Achieving Sustainable World Class Safety Performance and Culture

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Introduction

American Standard (ASD) began a new dedicated and focused effort to improve the workplace safety and health of the organization in 1999 when a new CEO joined the company. The ASD journey of developing a safety culture was more than that. It was also a journey of driving change and unifying a multi-business company to one common vision. We implemented a new safety and health (S&H) culture by following a set strategy and applying a change model. The change model was adapted from models and concepts from John Kotter and Jim Collins. [1,2]

First, some background information about American Standard. American Standard is a global manufacturer with market leading positions in three businesses:

- *Air Conditioning Systems and Services*, sold under the Trane® and American Standard® brands for commercial, institutional and residential buildings;
- *Bath and Kitchen products*, sold under such brands as American Standard® and Ideal Standard®; and
- *Vehicle Control Systems*, including electronic braking and air suspension systems, sold under the WABCO® brand name to the world's leading manufacturers of heavy-duty trucks, buses, SUVs and luxury cars.

American Standard employs approximately 61,000 people in 134 manufacturing operations and about 300 sales, service and distribution sites in 28 countries. Approximately 80% of its employees are located outside the US, in Europe, Asia, South, Central America and Canada.

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[1] Kotter, J. *John P. Kotter on What Leaders Really Do.* New York: A Harvard Business Review Book, Harvard College, 1999.

[2] Collins, J. *Good To Great And The Social Sectors*. HarperCollins Publishing, Inc. 2005.

Determination of a World Class Safety and Health Strategy

What are the safety rate performance results in American Standard from the year 1999 to now? Almost a 90% reduction in total case rate (TCIR) and lost time case rate (LWCIR) to our current 2007 rates of TCIR of 1.04 and LWCIR of 0.25. (Exhibit 1.)
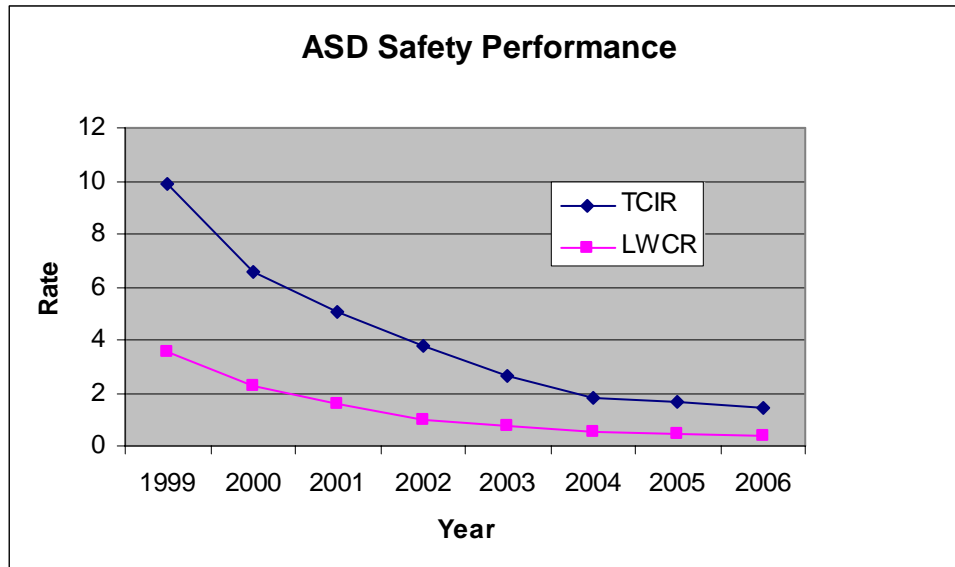
ASD Safety Performance

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Exhibit 1. American Standard Safety Rate Performance from 1999 to 2006.

How was this accomplished? In two steps, which actually occurred simultaneously:

1. We developed and implemented an American Standard S&H strategy of "culture, process and talent", based on world class safety models and best practices, and
2. We deployed the strategy and drove the new change by applying a change model.

To develop the optimum strategy, we conducted detailed benchmarking. Companies with which we have benchmarked, both in the past and currently, include E.I. Dupont, Boeing, Ford, Dow, Takanaka Construction, Milliken, John Deere, Carrier and Ontario Power Generation. We seek the best practices in safety process and culture, leading metrics and the level of performance results achieved.

Through benchmarking, we initially discovered and continue to confirm and perfect the characteristics of world class safety and how to achieve it. We adopted these characteristics and best practices, and created the American Standard S&H strategy. (Exhibit 2). Three elements were formed: culture, process and talent.

Safety Culture is the key element and paramount to the success of S&H. Key characteristics of a safety culture are:
• Safety is considered a company value
• Safety is highly visible and well-communicated

- The organization has clear and specific roles, responsibilities & ownership regarding safety
- Four key aspects of a safety culture are:
  - ☑ Visible leadership drive and involvement
  - ☑ Active employee participation and ownership
  - ☑ Systemic safety integration into business processes and decisions
  - ☑ Relentless drive to eliminate risks using six sigma and lean tools

Safety Process is the second element of world class safety. Sound basic programs and procedures form a foundation to pro-actively identify risks, prevent injuries and illnesses, and facilitate compliance. A core set of critical safety programs were identified to first implement, which included chemical control, hazardous energy control, fleet safety, fall protection, hearing conservation, respiratory protection and confined space. Ergonomics is a key program to pro-actively remove or reduce ergonomically-related, work process risks. Four tracks of ergonomics training and tools were designed: new product design, process design, office environment and service technicians. Leading metrics were designed to measure key aspects of the process and culture.

Safety and health talent is the third element of world class safety. Both technical and leadership skill sets are important, to assume the roles of leader and coach. The safety and health professional reporting structure is best aligned with operations, and to the highest level at the location or business, which will create the needed visibility. Networks were formed and leveraged to facilitate best practice sharing. The key is to have the right people with the right skills in the right role in the right structure.

Good Organizational Structure

Trained and Effective Leaders

Bench Strength with New Developmental Activities

Safety is a Value

Everyone is Involved

Ownership is Everywhere

Expectations are Clear

Safety is integrated into business processes

TALENT

The Best Place to Work

Strong & Healthy Workforce Higher Morale & Productivity

Safety Programs are Systematic, Integrated and Preventative

CULTURE

PROCESS

Exhibit 2. American Standard Safety and Health Strategy

Through benchmarking, we also learned about the safety performance rates and goals of companies with world class safety. Although zero injuries was and remains our ultimate goal, zero injuries would have been too daunting as a goal to begin our new safety journey. At that time, world class safety rates averaged at 0.7 for a Total Case Incident Rate (TCIR), and 0.07 for a Lost Workday Case rate (LWCIR). These rates were selected as stretch, yet achievable objectives for American Standard.

Application of a Change Model to Drive a Safety Culture

We began our world class journey with an understanding of what can be achieved and how to get it done, with the target of developing a strong safety culture. We drove this new change to achieve a world class safety culture and performance by applying a change model. The change model, outlined below, is an adaptation from John Kotter's Eight-Stage Change Process with added concepts from Jim Collin's *Good to Great and the Social Sectors*. [3,4] (Exhibit 3).

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1. Establishing a Sense of Urgency…Understanding your "Brutal Facts"
2. Forming a Powerful Guiding Coalition…Getting the "Right People on the Bus"
3. Creating a Vision…Understanding your "Hedgehog Concept"
4. Communicating a Vision
5. Empowering Others to Act on the Vision
6. Planning for and Creating Short-Term Wins…Building and Maintaining the "Flywheel"
7. Consolidating Improvements and Producing Still More Change
8. Institutionalize the Changes and New Approach

Exhibit 3. A Process of Creating Major Change with "Good to Great" Concepts

STEP 1. Establishing a Sense of Urgency
In 1999, a new CEO joined the company with a genuine and sincere passion for safety. He created a new drive for workplace S&H, based on a belief that people make results happen, that a safe and healthy workplace is key for our company success, and key for the company's mission of being the best place to work. The safety performance, process and culture, as it existed in 1999, were no longer acceptable. A new understanding of what is possible, why and generally how to get it done was introduced. New performance targets were established based on the actual performance of world class companies.

   A supportive and committed CEO was an excellent start. What was the view of S&H by the rest of the organization? This information was needed to assess the level of a unified sense of urgency. These were the "Brutal Facts" or the real business situation and why. The following questions were used to indicate the current state of the understanding, support and leadership for workplace safety (and health) by the business leaders and key functions:

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[3] (Kotter, 92)
[4] (Collins, 1-35)

- Was safety viewed and lead as a business value by the organization?
- Was the current safety process preventative and pro-active?
- Was safety and health viewed and led globally, with consistent programs implemented and expectations set and tracked?
- Were both lagging and leading indicators collected and analyzed using six sigma tools to yield helpful information for prevention of future occurrences?
- Did root cause analysis strive to seek process-based, systemic causes rather than blame employees?
- Were systematic constraints, such as organizational blocks and paradigms, identified and removed, so that incident reporting and safe behaviors and actions were encouraged and rewarded?
- Were both good safety rates and safety process performance measured and recognized?
- Was S&H talent in place at each location and business level?
- Was a company "culture of discipline" in place to follow rules, make ethical decisions and take safe actions within a company framework of responsibilities?
- Was our drive towards safe, ethical or disciplined actions and decisions unimpeded by short term financial pressures?
- Within the current culture, are safety violations not accepted and the appropriate use of discipline supported?

In companies with world class safety, the answers to the above questions are "yes". For American Standard in the year 1999-2000, the answers to the above questions were "no, not routinely yet".

Step 1 deliverable: Get people's attention and concern as to the current state of workplace S&H processes, culture and performance.

STEP 2. Forming a Powerful Guiding Coalition

A guiding coalition is a group of advocates and drivers who can change the current situation. This is a critical mass, beyond the CEO, who is influential by title, expertise, information they control, relationships and responsibilities. This is a group that is powerful enough to lead the change effort.

The CEO sets the tone for the company. In order to engage the Senior Leadership, we needed to know their motivations, expectations and concerns. This can also be known as "what's in it for me" or "WIIFM". Expectations for different, more committed and active roles in driving safety and better process, culture, talent and performance was new for many leaders. So clarity was needed as to what to do, how to do it, expectations and what help would be provided.

This was also a time to evaluate the current S&H leaders and their capability to drive the new expectations. For some, they understood what we were doing and why, and wanted to be a part of the new era in safety. The traditional role of "safety cop", where safety is only compliance-based, the safety leader has full responsibility for safety, and deployment was enforced through discipline was now gone. The new role is a teacher, guide and coach. Compliance was still expected, but the focus and mechanism of ensuring compliance was through employee engagement, prevention programs and integration with business processes.

To some S&H leaders, this was a new view. To help them assume their new role, we needed to understand their WIIFM's and to provide the needed guidance. Specific training was provided, including motivating and influencing others, and communication skills at global workshops, and other personal development actions. Having accomplished that, we now had the "right people on the bus". Next, to make sure that they are in the "right seats on the bus", we had to match their current skills and interest to the needed tasks. Further training and coaching was provided at S&H workshops and through personal professional development plans.

In some cases, the S&H leaders did not have the needed basic skills or interest to join in the new safety vision, and were asked to leave the organization or left on their own accord. By 2002, there was total turnover in the senior S&H leader roles in the company.

Lastly, to lead the new safety vision across the many businesses and geographic regions, we formed an American Standard Safety Leadership Team (SLT). Its core members are the business S&H leaders of every business and every region, and several operational leaders. Others rotate through the SLT annually, and represent such supporting functions as human resources, six sigma and engineering. Together, we evaluate and set new key tactics, consistent with the overall American Standard S&H Strategy, provide new tools to help the businesses accomplish these actions and track the actions for completion.

With any change effort, it is important to know your blockers and sources of resistance. Input from these people is important too, as good points and additional actions could be identified. However, this is not where we spent our energy. We spent it with our supporters, which are usually 20% of a population, and the neutrals, which are usually 60% of a population.

We also sought out the advice and engagement of those people and leaders that are key decisions makers in the organization. These people have established credibility and are to whom the organization will listen and respond. We asked for their help and ideas to clarify the vision and strategy, and how to motivate and encourage others to join in.

This reaches to the last point of communications, or SELL, SELL, SELL. We believed we needed to create a unified sense of urgency in the current state of safety. We needed a common agreement as to the new overall vision and strategy, and developed a company-wide Safety Commitment to communicate this globally. Although there are regulatory compliance issues involved, workplace safety and health exists to meet social and human needs that cannot be priced at a profit or return-on-investment. To gain initial buy-in and commitment, it primarily needed an emotional (good for our people) rationale. Secondarily, the business value (good for our business) rationale was used, and later leveraged for continued momentum. Regulatory compliance rationale alone was not used, and is rarely a strong motivating driver.

Step 2 deliverable: Organize and develop a critical mass committed to act within their responsibilities and as a team to drive the right actions to implement the S&H strategy. At American Standard, that critical mass was the leaders of businesses and key supporting functions of operations, engineering, service, HR and communications; and the American Standard SLT.

STEP 3. Creating a Vision
Set a clear and specific direction, what to do and how to do it. Why is S&H important to American Standard and what does "world class" look like?

We began with a three-part strategy of culture-process-talent, from which we clarified and highlighted the gaps in our current state and created the sense of urgency to close those gaps. The strategy is well-defined, balanced and realistic. Culture is a term that can mean different things to different people and to different organizations. We defined it for American Standard, as mentioned earlier. We believe that if we can define it, we can work it.

We also clarified the overall S&H vision and strategy by developing a company-wide Safety Commitment, which was translated into multiple languages and communicated globally. Guiding principles were also outlined, and became the start of our key tactics, aligned with our strategy.

From there, we needed to further define the key tactics, specific goals, intermediate objectives, timing, and ultimate role of S&H in our businesses. Key tactics for American Standard are determined each year, to move the strategy forward. Overall, the tactics are:
- Easy, clear and desirable to do;
- Consistent globally; and
- The basis of "flexible standards" from which the businesses can tailor and build

We established leading, pro-active metrics to assess success and stimulate progress. These metrics are few in number; specific, pro-active actions and are easy to do and measure. They represent the critical X's to the safety culture and process, which serve as leading indicators, that will reduce the outcome of having an accident. These critical X's, as well as the AOP and all safety documents are posted on a global Safety and Health website.

From a company viewpoint, safety played a role in multiple company-wide goals. Safety is a cornerstone in our company mission to be the "best place to work". Essential to our company values, "we recognize the importance of our people". We believe in our people and recognize that people deliver our results. We also want to engage and leverage everyone to make American Standard into one powerful team and to create a one-company view and interdependence.

From a safety viewpoint, we identified world class performance as sustained periods at a TCIR of 0.7 and a LWCIR of 0.07; driven by a safety process, culture and talent base to achieve, surpass and sustain those rates. We set a timeline of 7 years to build a new safety culture, process and talent to achieve those targeted rates. After that, we continue on our path to zero injures, the ultimate goal.

We needed to understanding and leverage our "hedgehog concept" [5]. The "hedgehog concept" is the intersect between what we are deeply passionate about…our core values; what we can be the best at and what drives our resource engine (time, money and brand) of the company. Brand is a belief and trust in the process and will produce results. The hedgehog concept is fiercely driven and supported in the company. For American Standard, our hedgehog concept was a strong, sustainable safety culture.

Step 3 deliverable: Develop clear safety objectives and actions, building into existing company mission, values and goals.

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[5] (Collins, 17-23)

STEP 4. Communicating the Vision
Our goal is that the vision and associated strategy became part of the company fabric and the internal definition of employee and business success. To accomplish this, we first built S&H into the company-wide mission, vision and values, which were widely communicated. This gave safety broad visibility, from which we hung the strategy and key annual actions. We further incorporated S&H objectives into business goals and plans. This goal alignment of S&H and business set the needed direction and provided visibility and accountabilities. For example, three to four safety actions are specifically included each year in the business annual operating plans.

We then embarked on a huge education campaign, never attempted in the company before this. We needed to change the way people think about safety and their role, and we needed to do this rather quickly.   Nine "safety leadership" training modules were developed, one for each different level and role in the company, and all had a common core. The core provided the overall vision, strategy, rationale and each employee's role in safety.   Every one of our 61,000 employees received training in their specific training materials. Training was provided by a team of internally trained safety leaders and volunteer supervisors. Materials were translated into a dozen languages. The entire process, including the first round of training, was completed globally within one year. This training also established a baseline of employee and supervisor involvement, which was critical to the development of our safety culture.

Many other communication vehicles have been employed, including global S&H cross-business workshops, goal tree alignment, leader coaching, web sites, one and two-way communication sessions with business leaders, site leaders, supervisors and employees. We also provided specific training in safety communications for safety and site business leaders.

When planning and providing communications, we needed to constantly be aware of geographic cultural differences. These different values and social norms of different countries will influence peoples' decisions to follow rules, wear PPE and the motivation for people to care about the safety of themselves and others.

Continued communication for clarity of each person's role in safety is key. Once or twice is not enough. Communication messages and channels need to be frequent, fresh and simple.

From a company-wide strategic view, the three-year strategic plans were prepared for 2001-2003 and 2004-2006. This enabled a better view of the overall plan and timeline.   Lastly, a summary of the key actions over the years was also prepared to depict the progression of key action deployment and impact on results.

Step 4 deliverable – Clarify and align common goals, objectives and actions, by incorporating them into existing business processes and systems. This enables us to identify and address any systematic constraints that would act against the achievement of our goals.

STEP 5. Empowering Others to Act on the Vision
If we define empowering broadly as helping people to be successful and motivated to take the needed actions, then we are both enabling them with education, tools, processes and skills and empowering them with time, money and support to use those new skills.

We began to enable all employees through the company-wide Safety Leadership training, which was previously described. Training continues at all levels and functions. Engineers, supervisors, site leaders receive the needed S&H training so they see the issues, understand the risk and know what to do themselves or who to call for help. When possible, the S&H tools provided were not new, but rather were their own processes modified with better and clearer ways to integrate and address S&H issues.

It is management's role to provide education, tools, processes and skills. We've strived to provide all of this in a way that is easy, clear and desirable. For instance, we have identified critical X's to help the businesses focus on the best pro-active actions that will provide the best return for creating a safety culture and reduce the probability of having an accident. Examples of some critical X's are:

- Supervisors ensure that all new and transferred employees in their area receive the needed job task and safety training,
- Supervisors ensure that safety risks in their areas are identified, prioritized and resolved with the involvement of their employees,
- Provide employees with basic six sigma and problem-solving skills
- The status of corrective actions identified from projects, improvement teams, audits and incident investigations are communicated and tracked for closure.
- S&H reviews are conducted prior to a new process change being implemented.

Part of removing any blocking processes are the systems and structures that may undermine the safety strategy. For instance, how are safety behaviors and results factored into the performance appraisal of business results and personal behaviors? Is there a system in place whereby employees can anonymously report unethical or unsafe behavior? At American Standard, we have an ethics hotline whereby employees can directly report any unethical or other concerns, including safety and health concerns. These cases receive immediate attention for a thorough investigation and resolution. Do reward and recognition systems look only at financial results or only the lagging indicator of rates? Better criteria focus on the pro-active actions to find and resolve safety risks, and driving the desired behaviors like reporting all incidents.

New safety roles and accountabilities can mean new opportunities. Many people will be motivated by new things to do and to grow. Some will not. Expect and factor in response to resistance. Business, site and functional leadership may not see nor want a direct role in safety. We have tried to make it clear and easy for them to succeed with only a few actions needed and ready tools to use.

Involvement of everyone is crucial. They need to be both enabled (with needed understanding and tools for the needed skills) and empowered (with time and support to do the new tasks). Employees' roles and responsibilities are defined in our culture. A new tool called P.E.P.S.I. (practical employee problem-solving involvement) has been developed within American Standard. P.E.P.S.I. provides a hands-on, 4-hour practical simulation in basic six sigma tools, where a group of hourly or supervisory employees solve both a quality and a safety problem with a real product. They can then apply these tools to more safety or quality problem in their work areas. Our goal is for direct employee involvement in solving safety problems, linking safety and quality, having some fun, demonstrating success and motivating the employees for continued involvement.

Step 5 deliverable – Enable the organization to be successful in reaching a common goal by removing obstacles and providing support.

STEP 6. Planning for and Creating Short-Term Wins

From a view of building the Safety Culture, a strong focus is placed on employee involvement and improvement teams. Different tools and techniques are available to engage the employees, including events and improvement teams involved in Kaizen events (lean improvement events), ergonomics, six sigma, new project reviews and safety committees. Positive reinforcement for employees actively participating in S&H improvement activities are provided at the company, business, site, team and individual levels. At the company level, a global recognition program recognizes the most successful sites which implement the safety actions from the annual operation plan (90% weighting) and which meet the safety rate objectives (10% weighting).

Sharing best practices and successes is an excellent way to create short-term wins and provide recognition for those doing the sharing. Various mechanisms are used including web sites, and cross- region and cross-business meetings and workshops. Testimonials are particularly effective for providing very detailed "how-to" examples, proven to work. Site and business leaders share what they have done themselves or have supported others to do. They also describe the resulting tangible business benefits of a reduction of workplace injuries or illnesses, increases in employee morale, teamwork, productivity, quality, image, financial bottom line and compliance. As needed or requested, we also provide one-to-one coaching sessions for site, business or S&H leaders who have particular challenging circumstances.

Step 6 deliverable – Create interest, enthusiasm and energy in our goals and plans; demonstrate successes and build upon tangible results and emotional buy-in to gain more supporters.

STEP 7. Consolidating Improvements and Producing Still More Change

The most common advice from companies with world class safety is to never let up the push and to keep the momentum. Without exception, they share stories where their safety culture and success appeared very strong. Even the slightest perception of a lesser emphasis on safety created a back slide, or at least a stall, which took years from which to recover. It is a lesson we are not interested in learning ourselves. So we keep the pressure, awareness and communications high.

Our goal is to fuel the "fly wheel"… to build momentum, interest and energy. We can do this by creating a pattern of management visibly talking about safety, fixing safety problems, holding people accountable, providing time for employees to get training and to work on safety problems. Employees then begin to participate more, doing their part to identify and solve safety problems, and to volunteer for safety committees and teams. In turn, management sees improvements in safety, teamwork, employee morale, housekeeping and even productivity. Management then further supports more safety activities and reinvigorating the process with new projects and themes. It is a cycle of success.

Aggressive sharing of successes, project status and lessons learned can also serve as the fuel for continued interest and activity. Successes are contagious. Successes can come from any level of the company, business, region, country, location or department. Web sites, personal testimonials, coaching sessions and special events can highlight and showcase successes.

We try to appeal to people's motivation, look less at the technical view and more at the emotional/personal view of safety and health. For example, many businesses this year will begin a "why is safety important to me?" campaign. It is only designed to provide awareness. This approach can work well to keep safety awareness high in times of organizational change, when the employees might be distracted from work safely with their minds on their own personal concerns.

Hiring, promoting and developing employees who can implement the vision will keep the desired momentum. These people are the change agents needed to implement the desired actions, and to motivate and influence the rest of the organization.

Step 7 deliverable – Create sufficient interest and enthusiasm to create cycles of self-sustaining success. Be mindful of people's personal motivations, to keep them interested and focused**.**

STEP 8. Institutionalize the Changes and New Approach
Anchor the new approach and desired behaviors and actions in the culture by integrating the desired S&H considerations into existing business processes, tools and behaviors. Of the many possible business processes at work every day, thirteen key processes were selected to focus upon for S&H integration. (Exhibit 4). The goal was for the new S&H-related behaviors and decisions to become routine, and rooted in social norms and shared values. By integrating S&H considerations into the thirteen business processes, it becomes part of the normal activity of the business, rather than separate steps to take after their normal work is done. It also makes it easier for people to do the right things and make the right decisions when it is built into the daily routines.

Alliances and partnerships with the different process owners facilitated this S&H integration, and the acceptance and understanding of the benefits of its use. For example, incorporating S&H considerations into the business new product design process was done by working together with the engineering and technology leadership groups. When the integration was completed, training was provided to the general engineering groups as to how S&H considerations and issues were incorporated into their own product development process, and what tools and help is available to assist them in these actions. The avoidance of possible redesign work and prevention of S&H risks when considering S&H issues upfront are explained and demonstrated.

- New employee hiring
- New/transferred employee orientation (at all levels)
- Critical raw material and supplier selection and retention
- Contractor selection, retention and management
- Third party employee selection, retention and management
- Discipline
- Recognition and reward
- Leadership skill development (business, plants, sites, team leaders/supervisors) and employees
- Leadership personal performance reviews
- New product development and changes
- Process changes
- Six sigma processes, projects and training
- Lean processes, projects and training

Exhibit 4. Targeted Thirteen Business Processes for S&H Integration

Providing reward and recognition for the successful resolution of S&H issues reinforces the new decisions and actions. For example, S&H considerations are built into lean Kaizen events, which occur when production lines are changed. Teams which complete S&H issue resolutions, as part of these Kaizen events are recognized at the sites.   Recognition can also be provided when the desired S&H-related actions are taken. In the performance appraisals of field supervisors, the successful completion of safety audits at job sites is assessed and recognized accordingly. Lastly, recognition and career development opportunities are important for our S&H leaders also. We want to retain our talented and skilled S&H professionals, offering new opportunities to learn and to get recognized and rewarded for their good work and successes.

Demonstrating the connection between safety culture and business success will encourage and reinforce the business value of S&H integration. Sites with strong safety culture, including the successful integration of S&H into the daily processes, also experience successes in productivity, quality, employee morale and teamwork and ultimately operating costs and customer relationships.

Step 8 deliverable – Sustain progress in safety culture and performance by building S&H considerations into the core business processes and decisions. It is a systematic approach where all the pieces fit and work together willingly with positive energy and enthusiasm, to a common goal. Make it easy, natural and rewarding to do the right thing, every time**.**

Conclusions

Lessons learned from the best companies in safety, as well as from personal experiences are summarized below (Exhibit 5). Design and define your vision and strategy to accomplish both as simply as possible, and stay focused on them. Recognize the current state, and directly address the gaps and barriers.

Safety culture is the key to lasting success for a safe and healthy work environment. A world class safety culture focuses on peoples' actions. So their roles must be clear, easy to do and desirable. If we design and create the education, tools and processes so that all employees, and leadership, can have the safe, disciplined thoughts that result in safe actions, balanced with the real operational demands, we've created a lasting safety culture.

In safety and health, our job is to foresee risks and dangers before an accident or crisis occurs. We are successful when we have no problems or risks, and have no crises to manage. We'll never know how many people we help every day. We don't need to... we do this because we care about people.

- Commitment and drive starts at the top and rises from the bottom of the organization
- Set clear and simple vision, strategy and targets
- Integrate into the company values, mission, culture and processes
- Recognize and address geographic cultural differences
- Balanced strategic approach of culture-process-talent
- Work the strategy with education, easy tools and processes
- Get the "right people" in the "right seats" on the bus
- Be consistent …stay the course and resist the temptation of quick fixes
- Development and deployment by cross-business and cross-functional teams; seek lots of input and involvement
- Be persistent…be relentless and be firm
- Be brave…make the tough decisions because this isn't a popularity contest
- Enjoy, laugh and have fun
- Remember why we do this… we care for our people.

Exhibit 5. Summary of advice and experiences