

LEADER'S GUIDE

Sincere Trust and Belief in People

THE WAINWRIGHT STORY



Winner of the Malcolm Baldrige National Quality Award



Welcome Letter

- The global market demands change and daily improvement on the part of every business.
- You must invest in your people to make it possible for them to change and improve.
- Measurement systems must reinforce trust, involvement and a commitment to continuous change and improvement.

These insights guided us as we built a new vision of our company — a company based on sincere trust and belief in the people who make it up: the people who do the work every day, the people who manage the work being done every day, and the people charged with providing assets and a strategic direction for our company.

We have learned from our mistakes, and, believe us, we have made more than our share. We have arrived where we are, not because of some academic theory, or consultant's suggestion, but because we were willing to benchmark others, to learn from them and from our own mistakes as we tried many approaches and ideas.

We hope you learn from our experience, and that you successfully adapt whatever insights from the Wainwright model you find most compelling. We sincerely trust and believe that you will.

Mike Simms,
David Robbins, and
Don Wainwright
WAINWRIGHT INDUSTRIES

**Sincere
Trust and Belief
in People**

FOR PREVIEW ONLY

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Overview

This package contains the following items:

- A Videotape entitled, *Sincere Trust and Belief in People* (29 minutes)
- A Leader's Guide with:
 - Two suggested workshops
 - Discussion points and exercises
- A synopsis of the videotape with key points for participants
- A CD-ROM that contains readings, forms and overheads to help you pursue your improvement efforts

The materials provided will allow you and your associates to meet your individual needs by mixing and matching these items in a variety of ways.

The first step in using this package is to familiarize yourself with the materials contained in this Leader's Guide. After this review we suggest you watch the *Sincere Trust and Belief* videotape. After you have reviewed the exercises and discussion points from the two course formats and have watched the video, you can then create your own workshop appropriate to your time and target audience.

The Video: A 29-minute condensation of the full-day Wainwright in-plant benchmarking seminar. This has been attended by over 2,000 people in the last two years. The video offers many insights into the Wainwright business model and allows you to share them with your colleagues to facilitate your own improvement efforts.

The Leader's Guide: This Leader's Guide contains everything you need to host two types of workshops:

- Initial Exposure and Motivation to Change — covered in the Short Course Format
- A Change Planning Implementation Workshop — covered in the Long Course Format

Included are exercises, reproducible overheads, and support materials. These workshops have been used with the video tapes at many companies that are already successfully adapting Wainwright's principles to their own context.

The CD-ROM: The CD-ROM contains all the measurement system and process handouts given to participants at the Wainwright one-day in-house benchmarking seminar. In addition, we have included the handouts, and overheads needed to host the two workshops outlined in the Leader Guide.

Objectives

This videotape and workbook have been created to help you and your company improve operating results by focusing on the needs of your associates. Four basic themes are covered in both the tape and the suggested workshops:

- Experience a culture built on belief and trust
- Enhance your desire to change
- Gain insights into how to accelerate your company's evolution
- Learn about key measurement systems that create and sustain trust

Uses for this Package:

- Culture-change activities
- Leadership development
- New-hire orientation
- Learn about how to use key measurement systems to build a trust-based culture:
 - Safety awareness
 - Internal customer satisfaction systems
 - Employee involvement programs
 - Profit sharing programs

If you already have a culture change or organizational improvement initiative underway....

The Wainwright principles are very powerful because they can be adapted incrementally. Also, improvement efforts already undertaken will have laid the groundwork for the Wainwright approach. The key success factor in adapting the Wainwright principles is to use the measurement systems to create an organization which emphasizes sincere trust and belief and to use training to support employee involvement.

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The Wainwright Model

K e y P o i n t s

***Sincere Trust and Belief in People* is a half-hour video version of the day-long Baldrige benchmarking seminar offered at Wainwright's plant in St. Peters, Missouri.**

Key points learned from the seminar about the Wainwright model and demonstrated on the tape include:

- The people at Wainwright learned from their mistakes. They are humble in their success and want to share what they have learned— not dictate answers to others. The good news is that they have already made the mistakes and can save your organization time, money and problems as you go through the adaptation process.
- The model is based on experience and is practical and tested in action. It is not based on an academic theory from an ivory tower.
- It is a proven model. It has enhanced revenues, profits and productivity. It has also been recognized by the Baldrige Award.
- Middle managers are the key to implementing the model and enjoying success. Middle management jobs are not only secure, their influence and impact is actually expanded.
- Personal change is not required. Owners and senior managers have only to provide resources and room for the model to unfold. Measurement systems are used to help people adapt as they build a culture of sincere trust and belief.
- Holistic and global implementation is not required. Implementation is incremental because the measurement systems are rolled out as discrete components.
- The measurement systems and processes which create and guide the essence of the model are easy to grasp, simple to adapt to a wide variety of organizational circumstances, and actually create their own momentum and support as successes are generated.
- The results are worth it for employees, customers, and owners because satisfaction, quality and profits are dramatically increased.

The Wainwright Model

K e y T e r m s D e f i n e d

1. Trust is defined as open and honest communication.

Trust is clarified when roles are defined clearly and people are competent to perform their roles as defined. Roles by group are as follows:

- Owners set strategy
- Middle managers set the day-to-day direction of the company and are trusted to do so because they have assured owners that they will take responsibility to meet business results goals.
- Associates will do their jobs and use company equipment as if it were their own. They are involved in improving how they do their jobs every day.

2. Training is defined as teaching basic skills and interpersonal skills for the good of the employee.

Training is the key in order for middle managers to trust that associates possess the skills necessary to do their jobs and to implement valid improvement suggestions. This in turn allows middle managers to assume responsibility for business results.

3. Involvement is defined as using the ideas of the associates to improve the way the business is run on a daily basis.

Involvement also includes having the associates do their jobs with full attention and devotion.

4. Goals are defined as simple, concrete targets chosen to promote the success of the individual and the business.

Simple, clear goals align the individual employees with the company priorities and keep everyone moving coherently in the same direction.

5. Measures are simple, visual indicator systems to operationalize the goals so everyone can tell at every moment whether or not their actions are producing the desired results.

Measurement systems can measure individual or organizational values like trust and belief, performance items like safety, as well as indicators like product quality or business results.

The Wainwright Model

The Relationship of Key Terms

Balancing Trust, Training, Involvement, Goals, and Measures

Training Leads to Trust

- When employees are trained, they can assume responsibility for assigned tasks because they know they are capable of performing them.
- Middle managers trust employees who can assume responsibility and succeed at their tasks.
- Training builds employee trust because it benefits the employee personally, as well as the company.

Training Leads to Involvement

- Trained employees are trusted by managers.
- Trusted employees are allowed to be involved in improving the company.

Goals Give Direction to Involvement

- Simple, powerful, shared goals align employees so that their involvement is beneficial to each individual and the company.

Measurement Systems Can Track Employee, Manager, and Company Progress Toward Goals

- Measuring progress must be direct and meaningful to employees.
- Goals and measures keep trust, training and involvement in dynamic equilibrium instead of flying apart.

Using the Videotape

Short Course Format

(1 and 1/2 to 2 Hours)

Message to Trainers: Why use the short course format? This format provides a good way to preview the materials for a group of managers or associates, especially if this is their first exposure to the Wainwright business model. They will be given a chance to challenge their own thinking about these topics and become inspired to think about their own adaptation possibilities.

1.0 Ice Breaker: Expectations Discussion (15 Minutes)

Instructions: Ask the following two questions and write people's answers on the white board or flip chart paper.

- What are your expectations about today's meeting?
- What do you hope to get out of being here for the next hour and a half?

2.0 Pre-Tape Discussion: Overriding Issue (15 Minutes)

Instructions: Ask the participants the following questions, then repeat them one at a time to gauge where the company is. People raise their hands the second time the list is read to show where they feel the company is at this point in time.

- We are in trouble and need to take action to turn ourselves around.
- We have tried a variety of improvement programs, organizational realignments or management shifts and none of them seem to really fundamentally change things or improve the way we operate.
- We are growing very fast and we are having trouble getting systems, processes and people in place to help us manage our growth and success.
- We have everything we need— growth, profits, systems, processes and people. We just want to be a world-class organization and be recognized for this fact.

Discuss and see if there is or is not consensus and why.

3.0 Pre-Tape Discussion: Sincere Trust and Belief (15 Minutes)

Instructions: Ask the participants the following two questions. For the first question have them write down their answer and then share them. Just think about the second question.

- How would you define "Sincere Trust and Belief in People?"
- Think about this, but don't answer — Do we have it here? If so would it help us deal with our overriding issue?

4.0 Videotape Synopsis (Optional Handout):

Instructions: We have provided a synopsis to assist people as they watch the tape. However, you may find that it is better to innocently watch the videotape first and then review the materials. If you decide to use the synopsis, you can either review it with your audience before they watch the tape or just hand it out to them and let them keep their notes on the synopsis forms.

5.0 Play the Tape (29 Minutes)

6.0 Post-Tape Discussion Questions (15 to 30 Minutes):

Instructions: Ask these questions of participants. Allow them to think about their answers and write them down before discussing. Discuss the questions in turn. Allow individuals to challenge and amplify each other's answers. If the answer to the final two questions is positive, then do the mini-action planning at the end of this discussion.

- What did you find most interesting on the tape?
- What did you find most challenging?
- Is the message useful to our organization?
- Should we share this with other managers and associates?

7.0 Mini-Action Planning

Instructions: Read the following:

We should share the information with more of our associates as you have suggested. To do so we can create an action plan. Let's decide some activities we can follow to create momentum for positive changes to enhance sincere trust and belief in our organization. Activities we could pursue could include:

- Showing the tape to other groups of managers who might be interested in supporting change using this format.
- Using the tape and doing a longer training session for managers who would guide a change effort.

Let's list our ideas on a flip chart and create a time-line based on the following format.

Date	Activity	Person Assigned to Lead Activity
-------------	-----------------	---

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Using the Videotape

Long Course Format

(2 and 1/2 to 4 Hours)

Message to Trainers: This format provides a useful way to work with the group of managers who will adapt some of the principles on the tape to their company. After viewing the tape, they can use the long-form format to actually create the roll-out action plan. This format is also useful to create understanding of the principles and goals of your change process once it is underway for groups of managers and associates alike.

1.0 Ice Breaker: Expectations Discussion (15 Minutes)

Instructions: Ask the participants the following two questions and write people's answers on the white board or flip chart paper.

- What are your expectations about today's meeting?
- What do you hope to get out of being here for the next hour and a half?

2.0 Pre-Tape Discussion: Overriding Issue (Option to use this or 3.0 — 15 Minutes)

Part A Instructions: Ask the participants the following questions, then repeat them one at a time to gauge where the company is. People raise their hands the second time the list is read to show where they feel the company is at in this point in time.

- We are in trouble and need to take action to turn ourselves around.
- We have tried a variety of improvement programs, organizational realignments or management shifts and none of them seem to fundamentally change things or improve the way we operate.
- We are growing very fast and having trouble getting systems, processes and people in place to help us manage our growth and success.
- We have everything we need, growth, profits, systems, processes and people. We just want to be a world-class organization and recognized for this fact.

Discuss and see if there is or is not consensus and why.

Part B Instructions: Ask the following two questions of the participants. For the first question have them write down their answer and then share them. Just think about the second question.

- How would you define "Sincere Trust and Belief in People?"
- Think about this but don't answer — Do we have it here? If so, would it help us deal with our overriding issue?

3.0 Pre-Tape Exercise — Culture Assessment (Option to use this or 2.0 — 30 - 40 Minutes)

Instructions: Read the following to the participants:

Let's really dig into our values here so we have something we can compare to the company values we are going to see on the video tape. We are going to do this by completing the form I will hand out to you.

- Hand out a Culture Assessment form to each participant in your group.
- Have each person follow along as you read out the value and the way it works in practice.

Instructions: Read the following:

For example, under **Vision and Alignment** we see that this is defined as, **“Is the vision of our organization readily translated into individual employee goals?”**

First, Under the column headed, “Our actual practices,” have people write a sentence, describing what actually happens at our company.

Second, Have each person check the “Agree/Disagree” column of your Culture Assessment forms if they feel your organization meets the criteria for this value, i.e. it is actively practiced in your organization. For example, if “Vision and Alignment” is readily translated by the employee into individual goals, check “Agree.” If not, check “Disagree.”

Proceed accordingly for all 10 values on the handout. Read them out loud in order from top to bottom, filling out the actual practice in one sentence and then choosing a response.

- Make a wall chart for each of the 10 core values listed on the Culture Assessment Form. For example, one chart would be printed with the words, “Vision and Alignment,” and a second one would have, “Drive Change Middle-Out.” Place the 10 wall charts around the room so that participants can easily see them. Each participant is given 20 red (disagree) and 20 green (agree) dots (Avery No. T5463, 3/4 inch round). They place dots on the wall charts, which correspond in color to the choices they have placed for that value on their handout.
- Discuss the results of the wall charts using these questions:
 - Any reactions to the results of the exercise?
 - Are these fundamental values listed useful to every organization?
 - Which values do we have here?
 - Which values do we not have?
 - Would we like to have more of these values?
 - If we did, would we be dealing with our overriding issue?

4.0 Videotape Synopsis (Optional Handout):

Instructions: We have provided a video synopsis to assist people as they watch the video. However, you may find that it is better to innocently watch the video first and then review the materials. If you decide to use the synopsis you can either review it with your audience before they watch the tape or just hand it out to them and let them keep their notes on the synopsis forms.

5.0 Play the Tape (30 Minutes)

6.0 Roles Exercise — Understanding the Bus Analogy (20 to 30 Minutes)

Instructions: Stop the tape at the heading, “Five Key Indicators.” Do this exercise after the first half of the tape has played. Read the following:

- You just heard about the transformation of Wainwright when they learned about the impact of sincere trust and belief on organizational values. You also learned that a key way to design an organization that creates and runs on trust is the alignment of the various layers of the organization.
- Wainwright used the analogy of a bus for this description of organizational role alignment. We heard that the middle managers drive the bus, while owners and senior managers ride in the back, setting the direction. The associates are all on that same bus doing the work and improving the way they do their jobs.

Ask the following questions and lead a discussion on them.

1. In our organization:

- What are senior managers, middle managers, and associates actually doing?
- What are their primary activities on the job?

Of the these three groups:

- Who is thinking strategically?
- Who is driving the bus?
- Who is doing the work?
- Who is improving the way the work is being done?

2. Specifically discuss:

- Is there micromanagement at the top? Give examples.
- Is the middle actively creating trust or mistrust by their actions — how they train or don't train; how they involve or don't involve the associates? Give examples.
- Are the associates actively involved in making improvements in the way their jobs are being done? Is this involvement measured and rewarded? Give examples.

3. How do senior managers, middle managers, and associates relate to each other? Is there role clarity and alignment or confusion and conflict over roles?

7.0 Sandbag Goals Exercise (30 Minutes)

Instructions: Stop the tape at the heading in the tape, “Five Key Indicators.” Do this exercise after the first half of the tape has played. Read the following:

We heard Wainwright describe their understanding of goal alignment in their company by using the analogy of a sandbag brigade in a flooding town. Everyone has a simple purpose—to save the town—which leads to goal alignment for all the citizens. In addition, the feedback of how the town is doing in meeting its common goal is simple, visual and direct. They can see the water level and compare it to the sandbag levee level. Changing this feedback with individual goals — bonus to the fastest bagger, rewards to the team using the least sand and cheapest bags — would destroy the team and the town.

We saw examples from sports where individual initiatives are immediately destructive of the team concept. Yet people in sports and in companies continue to insist on special sub-goals and feedback systems that perpetuate a fragmented and unaligned team. We would like you to examine your organization’s goals to see if they are providing the basis for a unified team or for competition between your management layers and individual employees.

Ask the following and lead a discussion on these questions.

- What are the key elements of a team piling sandbags to prevent flooding?
- Identify the same key elements that apply to your company’s success.
- List the elements that do not apply to your company’s success.
- What could your company do to make it function more like the sandbag team?
- Compare how Wainwright Industries ranks its five key indicators/goals with how your company ranks its goals. Tip: How are your goals reflected in what you measure? How often do you measure:

Goals:

Business Results
Key Quality Indicators
Customer Satisfaction
Employee Satisfaction
Safety

How often we measure results for these goals:

1.
2.
3.
4.
5.

Now compare your ranking as revealed by your measurement frequency with Wainwright’s:

Wainwright's Ranking of Goals

Safety
Employee Satisfaction
Customer Satisfaction
Key Quality Indicators
Business Results

Our Companies Ranking of Goals

1.
2.
3.
4.
5.

Message to group leader: Now restart the tape and play it until its conclusion.

8.0 Measures Exercise (20 Minutes)

Instructions: Do this exercise after the entire tape has been played. Read the following:

We just saw how Wainwright has created some very simple, visual and participative measurement systems to support their overall business goals. They align the employees with these goals and with each other in pursuit of these goals. We saw:

- A safety team that empowers middle managers to create safety for the associates.
- Associates reenacting their own accidents to discourage willful accidents.
- An internal customer satisfaction process that uses open and honest communication to measure and foster the basis of sincere trust and belief.
- A suggestion system which rewards implemented suggestions that directly improve work processes.

And we saw:

- How customers are included in the partnership with Wainwright.
- How quality is measured and monitored and how employees are involved in a continuous process to improve quality.
- How a retirement program and profit sharing system reinforces the all one team implementation of the goals.

Ask the following questions and lead a discussion on these questions:

1. Identify the measurement systems in our company which either encourage or discourage our employees to compete with each other? Measurement systems can be tangible or intangible. Examples could be employee of the month, special parking spaces, special reward trips for certain departments or levels, bonus structures and incentive pay plans limited by department or level.

Review these reward and measurement systems in three areas:

- Employee versus employee
- Between organizational layers
- Between organization departments

2. What reward and measurement systems do we have in place that create alignment for these three areas:
 - Employee versus employee
 - Between organizational layers
 - Between organization departments

3. Would elimination of some of these measurement systems and additions of others help our organization to achieve our business goals in a better way?

9.0 Action Planning Exercise (30 Minutes)

Instructions: Read the Following:
 One unique thing about the approach we have been reviewing is its ability to be adapted incrementally in small steps. In fact, adapters of this approach have found that, “slow and steady wins the race,” is a key to success.

People in all companies are skeptical about another flavor of the month. As we move forward with this improvement program we will need to spend time and energy in restoring trust.

To move our program forward let’s do the following action planning exercise:

1. Action audit. Where are we now on this checklist?
 - Need to share motivation/inspiration with a wider audience
 - Need to develop roll-out plan for involving middle managers
 - Need to create benchmarking groups to analyze possible initiatives
 - Ready to undertake initiatives in baby steps
 - Internal Customer Satisfaction Index (ICSI) for top and middle layers
 - Training to support constructive feedback on ICSI
 - Safety committee
 - Continuous Improvement Program (CIP) suggestion system training program established
 - CIP roll-out

2. Based on our action audit create an action plan with goals, steps and timeframes to begin our process of improving business results by driving sincere trust and belief.

Goal	Steps to Take	By When

Our Overriding Issue:

1. We are in trouble and need to take action to turn ourselves around.
2. We have tried a variety of improvement programs, organizational realignments or management shifts and none of them seem to fundamentally change things or improve the way we operate.
3. We are growing very fast and having trouble getting systems, processes and people in place to help us manage our growth and success.
4. We have everything we need— growth, profits, systems, processes and people. We just want to be a world-class organization and be recognized for this fact.

Sincere Trust and Belief

How would you define “Sincere Trust and Belief in People?”

Think about this but don't answer — Do we have it here?

If so, would it help us deal with our overriding issue?

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Videotape Synopsis

Sincere Trust and Belief

Mike Simms describes Wainwright's discovery of sincere trust and belief.

The Model

The sandbag line as an example of how teams spontaneously form and are aligned around clear goals and measures.

Optional Break

Opportunity to work on Exercises 6 and 7 from the long course format.

The 5 Key Indicators

1. Safety

Every accident or near accident is logged, analyzed and discussed by team leaders with their associates. In addition, a safety video is produced for all associates to review.

2. Employees

Part A: Internal Customer Satisfaction Index (ICSI) is Wainwright's system of measuring employee perception of supplier department and lead manager performance.

Part B: Continuous Improvement Process (CIP) is the system of encouraging implemented employee suggestions.

3. Customer

How Wainwright measures customer satisfaction.

4. Quality

At Wainwright, quality is an automatic result of employee satisfaction, training and involvement.

5. Performance

Strong business performance results from employee satisfaction, training, involvement, customer satisfaction and highest product quality.

Conclusions

A winner of the Baldrige National Quality Award, Wainwright's method is being eagerly adapted by companies around the world.

Post Tape Discussion

- What did you find most interesting on the tape?
- What did you find most challenging?
- Is the message useful to our organization?
- Should we share this with other managers and associates?

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Culture Assessment Form

	Core Values	What the core values look like in practice	Our actual practices
<input type="radio"/> Agree <input type="radio"/> Disagree	Vision and Alignment	Is the vision of our organization readily translated into individual employee goals?	
<input type="radio"/> Agree <input type="radio"/> Disagree	Drive Middle-Out Change	Are our first line supervisors and middle managers working together to actively achieve common goals?	
<input type="radio"/> Agree <input type="radio"/> Disagree	Sincere Trust and Belief in People	Do our managers believe that our employees sincerely want to do a good job for our organization.	
<input type="radio"/> Agree <input type="radio"/> Disagree	Commitment to Training	Is training in interpersonal and communication skills available for all employees in our organization?	
<input type="radio"/> Agree <input type="radio"/> Disagree	Open and Honest Feedback	Does our organization systematically measure trust and employee satisfaction?	
<input type="radio"/> Agree <input type="radio"/> Disagree	Associate Involvement	Are all of our employees actively involved in making positive changes and improvements daily?	
<input type="radio"/> Agree <input type="radio"/> Disagree	Focus on Processes and Systems	Is our culture a result of our practices, policies and systems and not just an accident of who we employ as managers and workers?	
<input type="radio"/> Agree <input type="radio"/> Disagree	Teamwork	Is each of our employees committed to serving his or her internal customer?	
<input type="radio"/> Agree <input type="radio"/> Disagree	Recognition and Growth	Are all rewards and recognition are based on team performance? Or, do we have a reward system which pits people against each other?	
<input type="radio"/> Agree <input type="radio"/> Disagree	Responsiveness to External Environment	When a customer complains, a team is immediately formed to resolve the complaint and to fix the process so it doesn't happen again.	

Culture Assessment Exercise

— Discussion Questions

- Any reactions to the results of the exercise?
- Are these fundamental values listed useful to any organization?
- Which values do we have here?
- Which values do we not have?
- Would we like to have more of these values?
- If we did, would we be dealing with our overriding issue?

FOR PREVIEW ONLY

Roles Exercise

1. *In our organization:*

- What are senior managers, middle managers, and associates actually doing?
- What are their primary activities on the job?

Of these three groups:

- Who is thinking strategically?
- Who is driving the bus?
- Who is doing the work?
- Who is improving the way the work is being done?

2. *Specifically discuss:*

- Is there micromanagement at the top? Give examples.
- Is the middle actively creating trust or mistrust by their actions — how they train or don't train; how they involve or don't involve the associates? Give examples.
- Are the associates actively involved in making improvements in the way their jobs are being done? Is this involvement measured and rewarded? Give examples.

3. How do senior managers, middle managers, and associates relate to each other? Is there role clarity and alignment or confusion and conflict over roles?

Sandbag Exercise

- What are the key elements of a team piling sandbags to prevent flooding?
- Identify the same key elements that apply to your company's success.
- List the elements that do not apply to your company's success.
- What could your company do to make it function more like the sandbag team?
- Compare how Wainwright Industries ranks its five key indicators/goals with how your company ranks its goals. Tip: How are your goals reflected in what you measure? How often do you measure:

Goals:

How often we measure results for these goals:

Business Results	1.
Key Quality Indicators	2.
Customer Satisfaction	3.
Employee Satisfaction	4.
Safety	5.

Now compare your ranking as revealed by your measurement frequency with Wainwright's:

Wainwright's Ranking of Goals

Our Companies Ranking of Goals

Safety	1.
Employee Satisfaction	2.
Customer Satisfaction	3.
Key Quality Indicators	4.
Business Results	5.

Measures Exercise

1. Identify the measurement systems in our company which either encourage or discourage our employees to compete with each other? Measurement systems can be tangible or intangible. Examples could be employee of the month, special parking spaces, special reward trips for certain departments or levels, bonus structures and incentive pay plans limited by department or level.

Review these reward and measurement systems in three areas:

- Employee versus employee
 - Between organizational layers
 - Between organization departments
2. What reward and measurement systems do we have in place that create alignment for these three areas:
 - Employee versus employee
 - Between organizational layers
 - Between organization departments
 3. Would elimination of some of these measurement systems and additions of others help our organization to achieve our business goals in a better way?

