



2015 Kata Summit

FEBRUARY 18-19, 2015 - FORT LAUDERDALE, FL

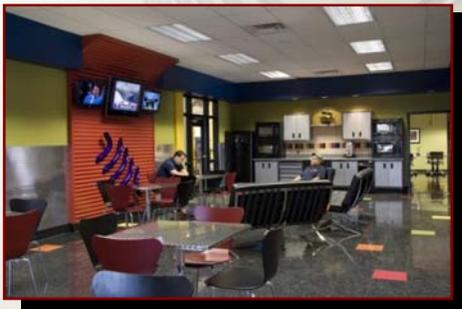
Act Your Way To A New Way Of Thinking*

Brad Frank
Tulsa Tube Bending

* Some Greek Philosopher - ??
Richard Pascale - 1990
George Koenigsacker – 2002
John Shook - 2012

Tulsa Tube Bending Overview

- Bend Pipe and Tube up to 28" Outside Diameter for Industrial Customers in all 50 States and Dozens of Countries
- National Industry Leader
- 50 Employees, 13 Years Average Tenure



Our Mission

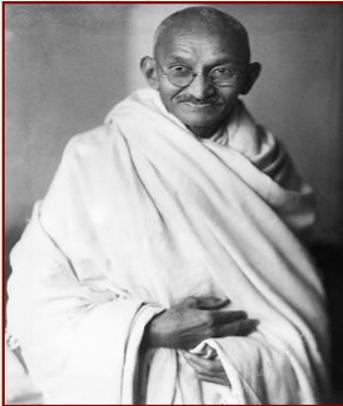
Serving others. Building people. Pursuing excellence.

Our Vision

Be a place everyone wants to work and no one wants to leave.
Our employees have the knowledge and ability to solve any problem.
Three days / three weeks at lowest cost.

Lesson #1 Strategy and Execution

"You must be the change you wish to see."



- Mahatma Gandhi

Lesson #2 Value of Pursuing a Challenge and Vision

Time Usage of Deming's
Prize-Winning Companies vs. Other Companies

	High Performance Companies	Typical Companies
Important, Not Urgent Issues	65-80%	15%
Urgent, Not Important Issues	15%	50-60%

Red = high-performance organizations
Black = typical organizations

Source: Stephen Covey

Lesson #3

Company Culture and Coaching Kata

- A company's culture is much worse than top management thinks it is.
- Bad culture hurts employees' performance and the company's performance more than any other factor.
- Culture can be changed. It's difficult. Most effective way to improve company performance.

Marcus Buckingham & the Q12

- 17 years at Gallup, Buckingham studied the world's best managers and some of the world's most productive work places.
- Discovered the importance of employee engagement.
- Found engaged employees are more productive, safer, happier, and create more profits.
- Developed Q12 to measure employee engagement.
- Published this in his 1999 book, *First, Break All The Rules*.



Common Elements of the Gallup-Buckingham Study and Kata

- Q1 – I know what is expected of me at work.
- Q2 – I have the materials and equipment I need to do my work right.
- Q3 – At work, I have the opportunity to do what I do best every day.
- Q4 – In the last seven days, I have received recognition or praise for doing good work.
- Q5 – My supervisor, or someone at work, seems to care about me as a person.
- Q6 – There is someone at work who encourages my development.
- Q7 – At work, my opinions seem to count.
- Q8 – The missions/purpose of my company makes me feel my job is important.
- Q9 – My associates (fellow employees) are committed to doing quality work.
- Q10 – I have a friend at work.
- Q11 – In the last six months, someone has talked to me about my progress.
- Q12 – This last year, I have had opportunities at work to learn and grow.

Lesson #4

Coaching Kata, Skill Development and Improvement Kata

➤ Toyota's primary focus is Human Resource Development

“Toyota says, they don't first build great cars. They first build great people who build great cars.”

- David Chao, Lean Sensei International

“Because people make our automobiles, nothing gets started until we train and educate our people.”

- Eiji Toyoda, Toyota Honorary Advisor

➤ Toyota employees' primary focus is Continuous Process Improvement (CPI) by identifying and solving problems

Toyota employees generate over one million process improvement ideas annually. 90% of these ideas are implemented. This occurs because Toyota management has created a culture that encourages and rewards this behavior.

- Source: www.reliableplant.com

Kata Results

- We are acting our way to a new way of thinking. As managers, we are beginning to see our role more as a coach and less as a command and control manager.
- Plant productivity has increased by 26%.
- Work orders out of Sales department in two hours or less:
 - Before Kata – 17%, since Kata – 91%
- Purchasing department raw material purchased and received on or before day two:
 - Before Kata – 33%, since Kata – 62%
- In a research and design effort we exclusively used Kata to develop a new product line.

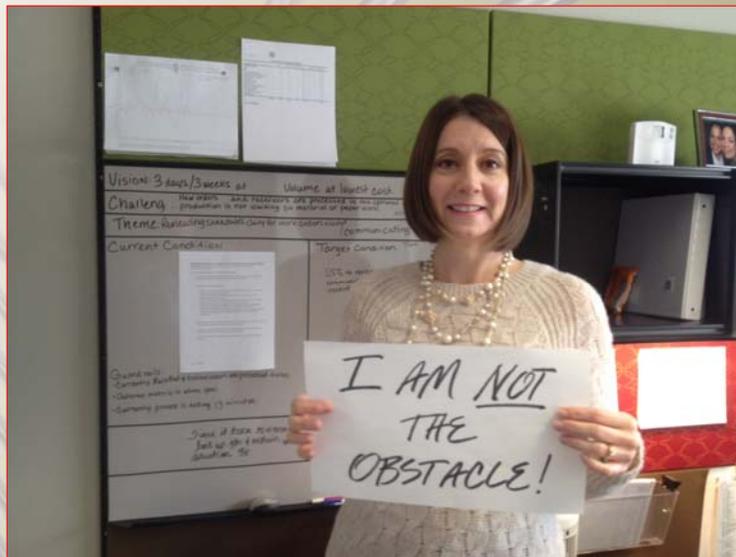
Our Next Steps For 2015

- Continuing our existing Katas. Continuing to practice Kata concepts in our daily work lives.
- Revisiting our metrics we are using to measure success in our vision statements. Confirming our current condition. Identifying the gaps we will address.
- Start new daily Katas addressing these gaps where I am the coach and our managers are the learners. Our primary objective is to develop better coaching skills in all of us.

Steve Jobs' Target Condition With Guard Rails



Company Culture and Coaching Kata





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“It’s easier to act your way to a new way of thinking than it is to think your way to a new way of acting.” *

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