



MAKING AN IMPACT ON U.S. MANUFACTURING

NIST
National Institute of
Standards and Technology
U.S. Department of Commerce

Living the change we seek at MEP!

Carroll Thomas,
MEP Director

Challenges and Opportunities: 2014 Employee Viewpoint Survey Results



TOP 3 POSITIVE RESPONSES

- Employees are protected from health and safety hazards on the job **(97%)**
- When needed I am willing to put in the extra effort to get a job done **(95.2%)**
- Overall quality of work done by your work group **(91.7%)**



TOP 3 NEGATIVE RESPONSES

- In my work unit, steps are taken to deal with a poor performer who cannot or will not improve **(40%)**
- In my organization, leaders generate high levels of motivation and commitment in the workforce **(38.1%)**
- In my work unit, differences in performance are recognized in a meaningful way **(33.4%)**

Challenges and Opportunities: 2015 Employee Viewpoint Survey Results



TOP 3 POSITIVE RESPONSES

- Employees are protected from health and safety hazards on the job (96.6%)
- When needed I am willing to put in the extra effort to get a job done (96.5%)
- I am constantly looking for ways to do my job better (92.6%)



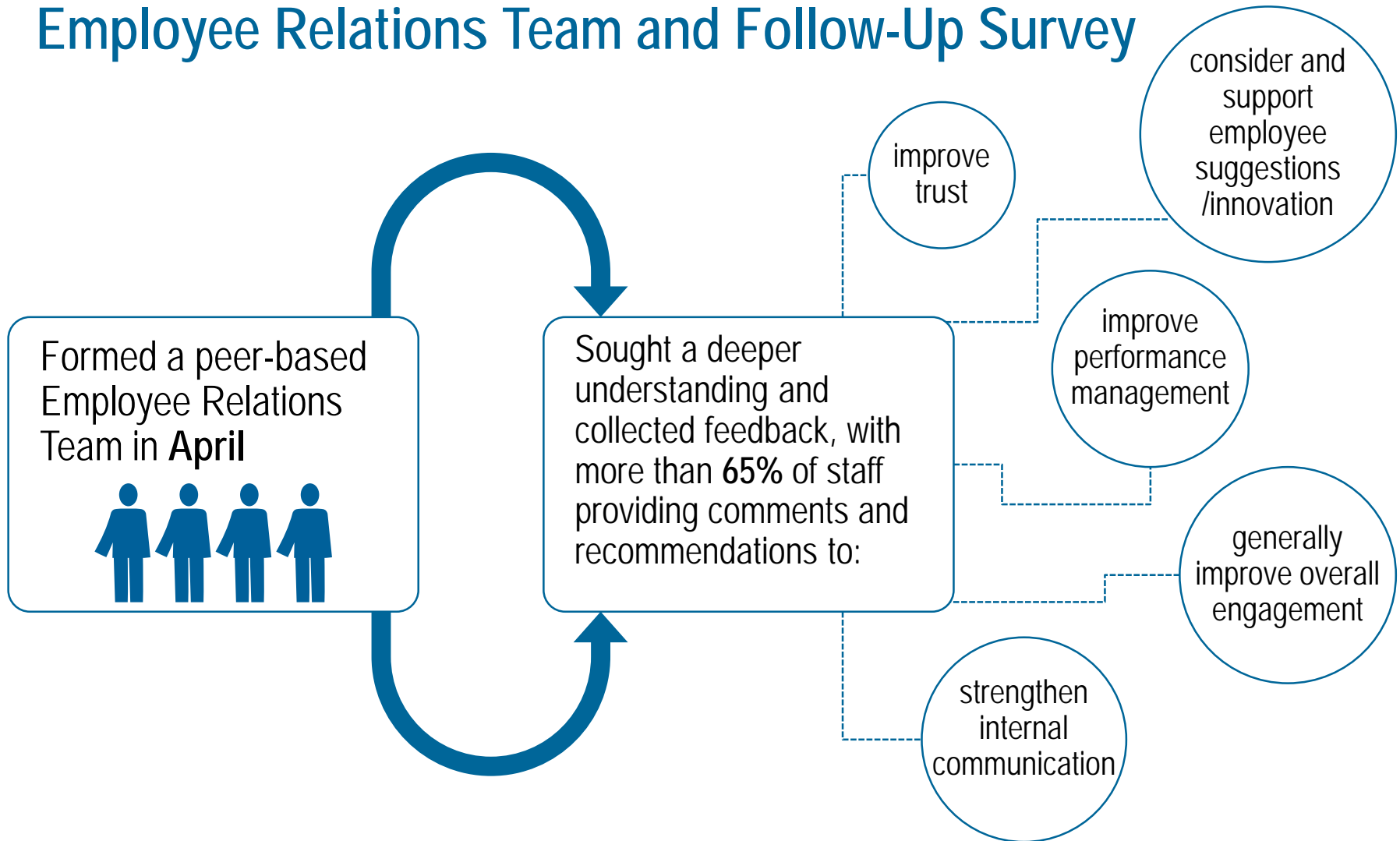
TOP 3 NEGATIVE RESPONSES

- In my work unit, steps are taken to deal with a poor performer who cannot or will not improve (55.5%)
- Promotions in my work unit are based on merit (54.6%)
- Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated (53.2%)

Challenges and Opportunities: Internal Context



Actions: Employee Relations Team and Follow-Up Survey



Actions: Employee Suggestion Box



GOAL: To encourage engagement, communication, transparency, and innovation

- Channel to express and empower ideas



CREATED an Employee Suggestion box and process to consider, track, and share/communicate ideas

- 24 suggestions since June
- Suggestions varied from organizational change (performance plans, strategic plan, re-organization, core values, etc.) to events and socials, to meetings, office space, and system process.

Actions: New Leadership, New Vision

- Brought on as Director of MEP in mid-April
- Took actions to address some of the immediate issues
- Approved the selection of an outside trainer, Larry Danner, for culture transformation

Actions: Engaging of The Clearing and Their Work



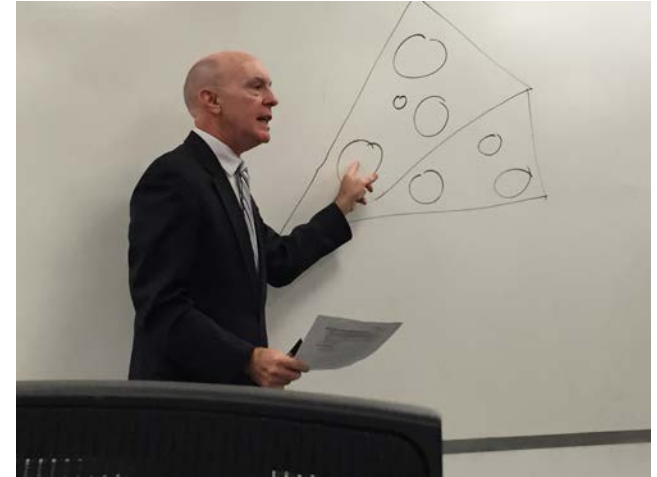
Obtained candid employee feedback and recommendations via individual interviews and focus groups; aired submerged issues and laid groundwork for positive relations



Created collaborative framework and defined a desired future culture that spelled out how we will do our work and conduct ourselves



Identified 3 top-level organizational priorities to address by the end of January



Actions: Implementation Plan



Developing an implementation plan focusing on:

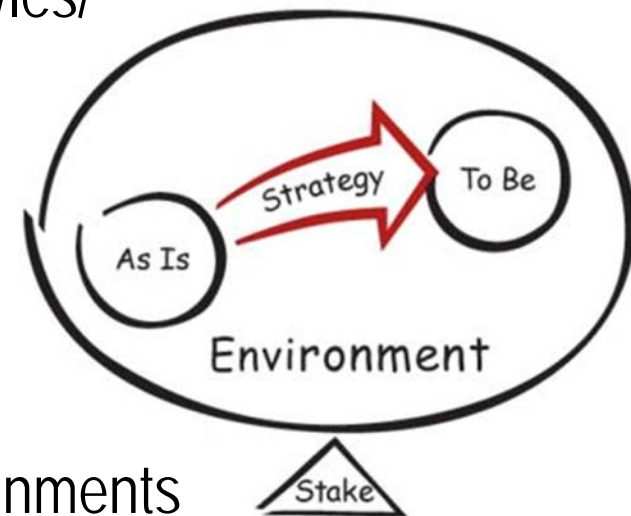
1. A series of 90 day high impact projects that can be addressed immediately
2. Longer-term, more complex issues that require extended resolution
3. Organization-wide cultural and behavioral training embedded in the work
4. Leadership training and coaching
5. Organizational restructuring

Next Steps



NEXT STEPS

- Internal Training in new behaviors
- Understanding peoples styles/
DISC assessment
- Strategy Development
- Leadership coaching
- Improved efficiencies
and effectiveness
- Special engagement assignments



Future State

LIVING THE CHANGE WE SEEK AT MEP

WE WILL WORK AND TREAT EACH OTHER WITH...

RESPECT EACH OTHER TIMELINESS INTEGRITY VALUE ADDED
DIFFERENCES DEADLINES ACCEPTANCE

CLEAR COMMUNICATION SYSTEMATIC INTERNAL COMMUNICATION
WILLINGNESS TO APOLOGIZE

PROVIDING AND RECEIVING CONSTRUCTIVE FEEDBACK PROACTIVE AND DIRECT FEEDBACK ACTIVE LISTENING

PURPOSE INTENT RESPONSIVENESS TO GOALS AND OBJECTIVES EMPowerMENT
FOCUS ON THE MISSION PASSION

POSITIVE THINKING ACCOUNTABILITY FOLLOW THROUGH

WILLINGNESS TO DELEGATE TRANSPARENCY HONESTY
TRUTHFULNESS BALANCE

OUR FULL POTENTIAL

EXPERTISE PRIORITIZATION OPTIMIZED OUTCOMES EFFECTIVENESS
CLARITY OF ROLES AND RESPONSIBILITIES

PROFESSIONALISM ACCURACY FLEXIBILITY COMMON COURTESY CONSIDERATION COMMON UNDERSTANDING

COLLABORATION CUSTOMER-CENTRIC CROSS FUNCTIONAL TEAMS

HIGH QUALITY HONOR TRUST PATIENCE

"PRACTICE THE CULTURAL CHANGE WE WANT TO HAPPEN"



MEP: Changing the Way the World Defines Manufacturing by Enabling the Next Great Revolution in Manufacturing