

Does your culture fit your strategy?

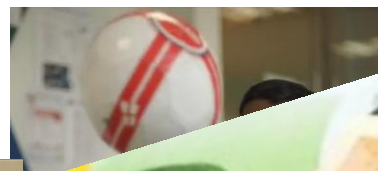
Emiel van Est

I have a dream...



Portofino
Hard-top convertible
592 hp V8 engine
Max speed 320 km/h
0–100 km/h in 3.5 sec
0–200 km/h in 10.8 sec

I have a dream...

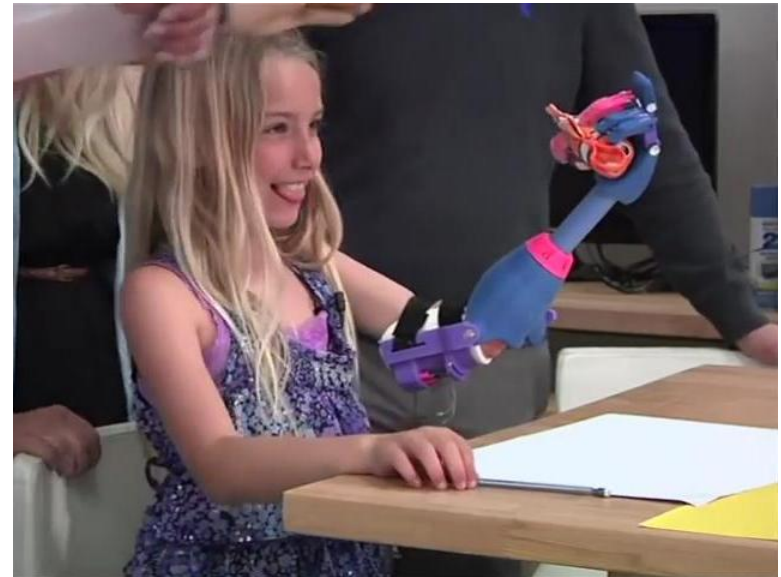


Willingness to support

Dream 1



Dream 2

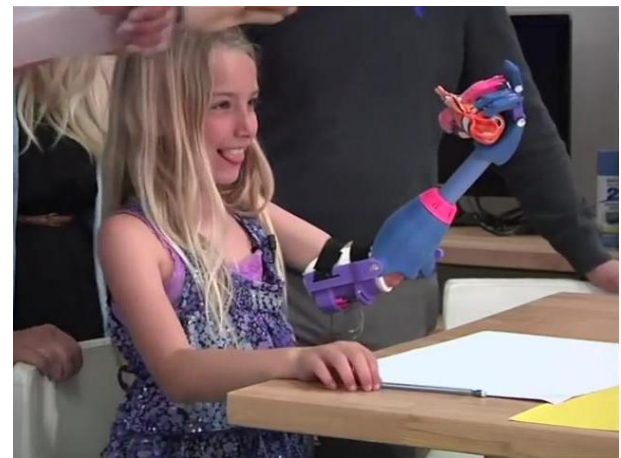


Culture eats strategy for breakfast!

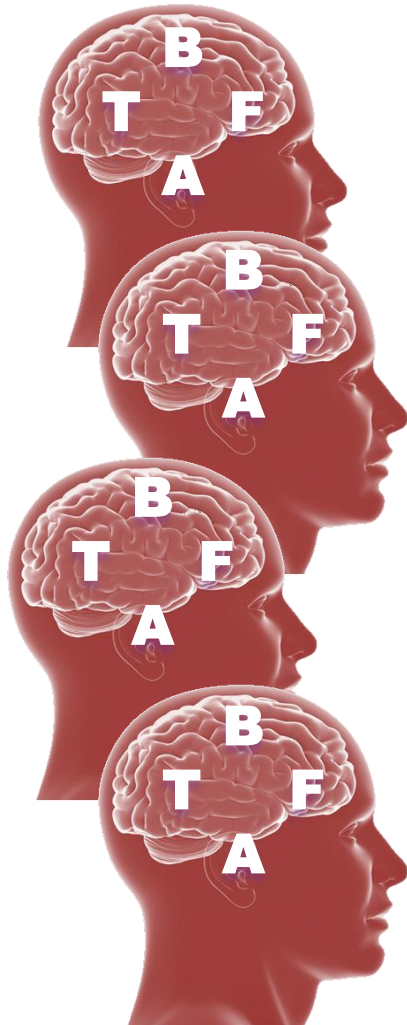
Peter Drucker

Same strategy

1. Share dream
2. Share €200.000 gap
3. Ask for your support



Culture



Belief
Think
Feel
Act

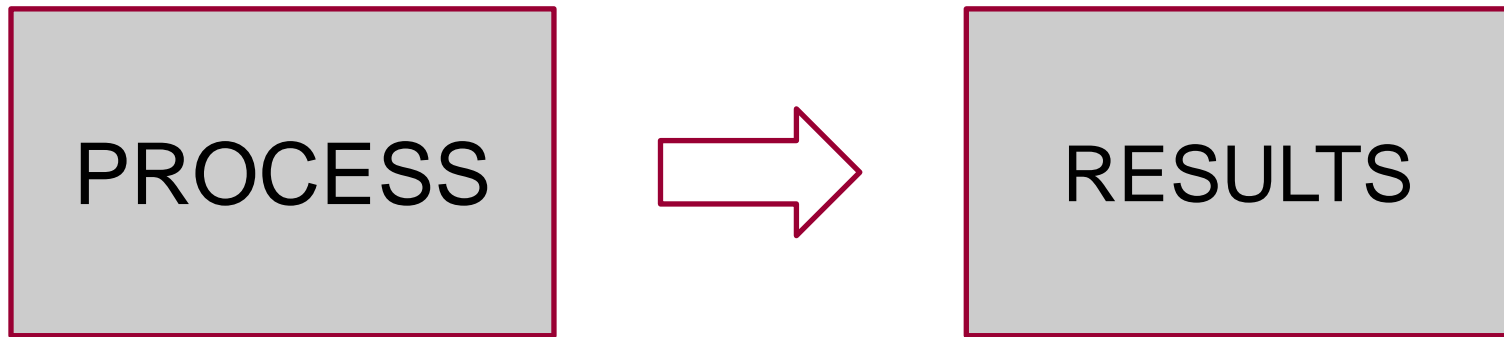


* BTFA framework developed by David Bovis

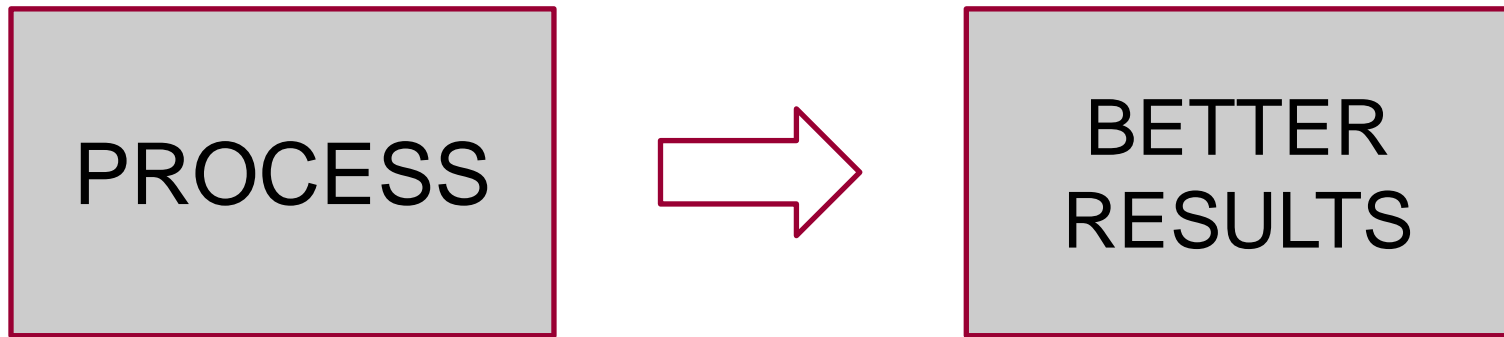
How to make continuous improvement continuous?



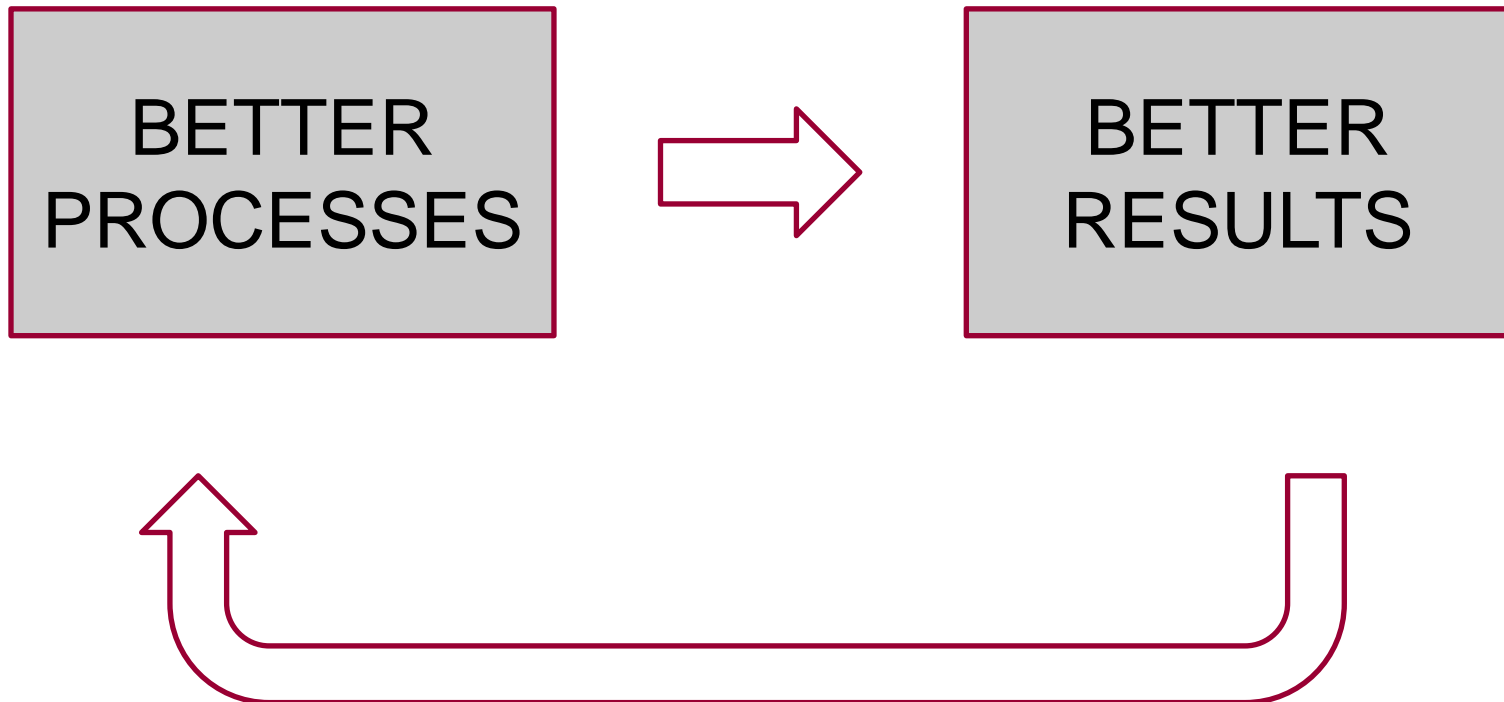
Process Thinking



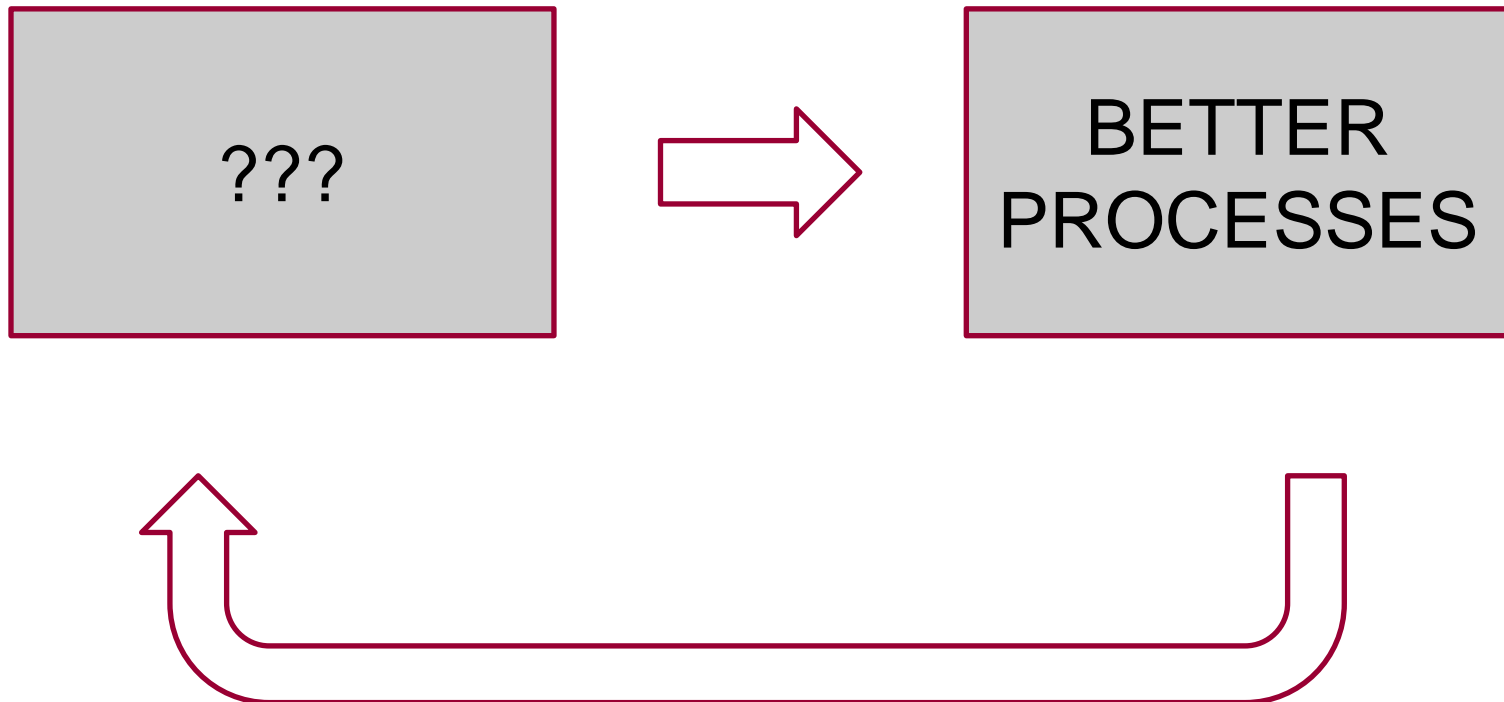
Process Thinking



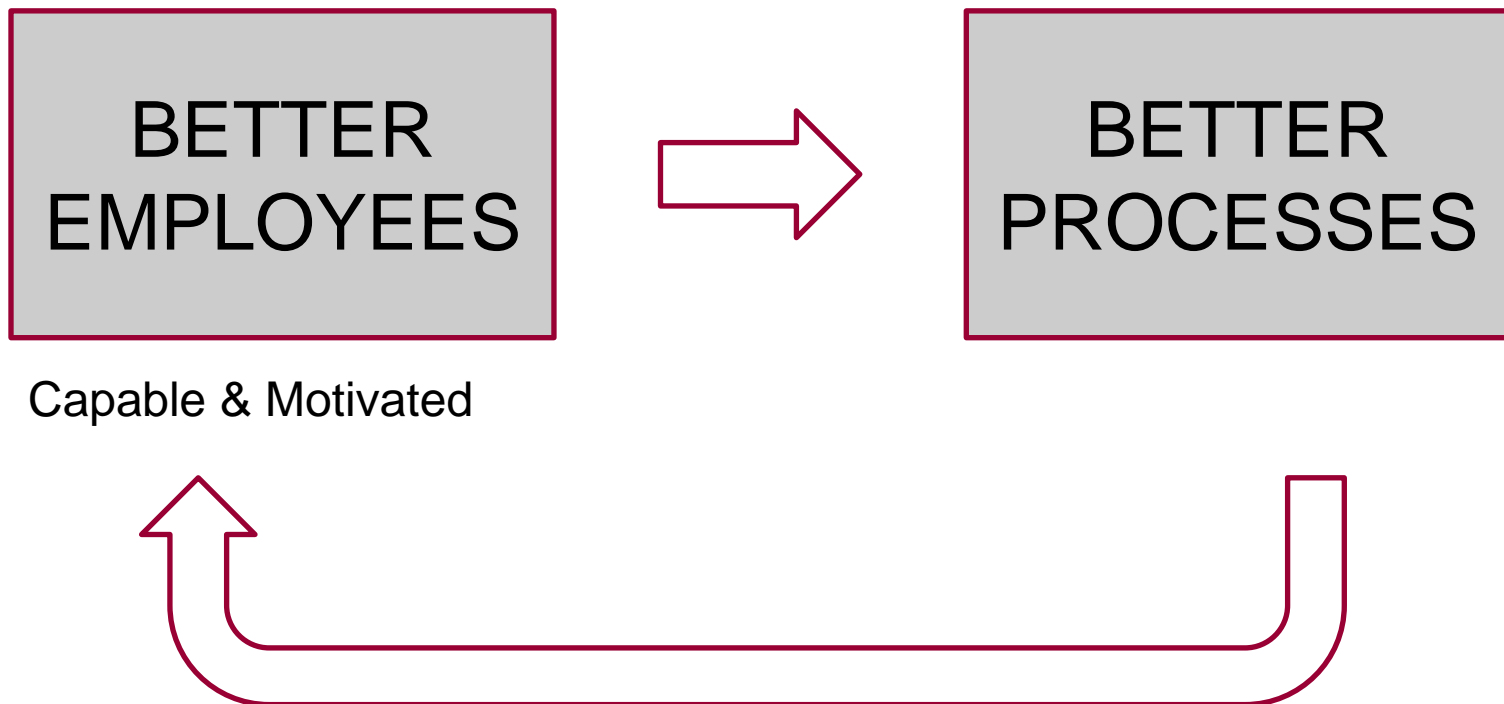
Process Thinking



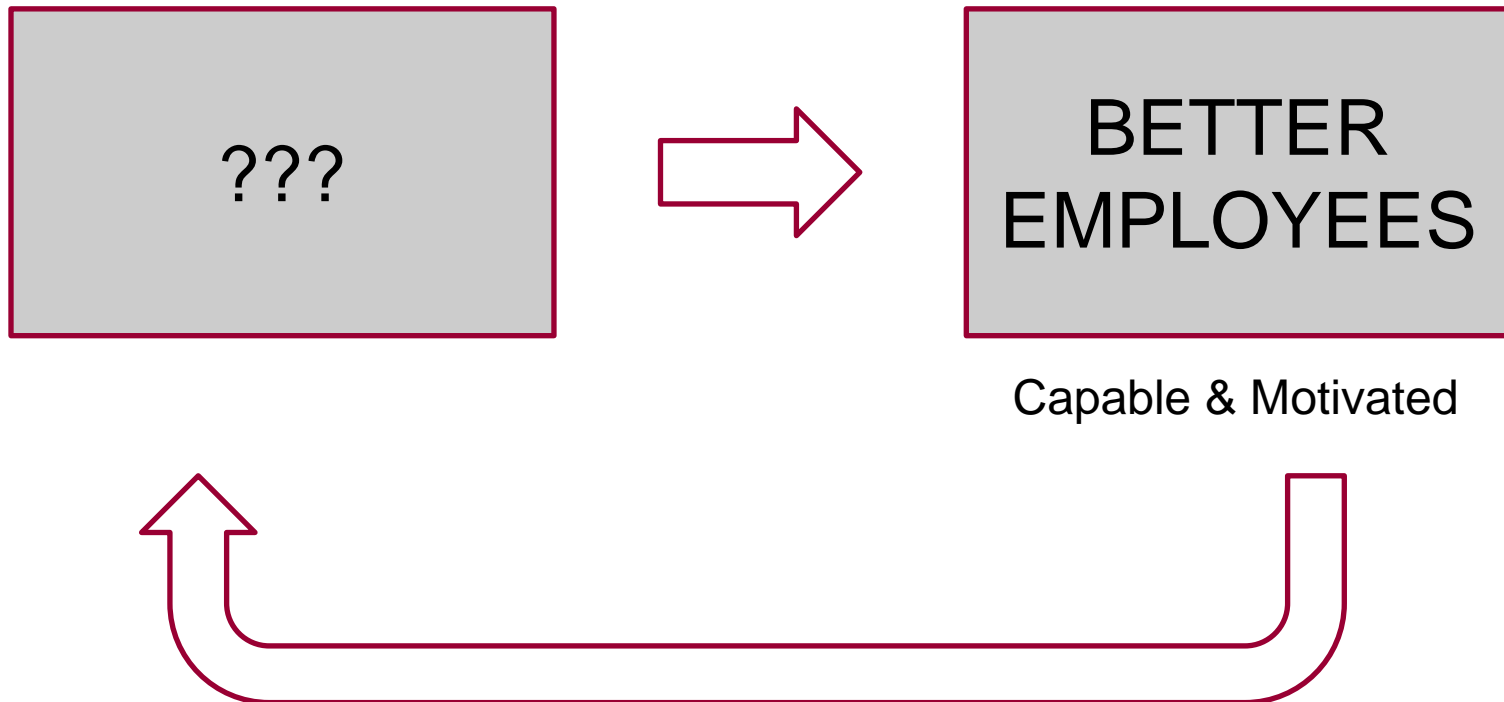
Process Thinking



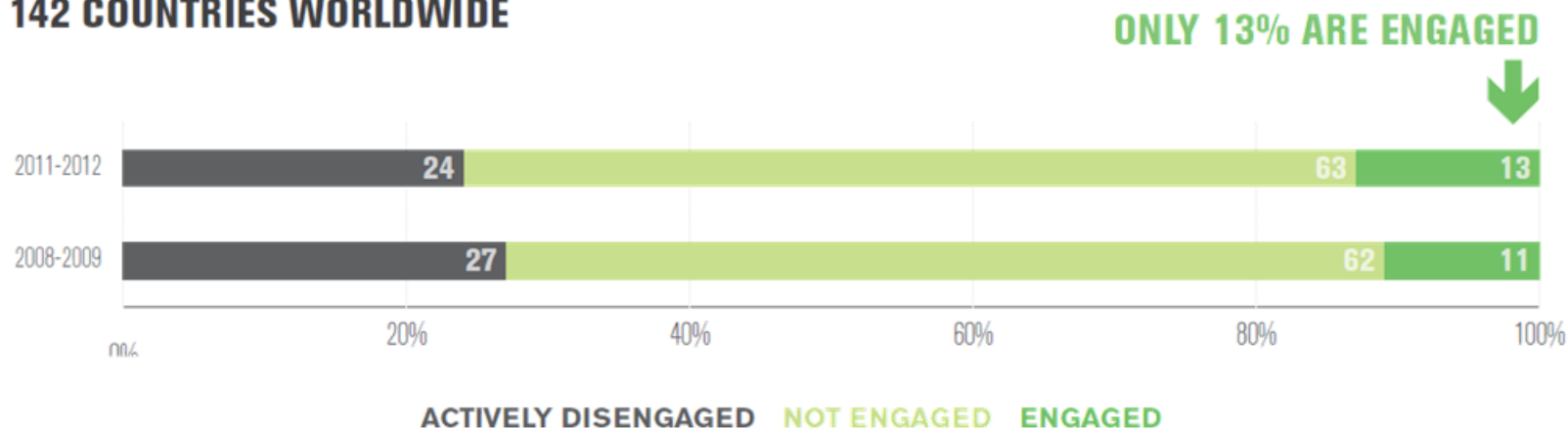
Process Thinking



Process Thinking



OVERALL ENGAGEMENT AMONG THE EMPLOYED POPULATION IN 142 COUNTRIES WORLDWIDE



1

Engaged employees

work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2

Not Engaged employees

are essentially “checked out.” They’re sleepwalking through their workday, putting time — but not energy or passion — into their work.

3

Actively Disengaged employees

aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

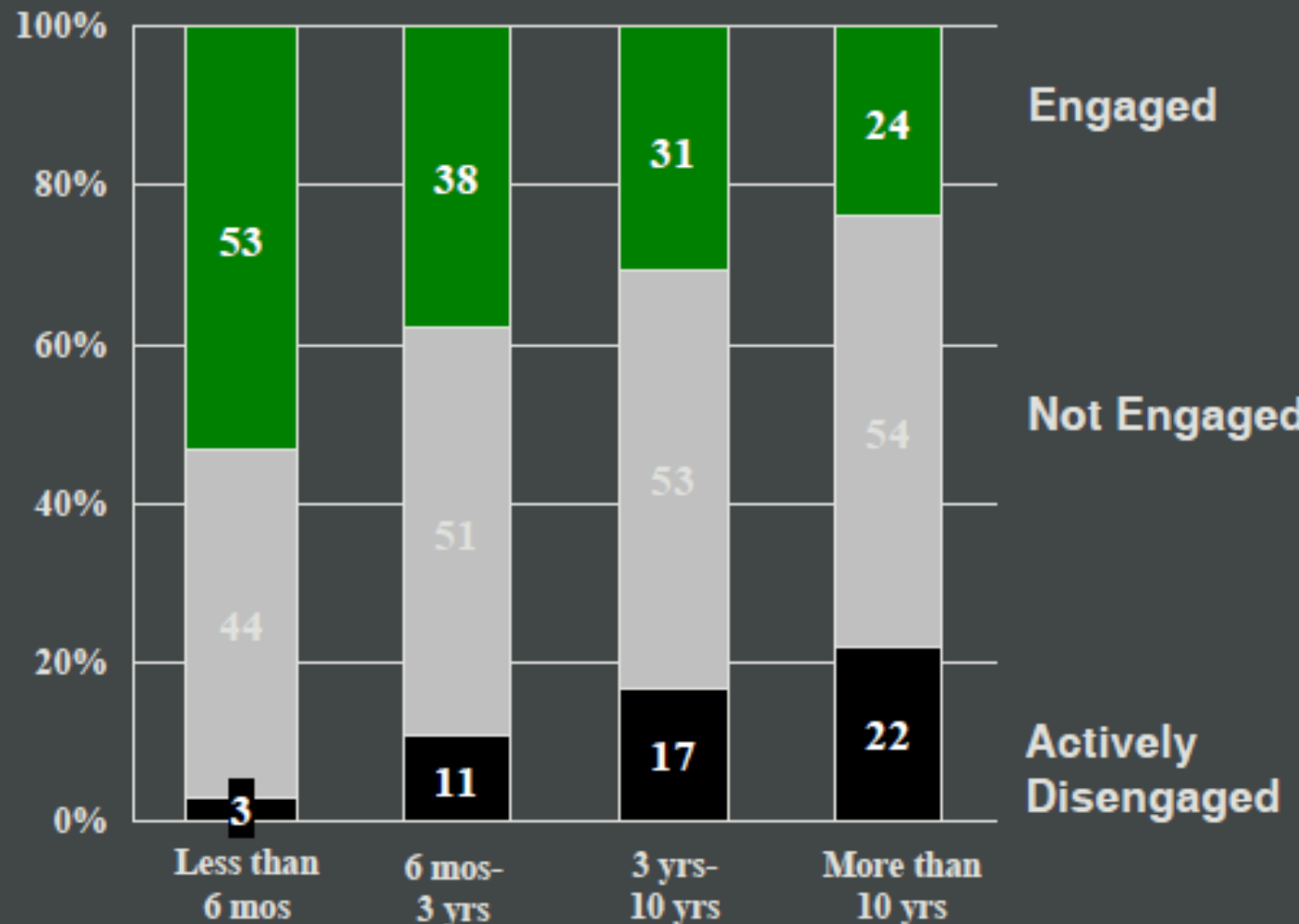
▶ ACTIVELY DISENGAGED
EMPLOYEES CONTINUE TO
OUTNUMBER ENGAGED
EMPLOYEES BY NEARLY
2-TO-1.

	ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Denmark	21%	69%	10%
Malta	19%	61%	20%
Portugal	19%	65%	16%
Spain	18%	62%	20%
United Kingdom	17%	57%	26%
Iceland	16%	75%	10%
Ireland	16%	65%	20%
Norway	16%	77%	7%
Sweden	16%	73%	12%
Switzerland	16%	76%	8%
Germany	15%	61%	24%
Slovenia	15%	70%	16%
Austria	14%	74%	12%
Italy	14%	68%	18%
Luxembourg	14%	72%	14%
Belgium	12%	66%	22%
Finland	11%	76%	14%
France	9%	65%	26%
Netherlands	9%	80%	11%

For results listed in this table, the margin of sampling error ranges from ± 1 to ± 6 percentage points. See the appendix for a full listing of margin-of-error estimates by country.

Employees typically don't join an organisation being disengaged

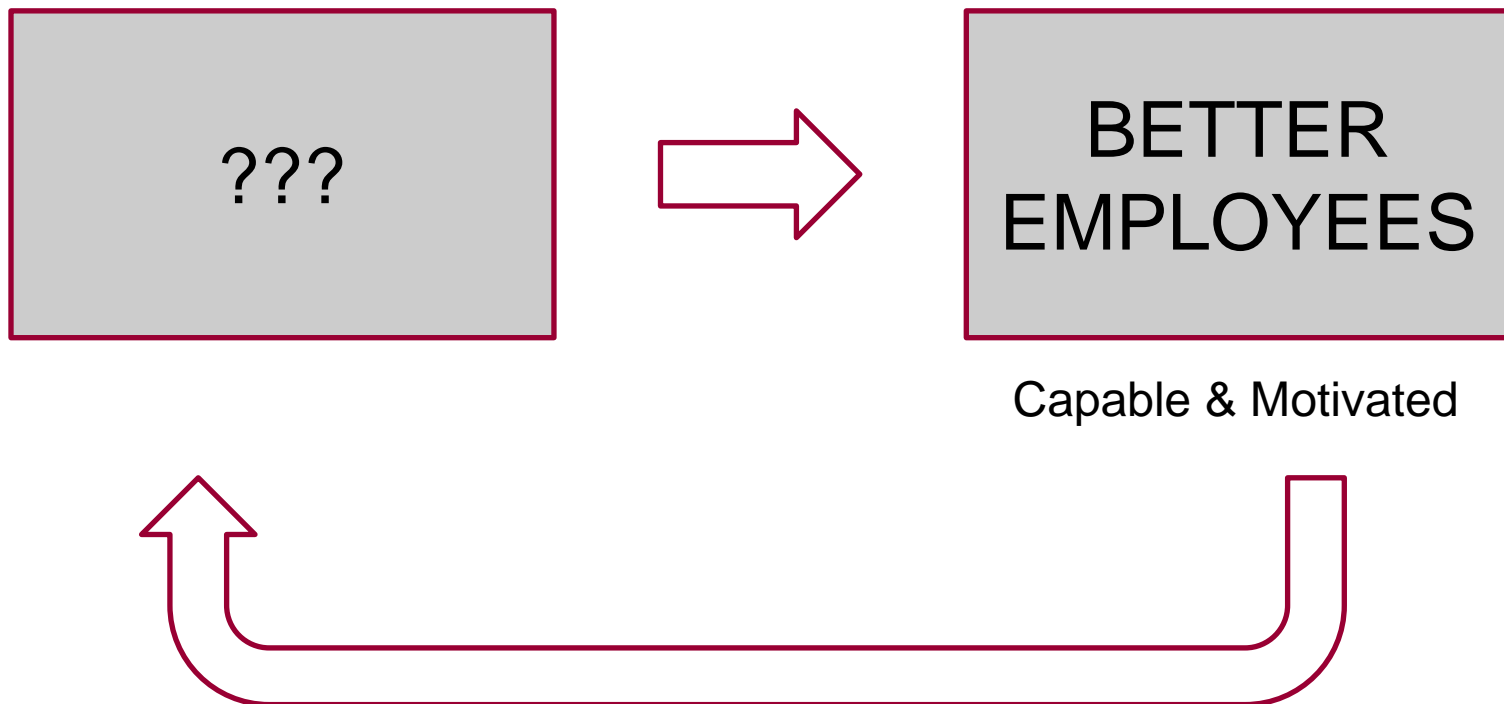
..... they become disengaged, typically within the first six months.



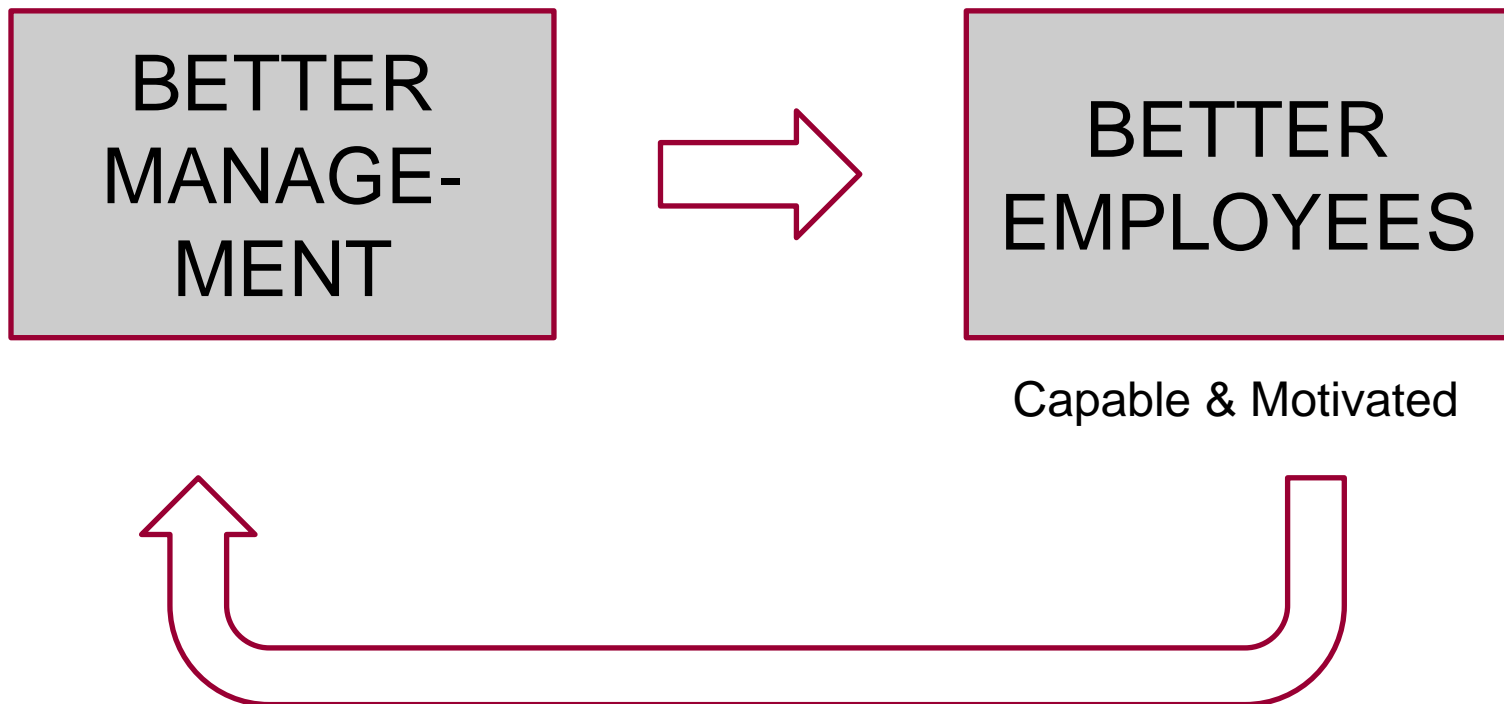
Gallup Database, 1st Administration Companies, 02-05

**When people leave, they
leave their manager rather
than the organisation.**

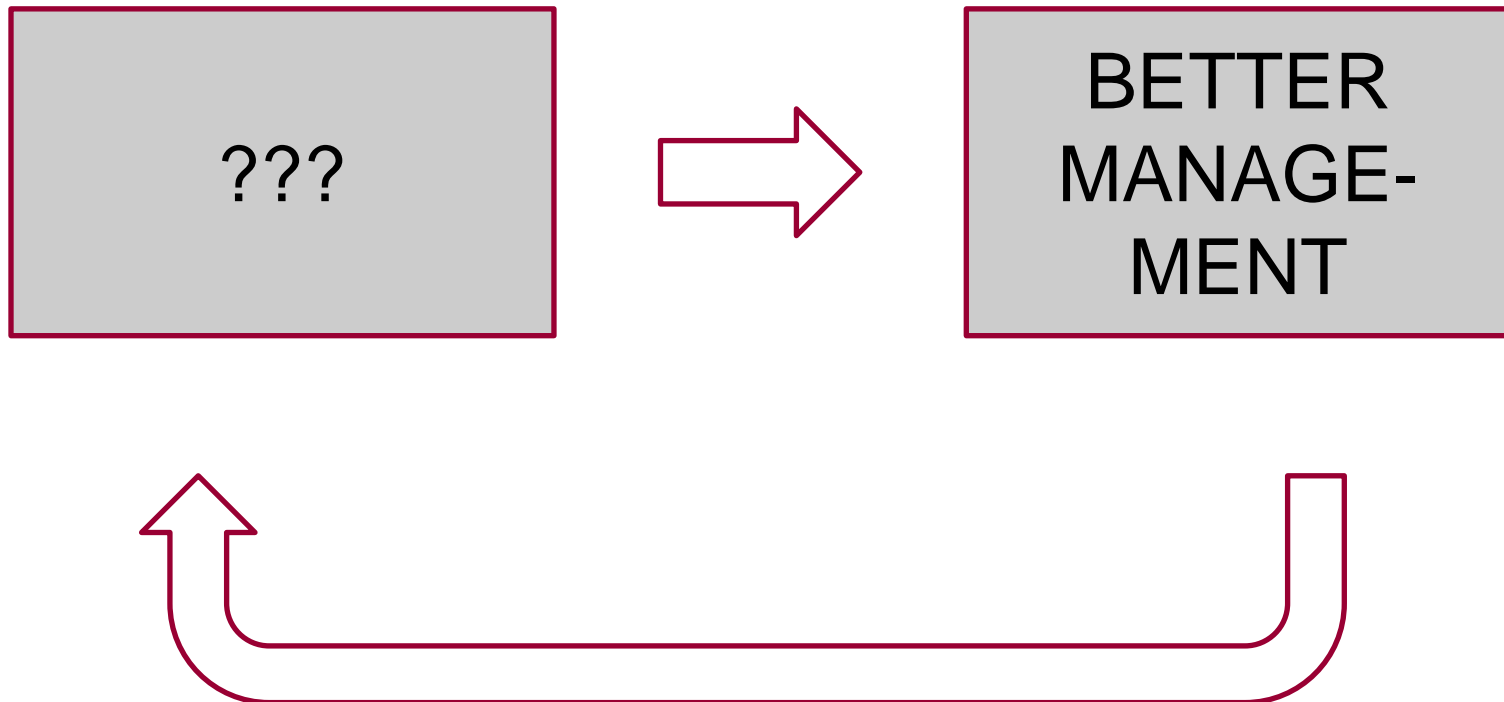
Process Thinking



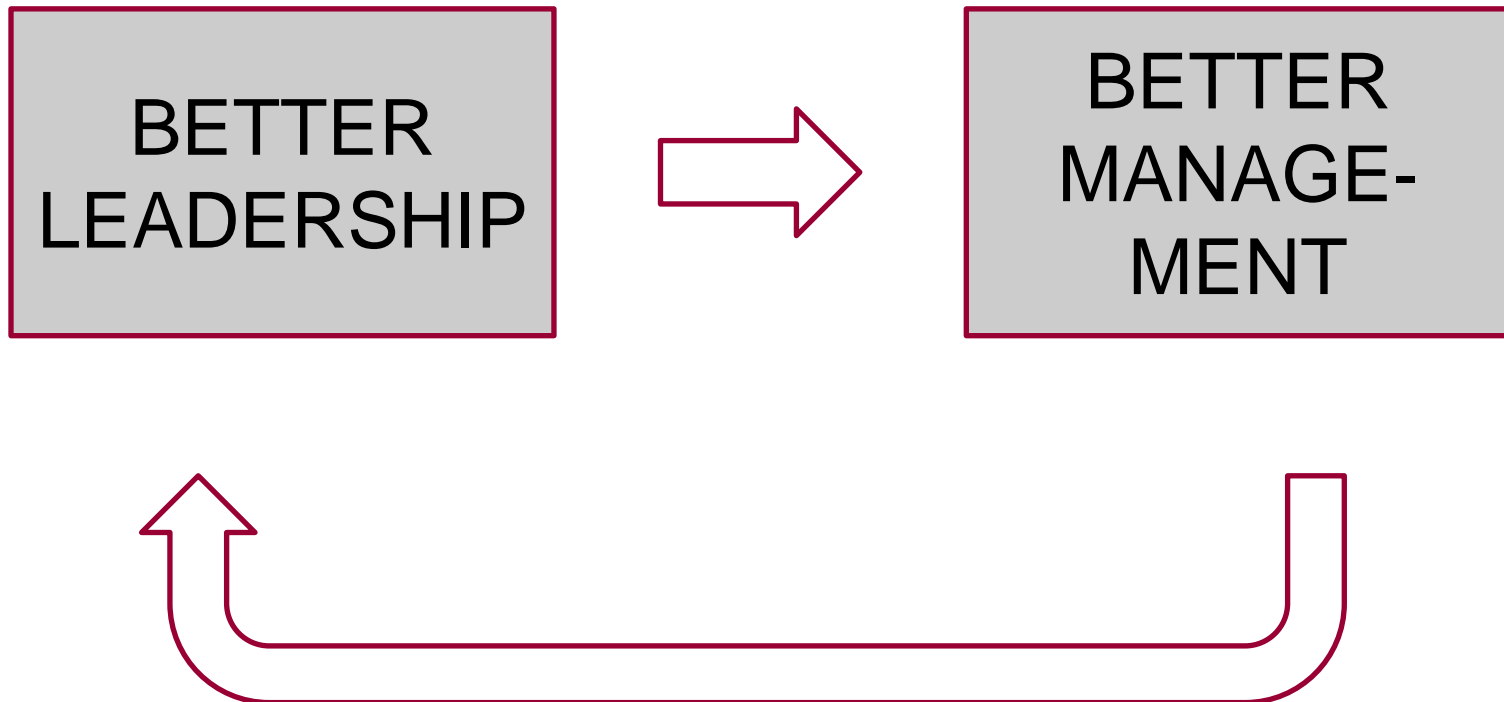
Process Thinking



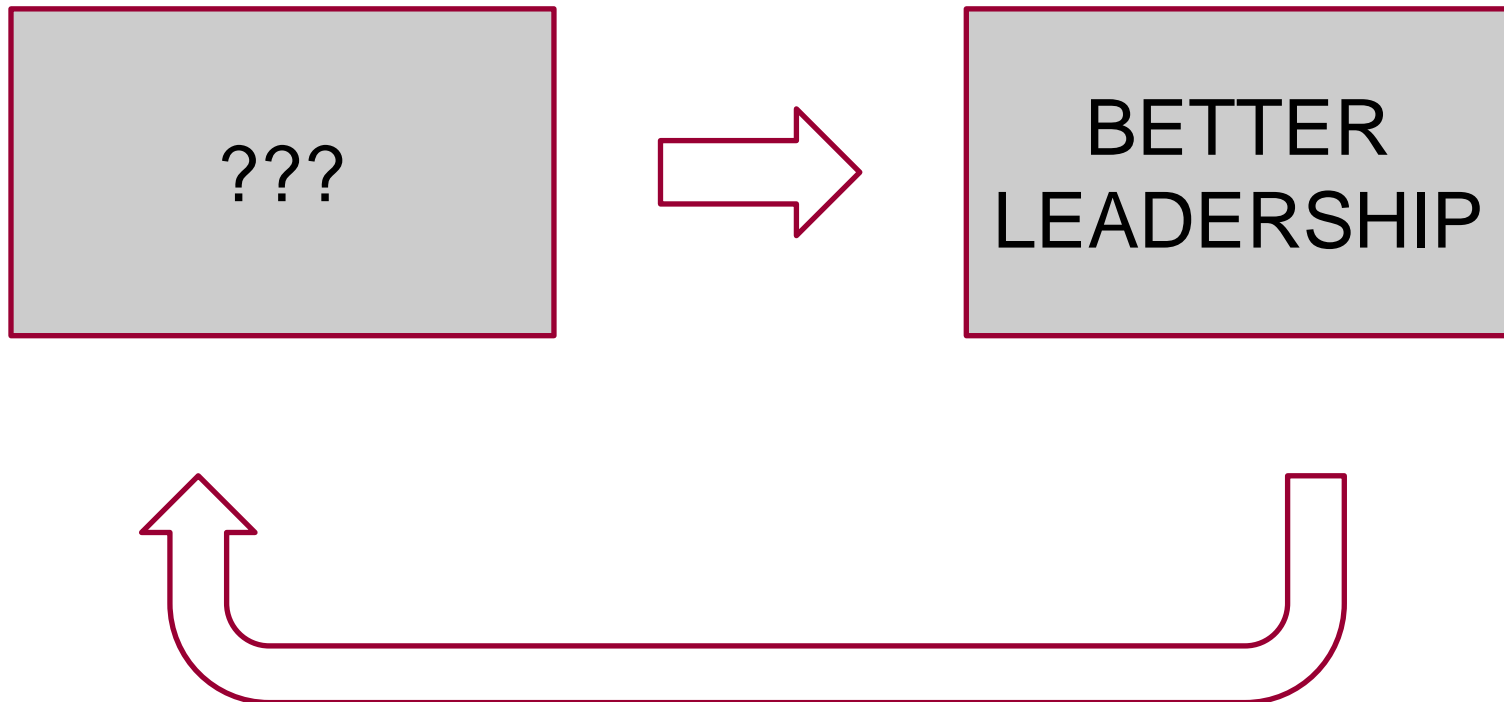
Process Thinking



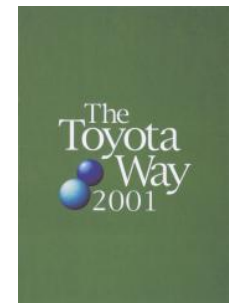
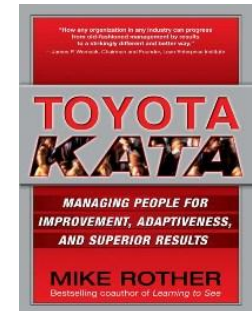
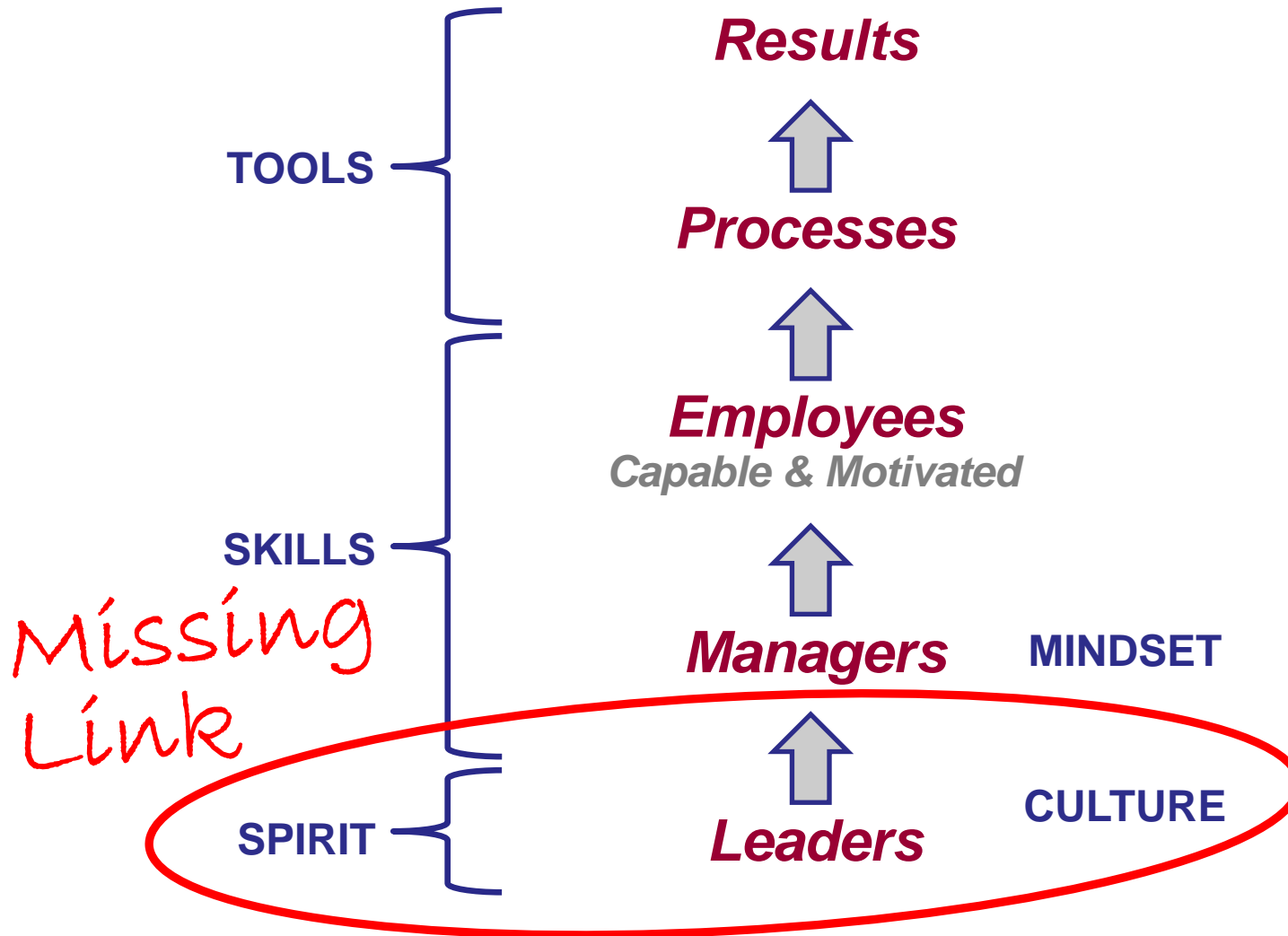
Process Thinking



Process Thinking



Process Thinking⁴



More common strategy



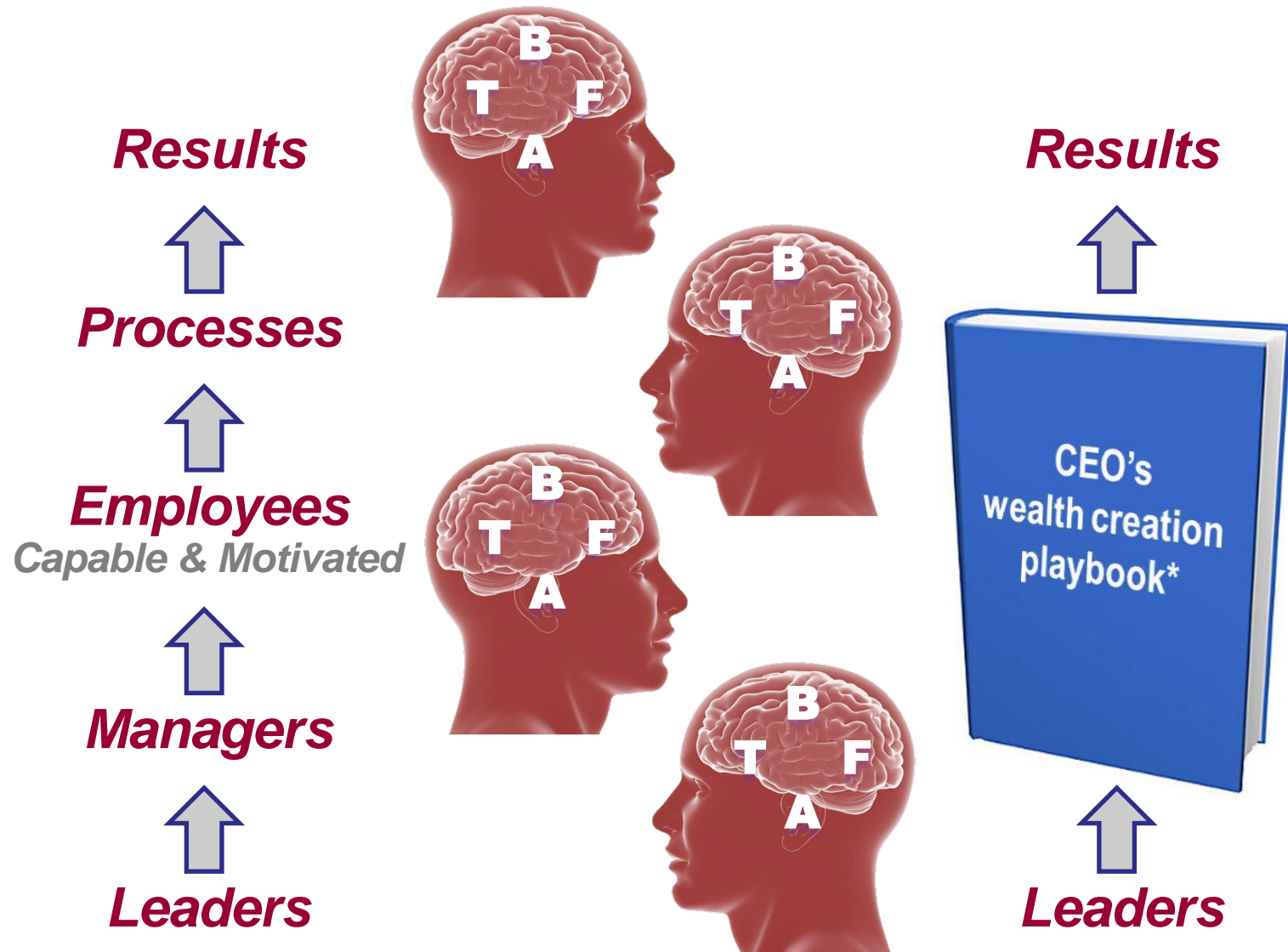
CEO's wealth creation playbook*

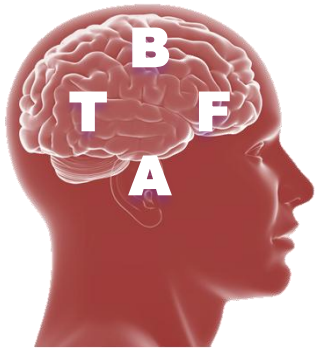
- ☐ Lay-offs
- ☐ Hire new managers
- ☐ Close facilities
- ☐ Stock Buy-Backs
- ☐ Change incentives
- ☐ Discontinue products or services
- ☐ Reduce or increase debt
- ☐ Squeeze suppliers on prices
- ☐ Price cuts or price increases
- ☐ Budget cuts
- ☐ ...



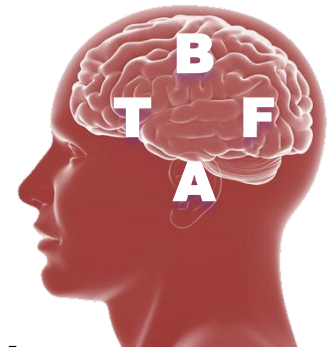
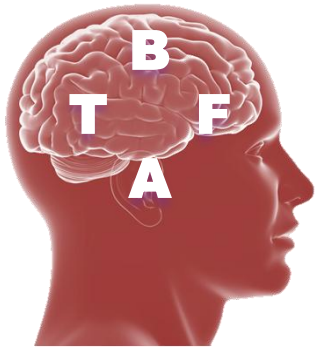
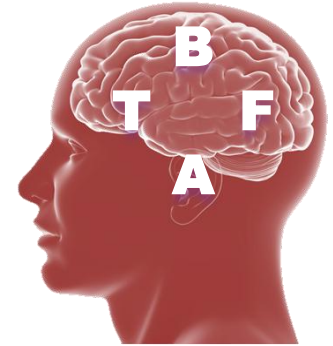
* Triumph of Classical Management over Lean Management, Bob Emiliani

Different strategies...

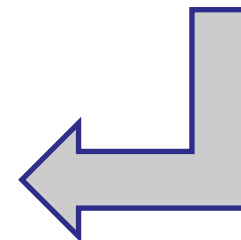
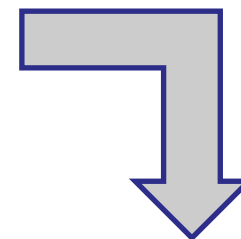
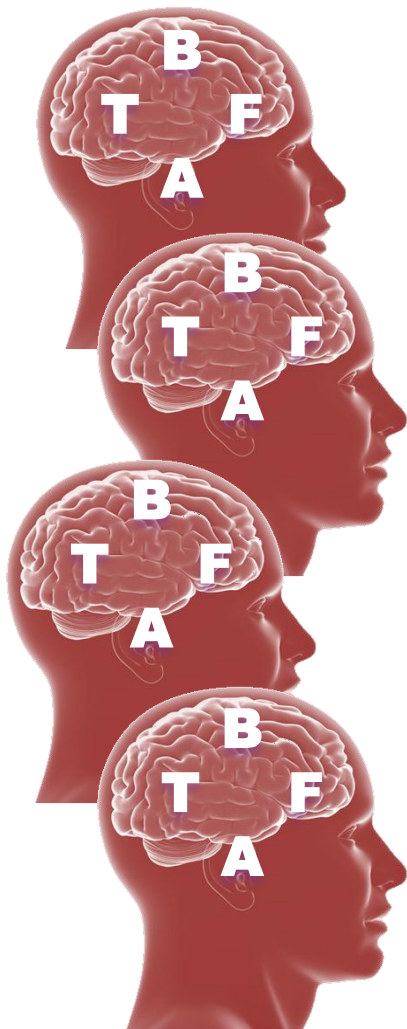




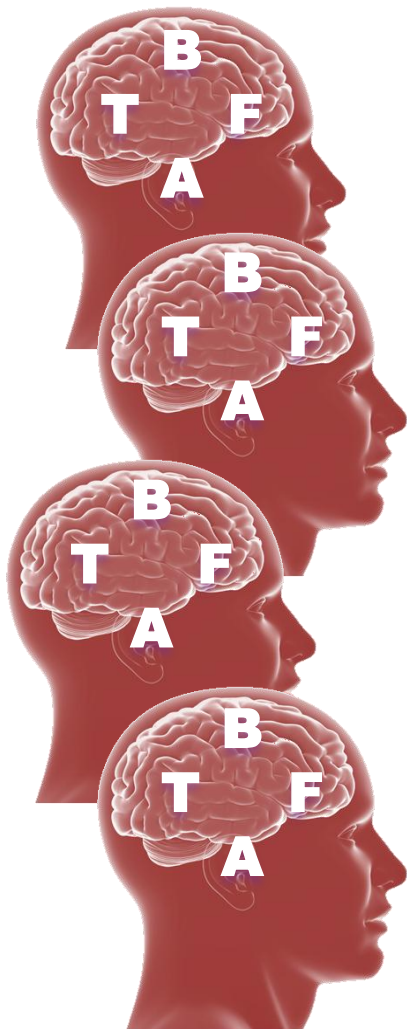
Peoples Time Peoples Energy Peoples Creativity



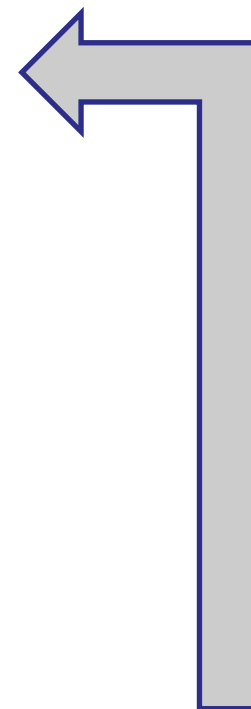
Peoples most valuable assets...



Leaders



Leaders



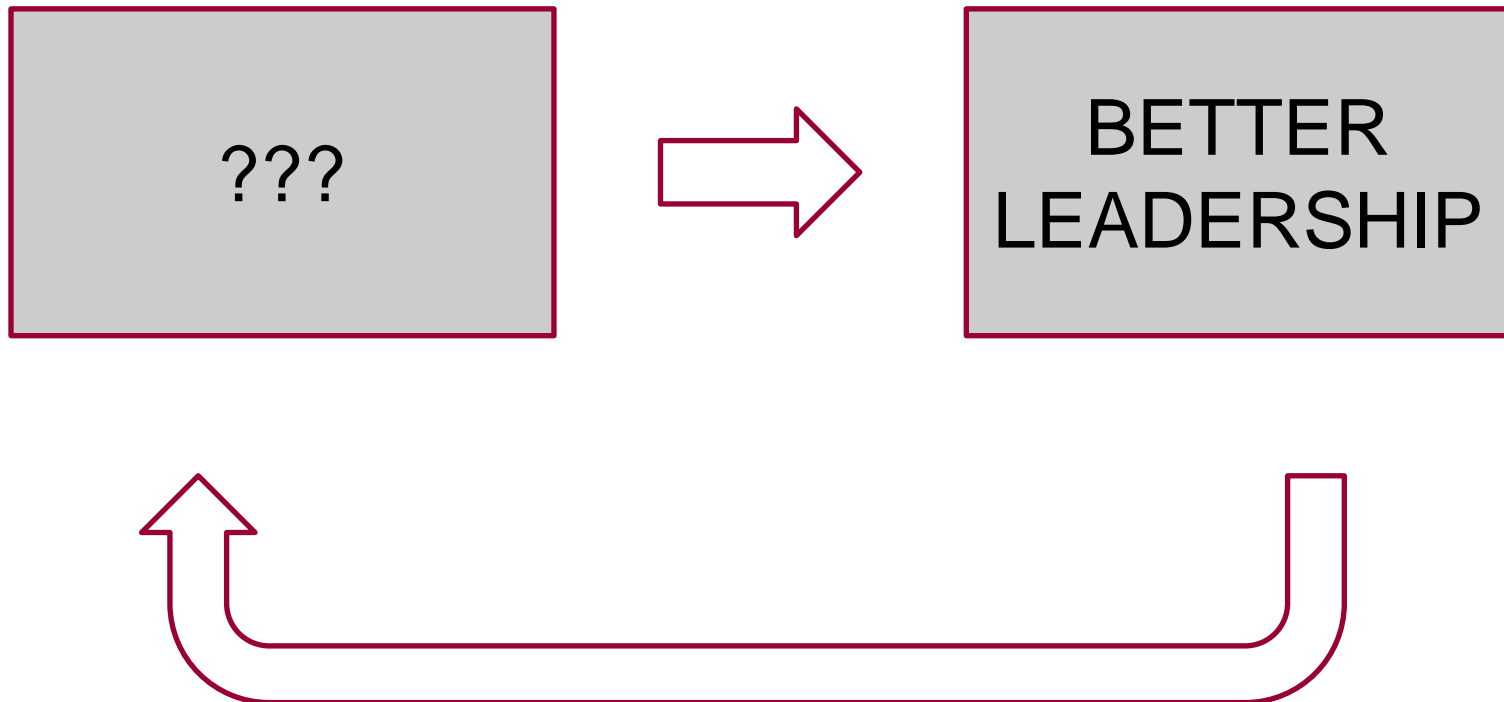




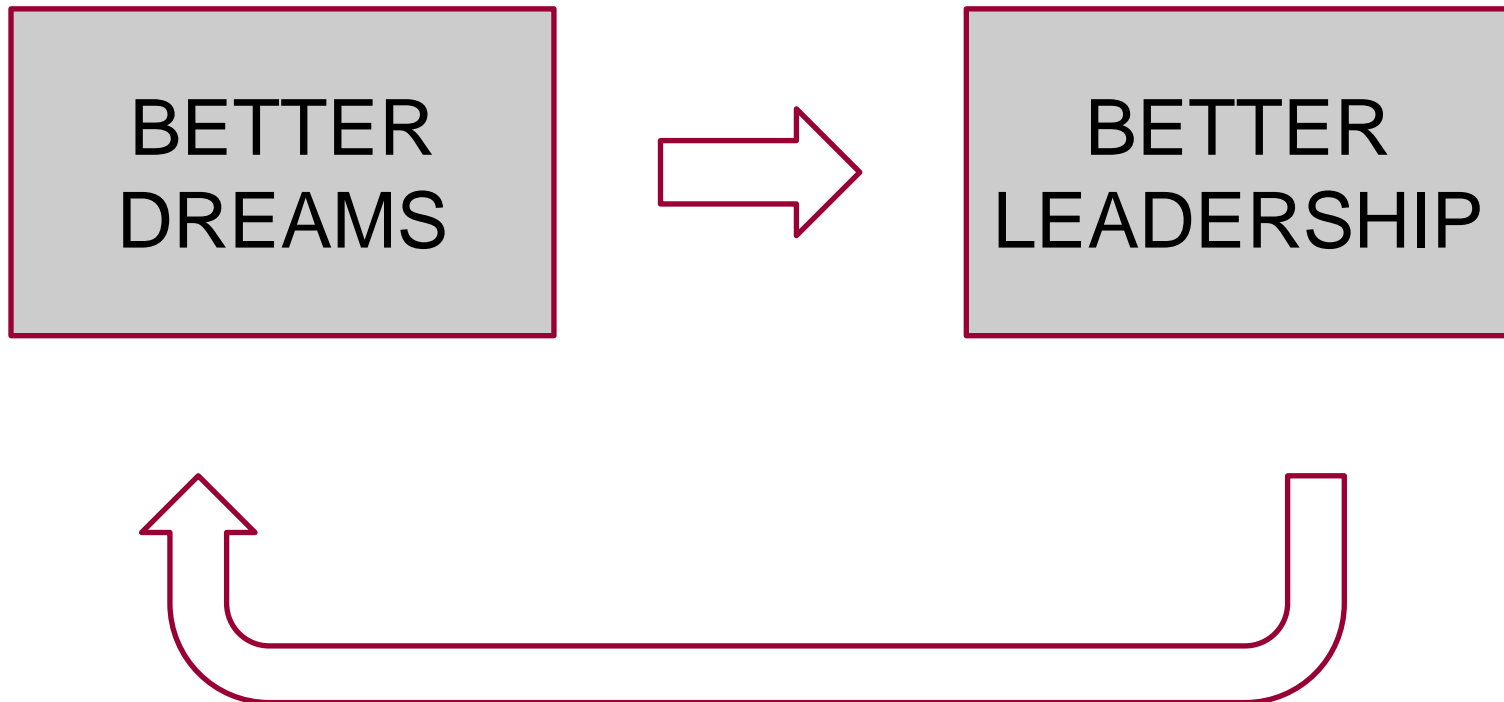
SMART MANUFACTURING MEETUP Leadership & Strategy

Strategy for Leadership

Process Thinking



Process Thinking



Better dreams

**Who do you want
to make happy?**

Share your dream

**Is your dream
bigger than you?**

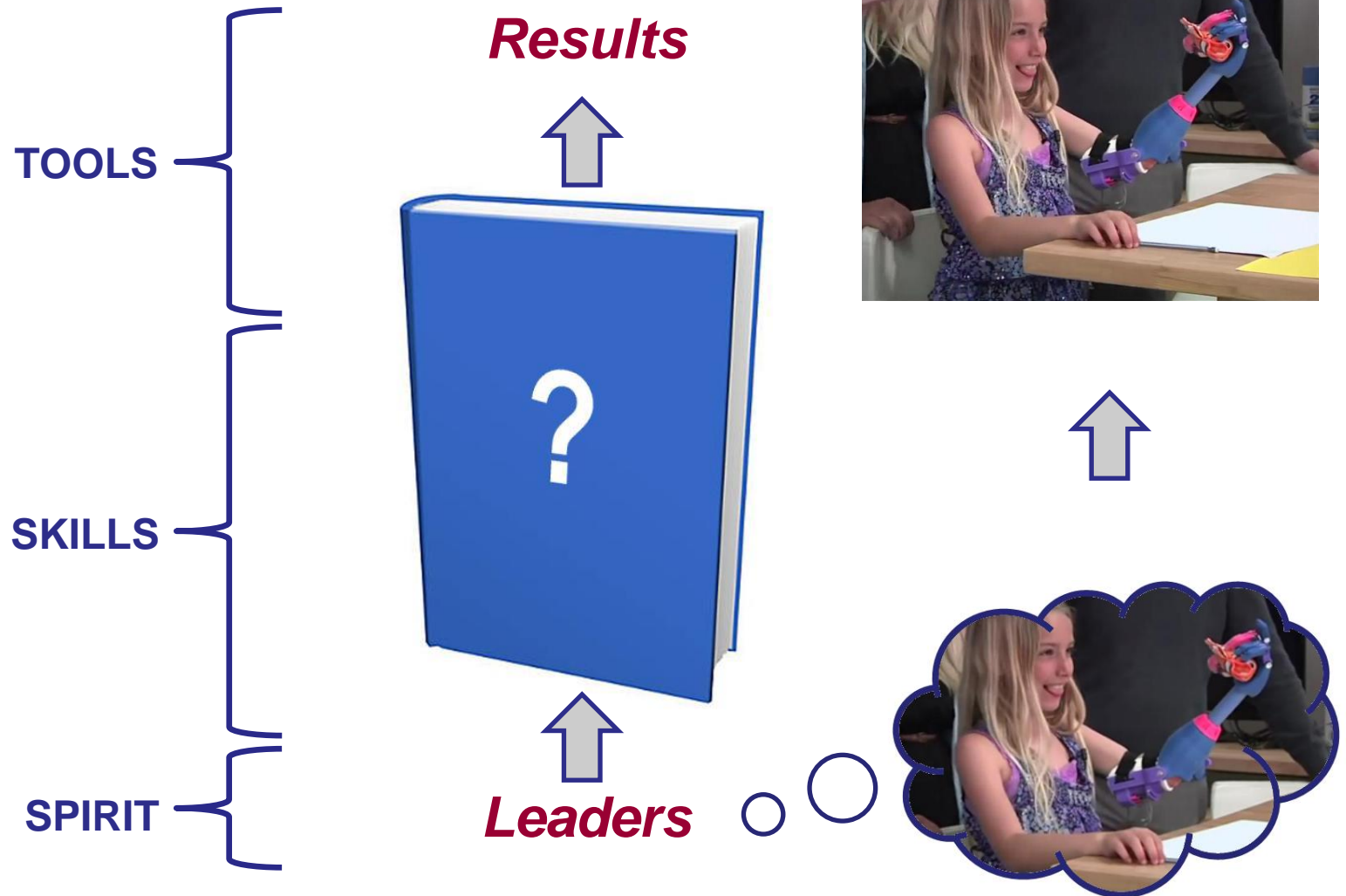
Show your back

**Action speaks louder
than words...**

Ask for support

Peoples Time
Peoples Energy
Peoples Creativity

Together, build a dream fulfilment system



Strategy for Leadership

1. Who do you want to make happy?
2. Share your dream
3. Show your back
4. Ask for support
5. Together, build a dream fulfilment system

Thank you!

