering the abilities they have. This company really cares for us by providing so many events that take place that value the operators and all the work we do to take care of our customers.”

# Nirosh



“I’ve been with HME for 24 years, one thing that stands out to me is the promotion of growth. I got my masters which was supported by the company. I’ve seen that with many employees. Training is one way we value employees which helps people grow their skills which can benefit HME but also outside of our company. I’ve seen lots of people grow in their roles and progress in the company.”

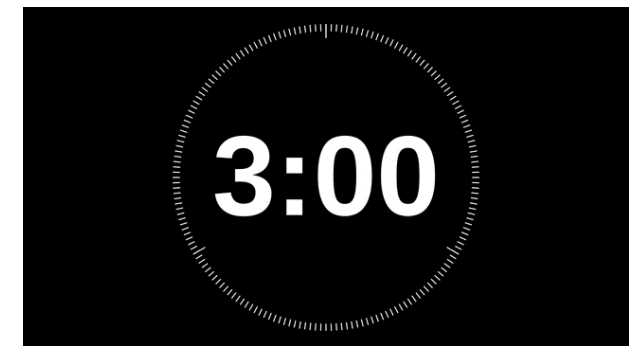
# NEXT STEPS

- Assessment of the current state of the skills and competencies of our talent (people + technical)
- Targeted development planning to get our talent ready for their next level of contribution to the company

# EMBRACING EXCELLENCE

Time to share...

What is one People-Centric Leadership behavior you would like to work to grow in your daily work?





THANK YOU!

OUR PEOPLE-CENTRIC JOURNEY

Mel Burt-Gracik

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