

CIPD October Meeting 2020

Colin Curran VP HR & Enterprise Excellence Teleflex





CIPD Meeting Theme

“Employee engagement, lessons we are learning”.



Agenda

- Teleflex 10 years of change
- Employee Motivation Individual Level
- Employee Engagement Drives High Performance?
- Employee Engagement Transformational Change Example

Teleflex

Journey the last ten years



Teleflex Global Supply Chain HR Vision

Create a High Performing Adaptable Organization



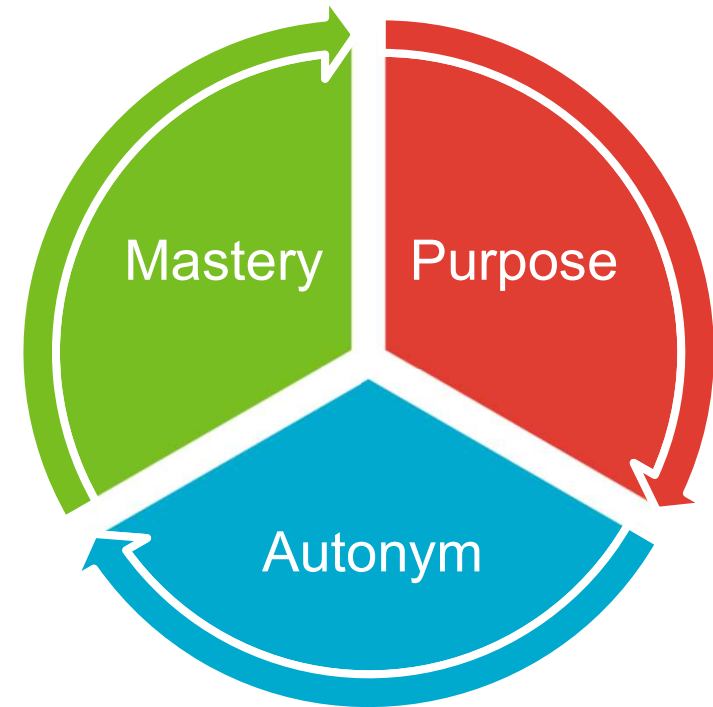
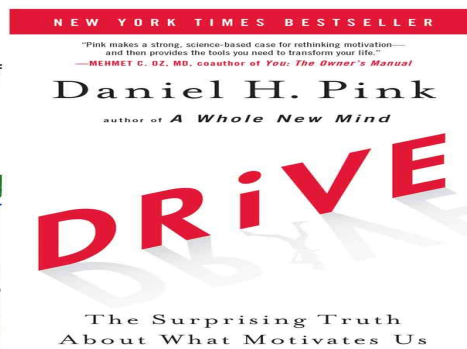
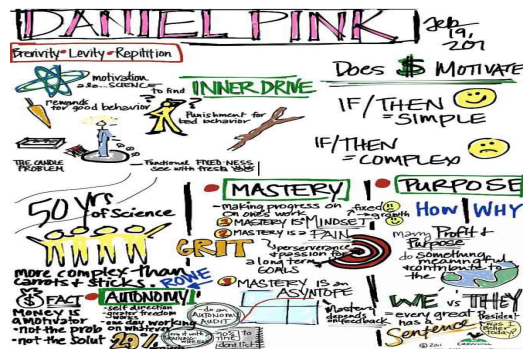
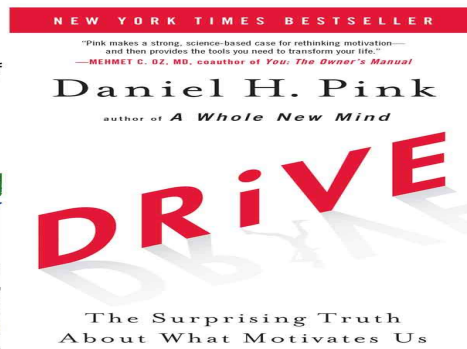
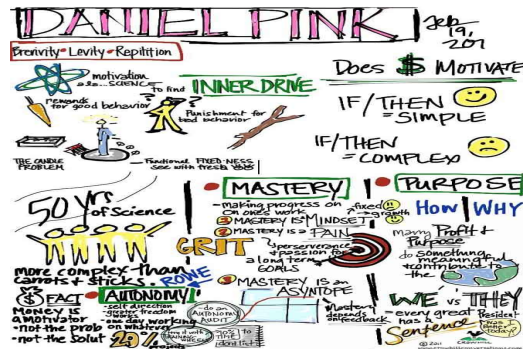
Employee Motivation Individual Level

DRIVE – Daniel Pink

Herzberg's Two Factor Theory



What Motivates Teleflex Employees?



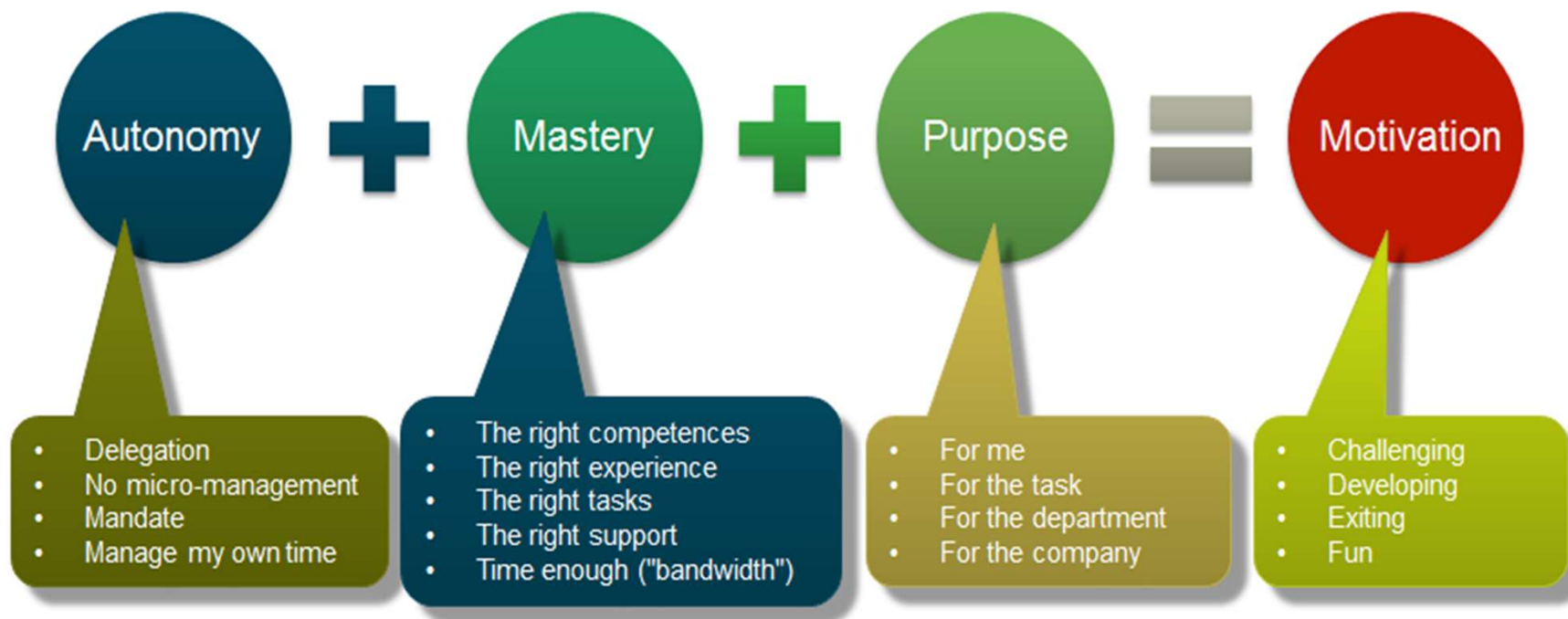
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*** (2011) Drive: The surprising truth about what motivates us DH Pink - 2011

*** (2015) Anticipate: the art of leading by looking ahead RJ Jong

Developing Employee Engagement DRIVE – Daniel Pink

Motivation – how do we do it?

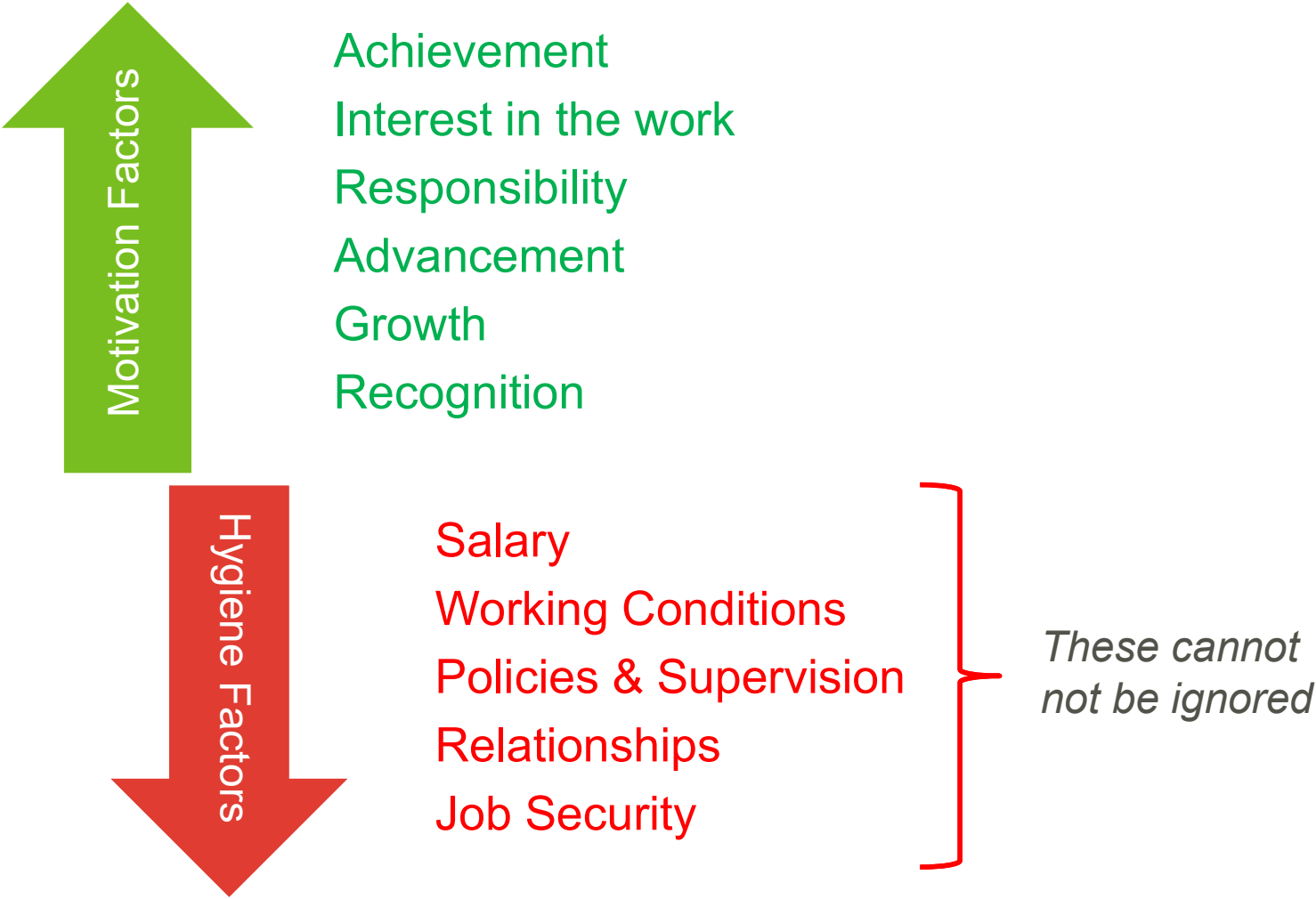


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Inspiration from eg.:
Daniel Pink - Drive: The Surprising Truth About What Motivates Us
Kolind og Bøtter - Unboss



Herzberg's Two Factor theory of Motivation



Individual Engagement – Influenced by Individual Context

Context

- ✓ Role
- ✓ Working Environment
- ✓ Country
- ✓ Culture
- ✓ Expectations



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Employee Engagement Drives High Performance?

7 Levers for High Performance



High Performing Adaptable Organization



*** (2014) Winning the long game: How strategic leaders shape the future S Krupp, PJH Schoemaker

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*** (2007) Leading at a Higher Level – how to be a high performing leader Ken Blanchard

Cohesiveness
+
Flexibility of
Organization

7 Levers that Drive High Performance

-- How fast can your organization change direction



7 Lever OD Model

- Drives Performance
- Drives Changes

Employee Engagement Transformational Change

7 Levers evaluation of a Transfer



Teleflex Organizational Change – Transfer

Sending Site

- Close a site of 800 people, US based to Mexico
 - Average LOS 15+
 - Union in place
 - Timeline in 2 – 3 years due to registrations
 - Product is needed in the market during this period
 - Site leadership team in place for the last 11 years

Receiving Site

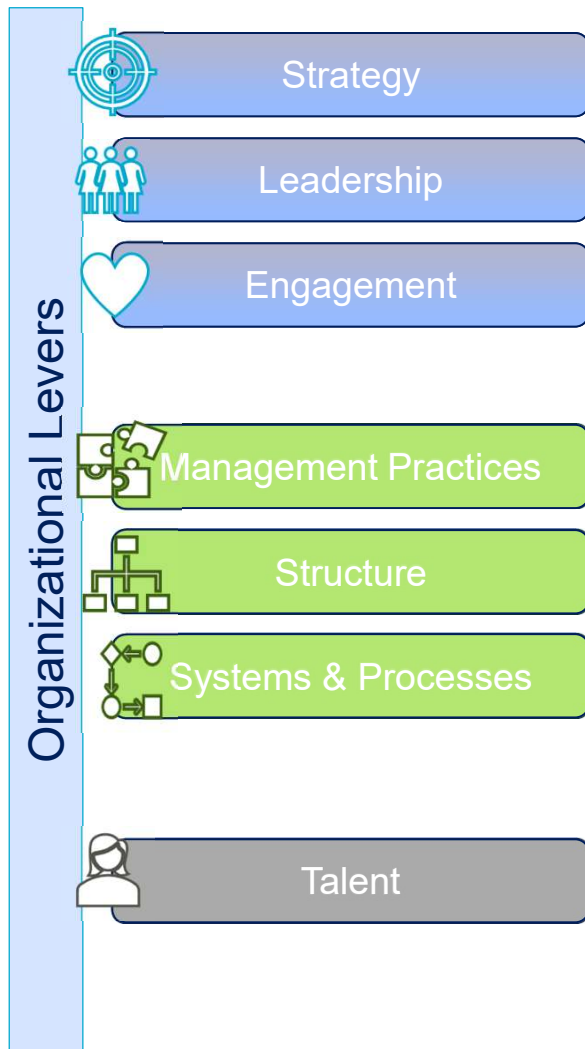
- Build a new site in Mexico
 - Hire employees
 - Train & develop to produce new product
 - Develop supply chain

Organization

- Poor Track record of successful transfer
- Cannot afford to issues with quality or service

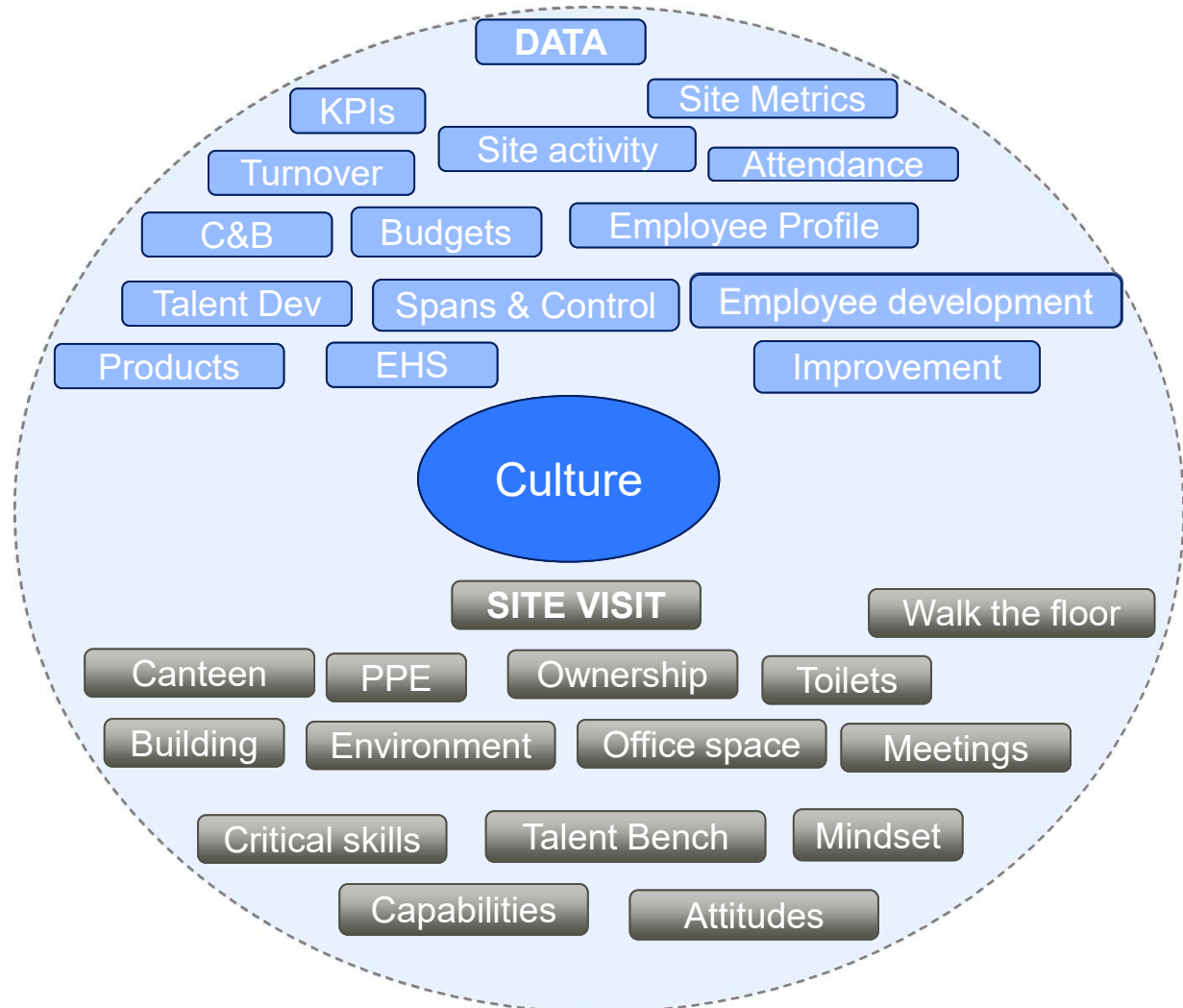
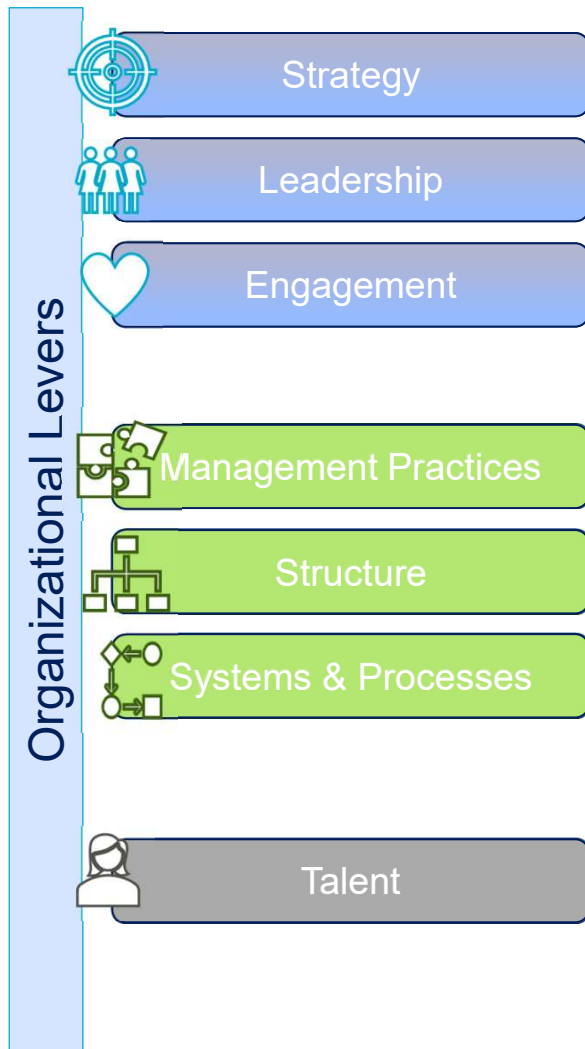


7 Levers assessment of -- *Sending site*

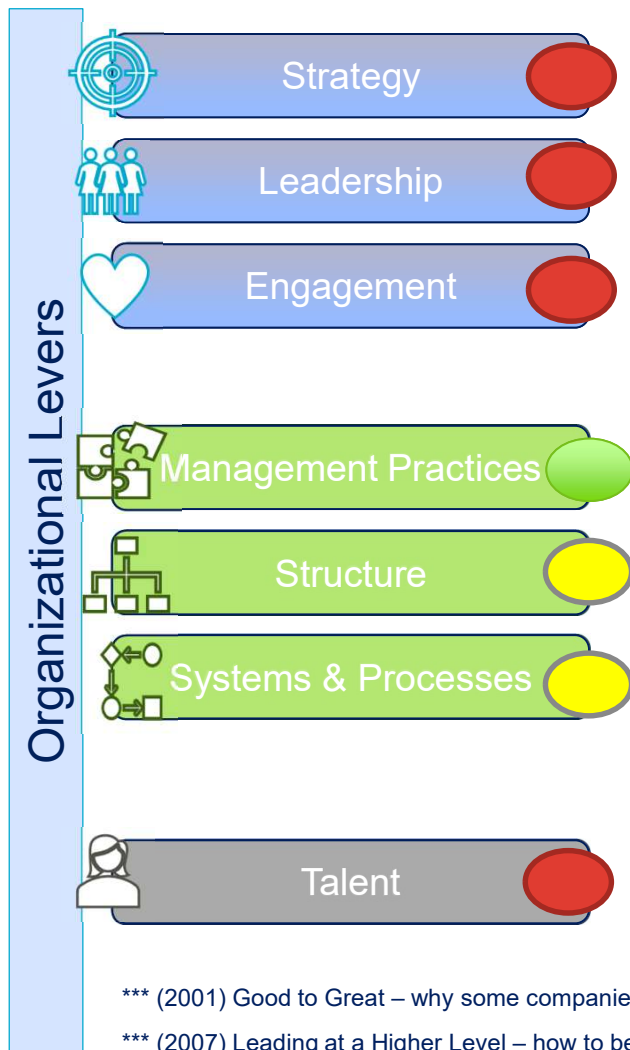


- Assess levers current state
- Assess site's ability to flex levers
- Is the site Change Ready?
- What level of Change can it handle?
- What is the level of Leadership?
- Have we a change management plan?
- Local Environment context?

7 Levers assessment of sending site – Gather the data



7 Levers assessment of sending site – which lever?



1. Leadership Level 5

- Level 5: Executive: Building ending greatness

2. First Who then What

- Right people, get superior executive team
- “What” figure out path to greatness

Jim Collins

Leadership Is the Engine

If becoming a high performing organization is the destination, leadership is the engine.

While the HPO SCORES® model describes the characteristics of a high performing organization, leadership is what moves the organization in that direction.

Ken Blanchard

*** (2001) Good to Great – why some companies Make the leap and others don't Jim Collins

*** (2007) Leading at a Higher Level – how to be a high performing leader Ken Blanchard

Leadership at all levels – Sending Site



Talent



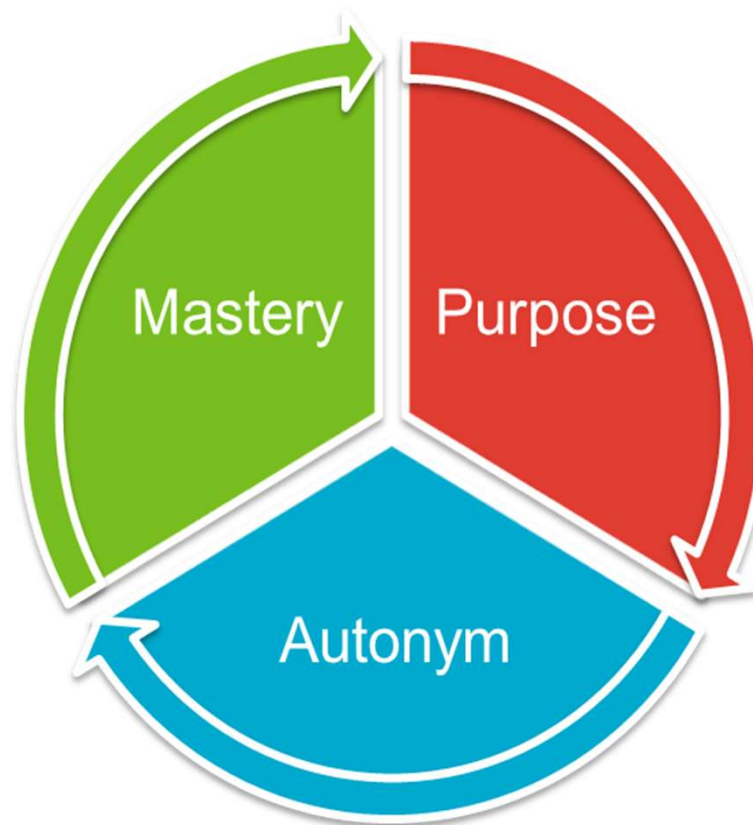
Leadership

Focus on Key decision makers

- Site leaders
- **Supervisors**
- Influencers

Focus on

- Skills
- Span & Control
- Practices
- Ownership



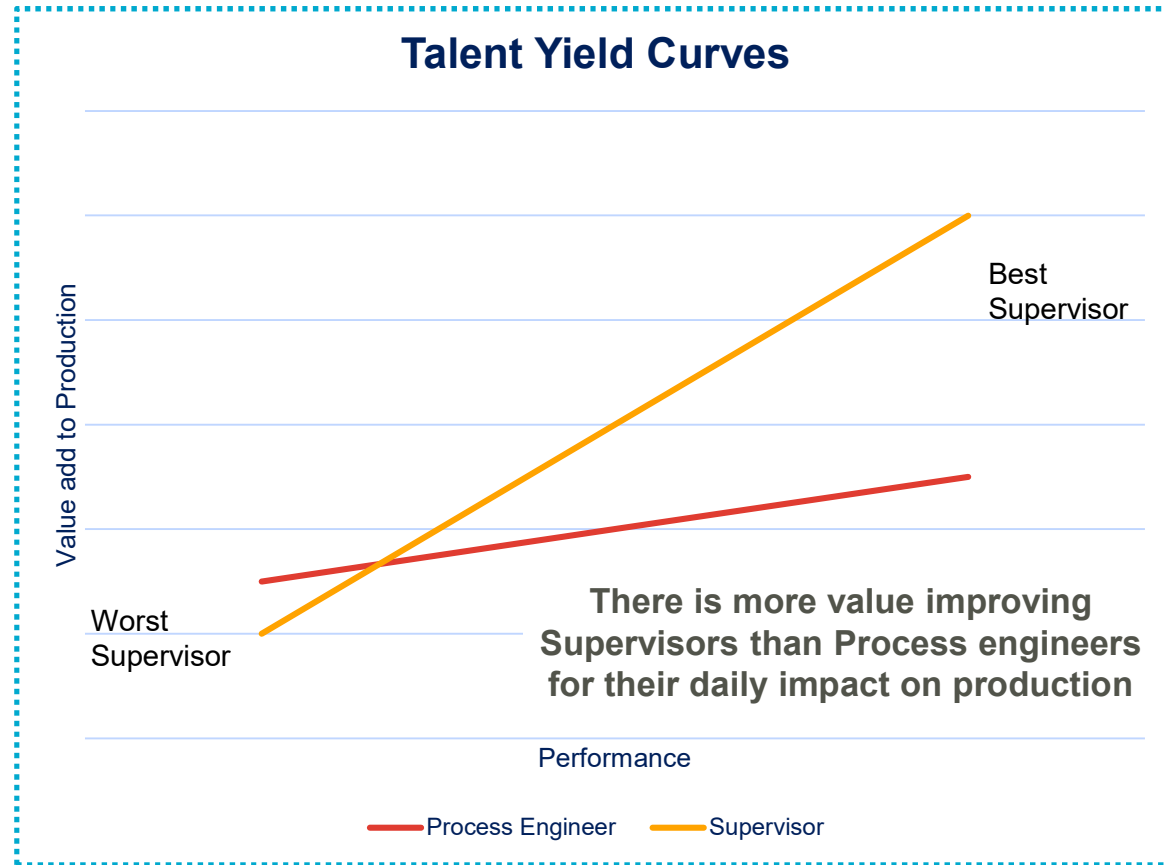
Leadership look at the data



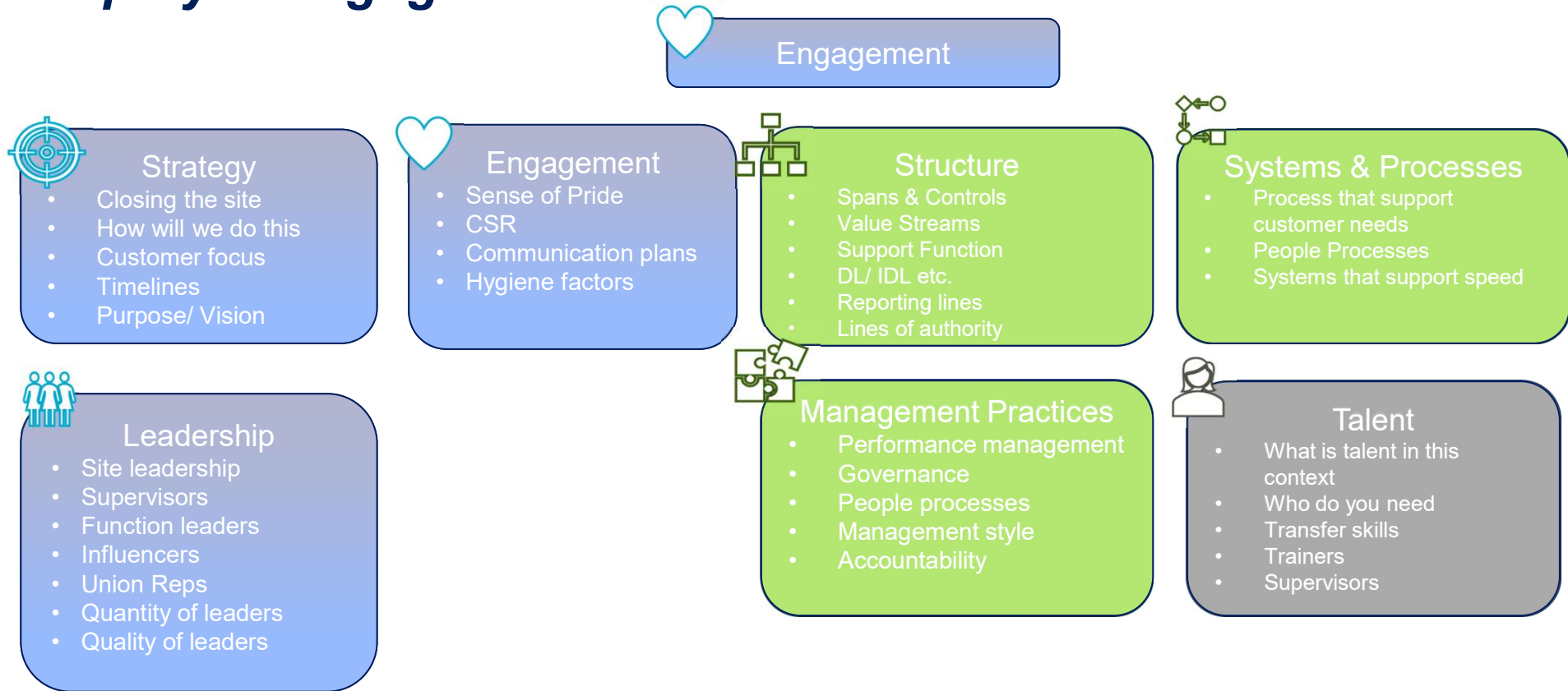
Supervisors

- Influencers
- Culture owners
- KPIs owners
- Profile

- Better ROI
 - Production
 - Engagement



Employee engagement – Broader View



*** (2001) Good to Great – why some companies Make the leap and others don't Jim Collins

*** (2007) Leading at a Higher Level – how to be a high performing leader Ken Blanchard

Employee Engagement Summary

Complex with many influencers



Employee Engagement

- It is Complex
- Cover the basics first
 - Hygiene Factors before
 - Motivation Factors
- 7 Levers are factors that influence level of employee engagement
 - Leadership is the engine
- Context is crucial
 - Employee view point
 - What is happening in their world?

Back up Slides












References

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- (2007) Leading at a Higher Level – how to be a high performing leader Ken Blanchard
- (2011) Drive: The surprising truth about what motivates us DH Pink - 2011

Cohesiveness
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Flexibility of
Organization

7 Lever OD Model -- Organization Model

Lever	Description
 Competitive Environment	Extent to which the organization understands its external environment including the competitive, economic, government/political/regulatory and societal trends that are, or will, have an impact on its performance, and uses this information to drive its strategic priorities.
 Leadership	Extent to which the organization has the quantity and profile of leaders needed to define and achieve its strategy. The leaders in the organization identify and communicate a vision of the future, develop followership and engagement, allocate needed resources, and actively manage the caliber and performance of their leadership team. The organization has and uses an effective process for assessing the performance of current leaders, identifying and developing future talent in alignment for critical roles, and realistic candidates in each succession pool category.
 Strategy	Extent to which the organization has a data-based strategic plan that is informed by a review of the competitive environment. The plan is both well-funded and communicated throughout the organization.
 Engagement	Extent to which the organization fosters a sense of pride in the employee, both pride in the larger corporation and their individual organizational unit.
 Management Practices	Extent to which the organization demonstrates a high-degree of personal accountability, drives employee development, and efficiently gets the critical things done first, avoids urgency.
 Structure	Extent to which the organization has a structure that is aligned with its strategy and contains clear lines of authority, effective spans, and efficiently performs.
 Systems and Processes	Extent to which the organization can efficiently (i.e. quickly, easily, and with optimal cost) accomplish the work that is needed to satisfy customers, both internal and external.
 Talent	Extent to which the organization possesses talent with the critical skills, capabilities, mindset and attitudes it needs to achieve the strategy
 Business Results	Extent to which the organization achieved its goals on all key performance metrics that are tied to its strategy (i.e. financial, customer, employee and operational).

Good to Great – Jim Collins

1. Leadership Level 5

- Level 1: High capable people
- Level 2: Contributing team member
- Level 3: Competent Manager: organize resources towards goals
- Level 4: Effective Leaders: commitment, Vision, Higher performance
- Level 5: Executive: Building ending greatness

2. First Who then What

- Right people, get superior executive team
- “What” figure out path to greatness

3. Confront Brutal Facts

- Of current reality, culture of honesty/ truth
 - Leading questions, Enough dialogue to debate, Conduct autopsies, Define a Red Flag process

4. Hedgehog Concept

- Understand what can / cannot achieve
- What you can be the best at
- What Drives Economic Engine → Profit per Employee/ Profit per Customer

5. Culture of Discipline

- Culture Self Discipline people in line with Teleflex Strategy
- Discipline yet freedom within framework to act
- Discipline People
 - Discipline thought: Leadership Behaviours, Culture, Teleflex Strategic Goals, Engagement, KPIs etc
 - Discipline Action: TPS, Six Sigma, Project Mgt, NPI Process tec
- People extreme diligence & stunning intensity
- Shun opportunities that fall out of “Hedgehog Concept”

6. Technology Accelerators

- Technology an accelerator not a creator → “Crawl, Walk then Run”

Leading at a Higher Level – Ken Blanchard

The HPO SCORES® Model

