



# Increasing Organizational efficiency & effectiveness

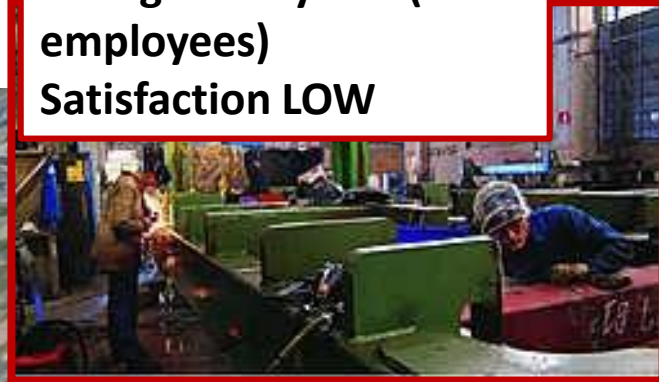
## The role of LEADERSHIP



# context



**High Labour Cost**  
**Av. Age > 48 years (950 employees)**  
**Satisfaction LOW**



**175 years old site in Brugge/Belgium**  
**Competing with “best-cost” countries**

**New technology = Thread for jobs?**



**Project-deliverables < target**

# 2 important challenges

Bring “Operations” towards a “competitive” advance



In 2 years  
HOW?

Unlock  
Your Potential

Capture big business-opportunities in Benelux

# 3 Drivers for our Change

## 1. Focus on “3” business-components

- ❑ **Technical:** how can new technology support us
- ❑ **Management-processes:** how can we ensure a strong

- Policy-Deployment
- Strong follow-up (Plan-Do-Check-Act = PDCA)
- Escalation-process

- ❑ **Behaviour:** how can we create an environment where

- Entrepreneurship
- Creativity
- Passion



Grow and increase significantly our business-performance AND employee-engagement

## 2. Ensure employee-involvement from the beginning

## 3. Develop a consistent leadership-style





## CONSISTENT LEADERSHIPSTYLE

If you want to build a ship ...  
do not ask people to:  
look for wood or make drawings or split up  
the tasks or define the roles

**BUT** create an environment where  
people long for the “endless sea” ...

*Antoine de Saint-Exupéry (1900-1944)*

# EMPLOYEE-COMMITMENT BY INVOLVEMENT



# Process of change in 2 phases and 6 steps

## Phase 1: preparation to ensure Quality

Mobilisation  
of key-persons

Define  
organizational  
principles &  
clear target

Install a strong  
PDCA-model

Communication  
Communication  
Communication

## Phase 2: Make it work!!!

Mobilisation  
of the  
organization

Implementation

Consolidation  
& define next  
steps





# Process of change in 2 phases and 6 steps

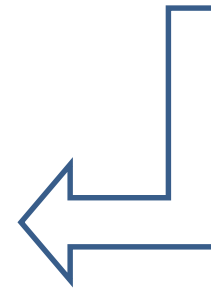
## Phase 1: preparation to ensure Quality

### Step 1

Mobilisation  
of key-persons



Unions, all supervisory roles



- Burning Platform understood
- Clear “negotiables” / “non-negotiables” agreed
- 4 workgroups defined



# Process of change in 2 phases and 6 steps

## Phase 1: preparation to ensure Quality

### Step 2

Define  
organizational  
principles &  
clear target



Management-team



### Organizational Principles agreed

- **Inspiring, visible leadership !!!!! In a concrete way and on ALL levels**
- Involvement on voluntary base
- One-roof-concept
- Focus on teamtargets
- Process-performance is key
- **Target** = NO learning-curve



# LEADERS ARE DRIVING THE CHANGE

and are questioning their own behaviours on periodical base

## Mirror 1

### Source of energy and enthusiasm

- By a concrete vision
- By understanding, supporting and strong motivation to contribute

## Mirror 3

### Coach in 2 directions

- By keeping the targets in focus
- By strong support and help in achieving the objectives
- By strong focus on the expected behaviour

## Mirror 2

### Living example

- By being the role-model
- By the right attitude in case of conflicts/problems
- By living the agreed values/principles

## Mirror 4

### Facilitator

- By providing training, the right information, time and resources
- By showing results
- By strong participation

## Mirror 7

### Customer

- By making the customer visible
- By bringing the customer always in focus

## Mirror 6

### Bull dozer

- By a high responsiveness
- By eliminating road-blocks
- By challenging the status quo

Am I .....?  
Are we ....?

## Mirror 5

### Source of information

- By explaining the “bigger picture”
- By frequent and concrete communication
- By periodical and common evaluation of “direction” and “speed”

# Process of change in 2 phases and 6 steps

## Step 3

Install a strong  
PDCA-model



- Strong teamwork on “all” levels
- High agility, high responsiveness
- Strong escalation-process
- Visible Performance-driven



94 % engaged !!!

Communication  
Communication  
Communication

**Phase 2: Make it work!!!**

Mobilisation  
of the  
organization

Implementation

Consolidation  
& define next  
steps



# Process of change in 2 phases and 6 steps

## Phase 2: Make it work!!!

### Step 4

#### Mobilisation of the organization

#### Technology (technical component)

- ✓ Implementation of Virtual Reality
- ✓ Ensure information-flow by tab-pc's
- ✓ Installation of Andon-system on laptop
- ✓ Impact defined on processes/jobs

#### HR (behavioural component)

- ✓ Start of pro-active training & education on "all" levels
- ✓ Implementation of new organizational set-up
- ✓ Alignment of recrute-, payment-, reward-processes
- ✓ Facilitation of the 3 other groups



#### Processes (management-component)

Installation of One-roof-concept around processes with clear HSE-Q-D-C-targets for:

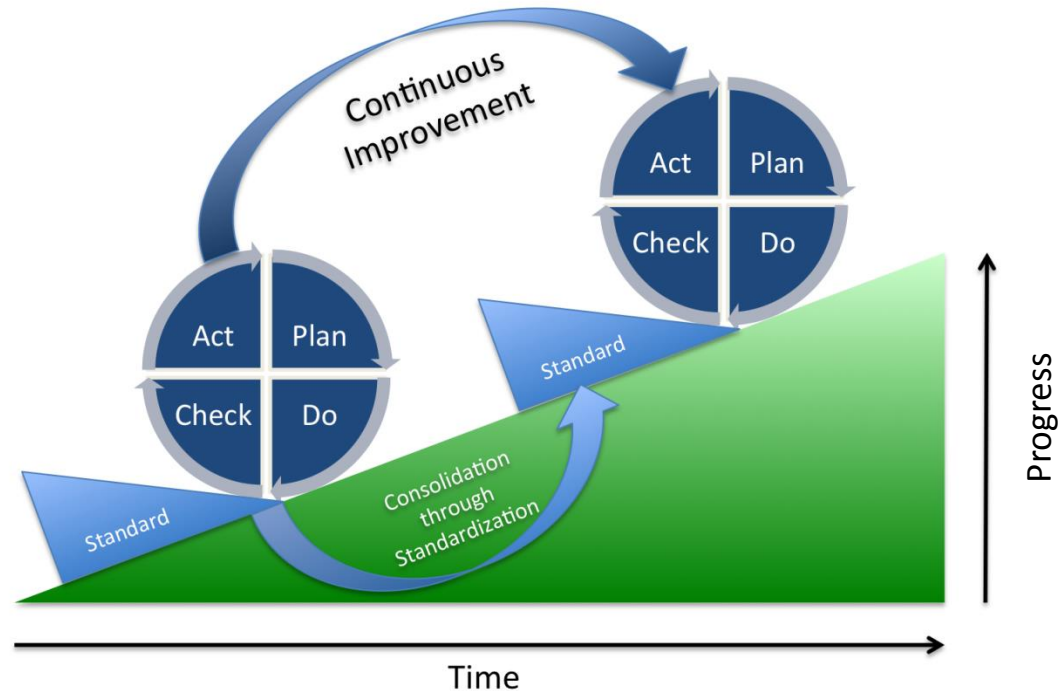
- ✓ The engineering-process
- ✓ Methods-process
- ✓ Production- & Delivery process
- ✓ Visualized PDCA-process
- ✓ Escalation-process

**Communication:** daily, weekly, monthly, quaterly

# Process of change in 2 phases and 6 steps

## Step 5

Implementation

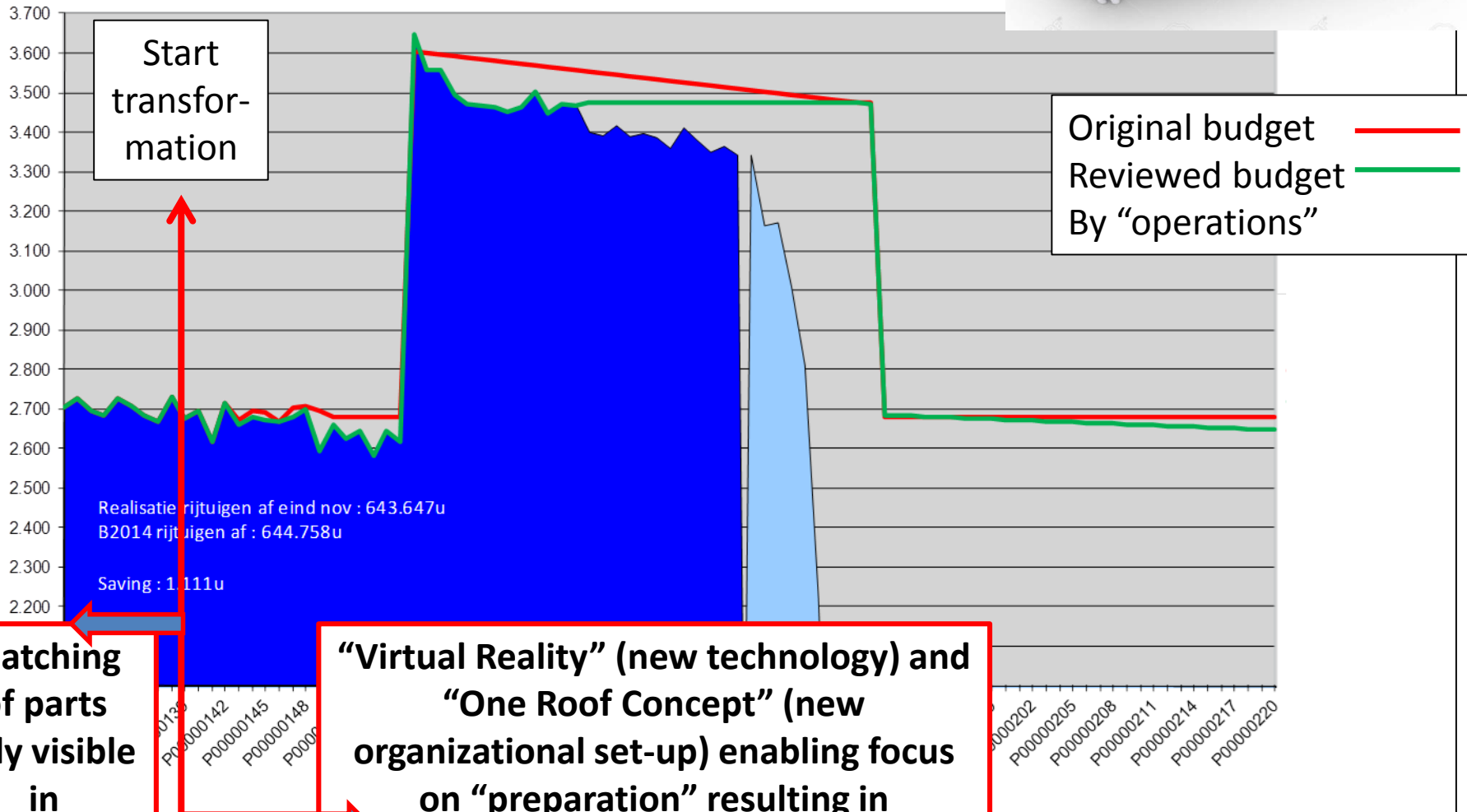


### Frequency

- Performance: daily, weekly, monthly
- 4 workgroups:
  - ✓ Bi-weekly
  - ✓ Monthly extra check on project-effectiveness/efficiency



### Totaal Produktie T3000 (exclusief machines)

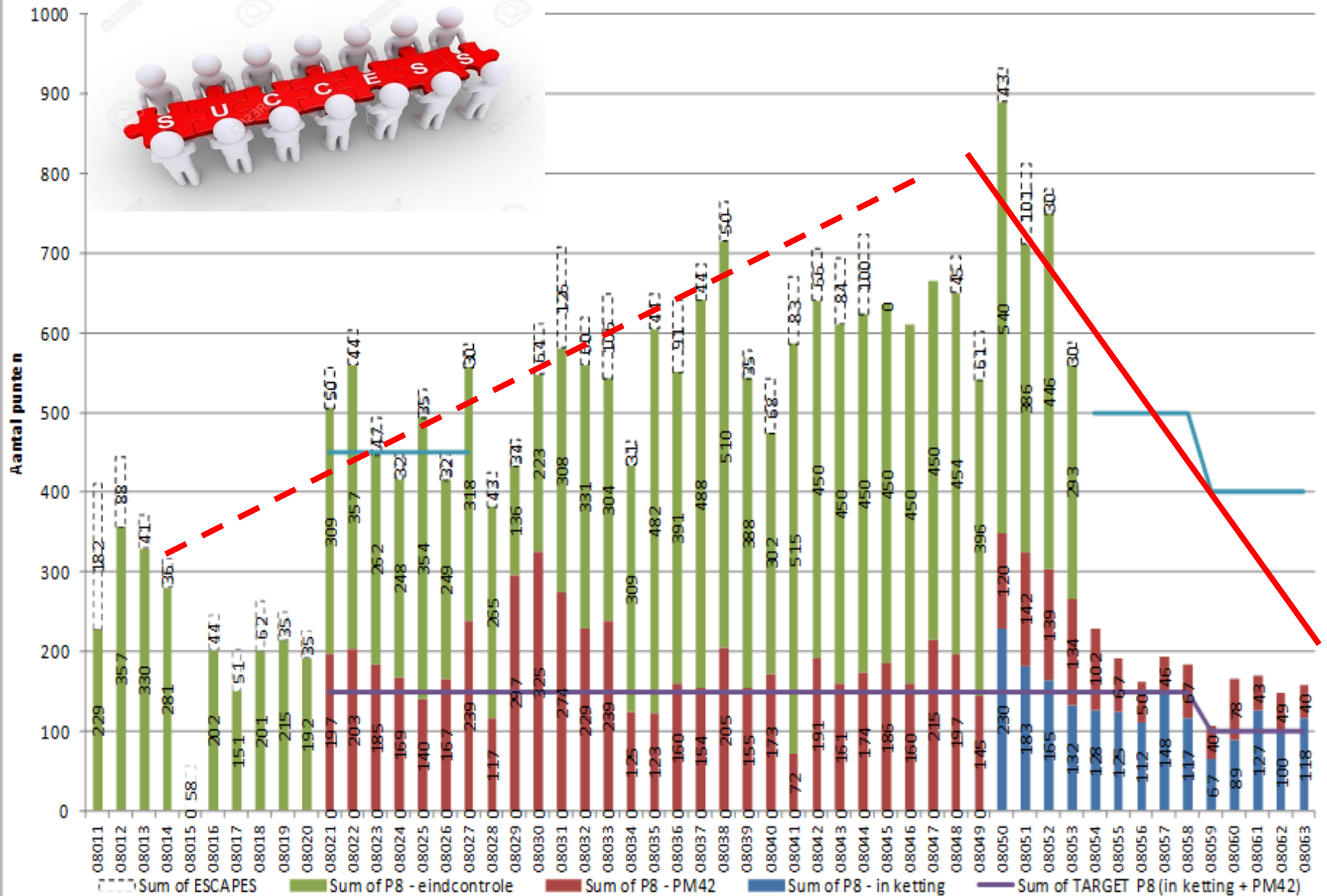


Matching of parts only visible in "Execution-phase"

"Virtual Reality" (new technology) and "One Roof Concept" (new organizational set-up) enabling focus on "preparation" resulting in significant reduction of the engineering-cycle and costs



# P8 AM08



# Process of change in 2 phases and 6 steps

## Step 6

Consolidation  
& define next  
steps



### Bottom-line

- ✓ 35% productivity-gain in preparation
- ✓ 65% less learning-curve (run@rate)
- ✓ 28% quality-increase at the start including supplier quality
- ✓ 32% less project-review-meetings
- ✓ 42% more engineering-changes in preparation-phase
- ✓ 31% less suppliers



### Quality of work = 28% increase of employee-satisfaction

- One-roof-concept along well defined processes & products (design-delivery)
- Strong focus on competence-development
- Consistent & positive follow-up-cycle (**P**lan-**D**o-**C**heck-**A**ct)
- Inspiring leaders on the shopfloor

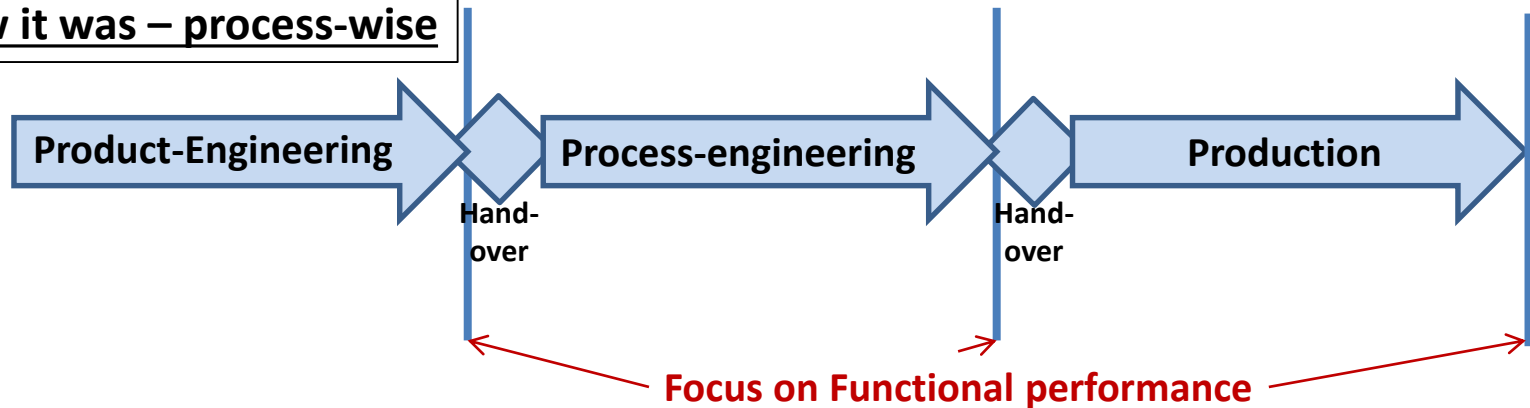






# New organisational design as “vehicle” for success driven by inspiring leadership

## How it was – process-wise



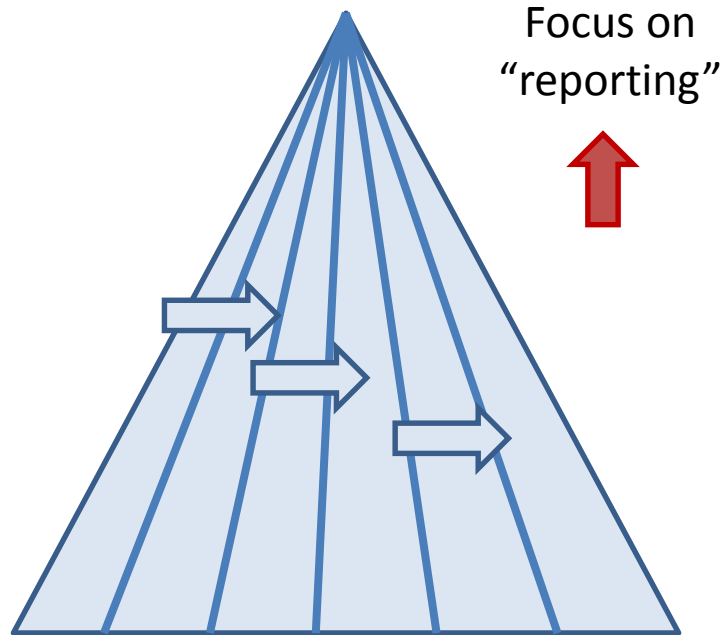
## How it is – process-wise

From product-engineering till production and delivery by ONE team fully accountable for performance of this process

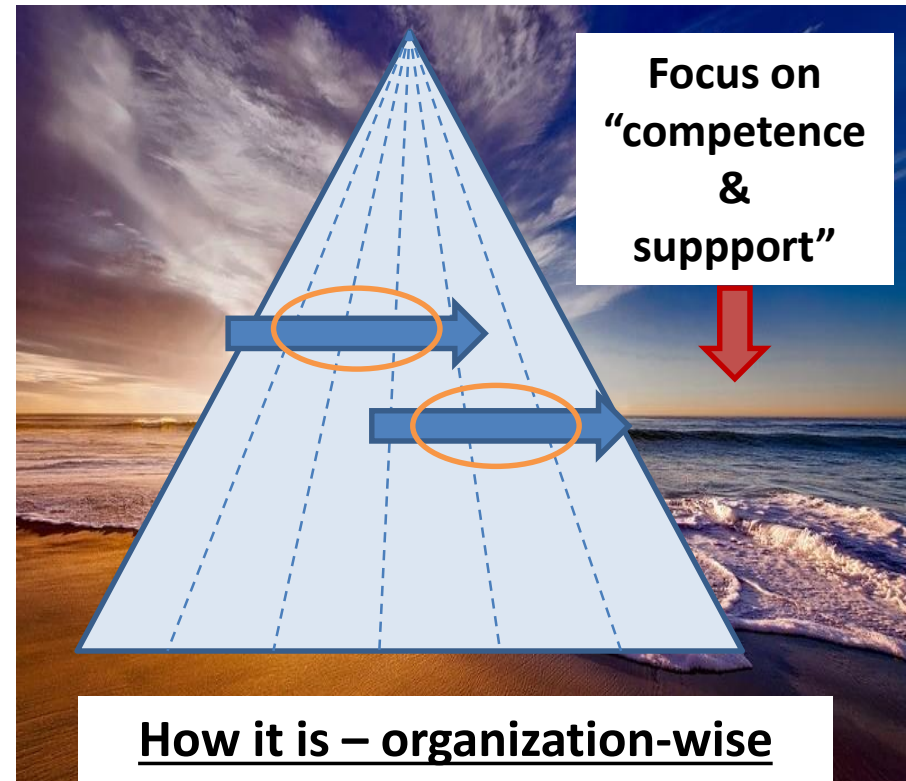
Focus on “gates” (go-no go)

Final result becomes more and more predictable

# New organisational design as “vehicle” for success driven by inspiring leadership



How it was – organization-wise



How it is – organization-wise

thank you

merci

dankie

danke

tak

takk

faleminderit

bayarlalaa

hvala

today

obrigada

shukriya

grazie

paldies

choukrane

chnorakaloutioun

blagodaram

kiitos

ngiyabonga

nandri

mahalo

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