KWS = capability building Program

Culture Behavior change

Create the right environment
KWS = capability Program

- Leader Led
- Change Management
- Center of Excellence Based
- Structure
- Self-Assessment
- Phased Approach
- Standard Work
- One Global Model
“WHERE NO MAN HAS GONE BEFORE”
KWS: phased approach

- **Foundations**
  - Phase 0

- **Efficiency**
  - Phase 1-2

- **Agility**
  - Phase 3-4
KWS : Center of Excellence

Building phased capabilities

Globally structured

Regional Structure

Plant based structure

Behavior and performance assessments for each CoE in each phase
KWS : CoE Roadmap

Phase Preparation
- Training
- Priority & Network Alignment
- Site Prep

Leadership Phase learning
- SLT Workshops
- Develop masterplan

Phase execution
- Develop culture & behaviors
Continuous Improvement Model
TRAINING vs LEARNING

• Leadership without masks

• Be coachable

• Become a coach -> servant leadership
CULTURE EATS STRATEGY FOR BREAKFAST

Peter DRUCKER

But..... It is NOT a social experiment; it is about sustainable performance improvements thru capability increase of all our people
Behavior Change:

OLD HABITS

NEW HABITS

NEW MINDSET

NEW RESULTS
## Behavior Change: examples for shopfloor people

### AM Model vs. Traditional Systems

<table>
<thead>
<tr>
<th>Item</th>
<th>Traditional</th>
<th>Autonomous Maintenance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment Maintenance</td>
<td>Operators perform little to no basic equipment maintenance.</td>
<td>Operators are <strong>expected to perform basic maintenance every day.</strong></td>
</tr>
<tr>
<td>Standard Work</td>
<td>Operators required to follow standards given to them (if any)</td>
<td>Operators <strong>develop their own standards</strong> as part of the AM process – builds ownership</td>
</tr>
<tr>
<td>Equipment Knowledge</td>
<td>Little formal training, operators assumed to know or learn on their own</td>
<td>Operators learn by doing through the AM process – <strong>touch every part of their machine</strong></td>
</tr>
<tr>
<td>Ease of Operation</td>
<td>Difficult – tribal knowledge is important as nobody knows what the machine standards should be</td>
<td><strong>Standards are visual</strong> at a glance for all to see</td>
</tr>
</tbody>
</table>
Behavior Change: How do we do this?

On-the-floor coaching
Every leader needs to be a coach for her/his people

Show it; Repeat it
Goal of coach:

Operator/coachee
Digital transformation supporting KWS
Digital transformation supporting KWS

**Smart Tools**

- Digital tools and platforms develop as we progress in our capability journey
- Work with Pilot plants -> re-apply
- Use what is needed / highest benefits first
- Look E2E
- Workstream of different digi-tools go in parallel

**Smart People**
To close out ....

“**To IMPROVE is to CHANGE,**
**to be Perfect is to change often**”