



WIKA Focuses on Leadership Development | Case Study

Client

- › **WIKA Instrument Corporation**, a leading global manufacturer of pressure gauges and other critical measurement instruments.

Challenge

- › Several years into its LeanSigma transformation, WIKA enjoys steady annual revenue growth of 12–15 percent. Executives are seeking ways to develop skill sets in line with the company's evolving high-performance culture and goals.

Solution

- › WIKA engaged TBM to assess the leadership gaps and the growth potential of the organization and its individuals. A strategy combining both individual and team coaching and growth plans was developed — ensuring that company leaders are on the same world-class growth curve as WIKA.

Results

WIKA company leaders are taking a long-term approach. Leaders are articulating definite goals — often for the first time — operating outside of old comfort zones, and using the assessment and personal development tools they've learned to encourage growth in their direct reports. Career development within the company is becoming lean, allowing WIKA to more efficiently promote talent from within.

Intensifying and Sustaining A Lean Organization

Taking the lean approach to cultivating human capital positions a global manufacturer for future prosperity.

Executives with lean experience know how to adapt quickly to new situations and information. Huge inventory reductions, freed-up workers, new product lines and productivity — effective leaders learn to deal with the constant change associated with lean growth.

But are those same leaders continuing to grow in the midst of constant change?

While production methods and business processes had changed at WIKA Instruments, the company still had remarkable employee stability. It was one of the things Brent Shadix, executive vice president of Human Resources, noticed when he started work at WIKA.

"We needed to take a good look at ourselves and we wanted facts, not emotion," Shadix said. "We went through a Senior Management Leadership/Policy Deployment workshop with TBM and looked at what was preventing us from moving forward. We had to recognize that sometimes, when you grow so fast, you put Band-Aids® on things instead of putting the right management structures and skill sets in place."

A critical first step, therefore, was to conduct a customized High Performance Assessment, in which executives, directors and managers in the company — the company drivers — evaluated the company's goals, abilities and shortfalls.

The workshops and one-on-one coaching have already led to measurable results, Shadix reported. Leaders are articulating definite goals for their areas of responsibility, often for the first time. Career development within the company is becoming lean, in other words, allowing WIKA to more efficiently promote talent from within.

In addition to the special coaching sessions for the core group of leaders, WIKA also has a Performance Management Program for all 600 employees — from the front-line welder to the president — with three major sections: objectives, measures and goals.

Shadix says he'll be measuring employee retention, company growth, ability to promote from within and certain customer satisfaction data points to assess the program. Because evaluating data over time is critical for all LeanSigma work, TBM has compiled other possible measures to use as well. What's important is that the measures reflect WIKA's goals against actual performance in customer satisfaction, as well as growth and profitability.

“Once we offer these opportunities, we can find people who take the ball and run,” Shadix said. “If the potential is not really there, we can still help people grow in their current job. We always have to be looking for ways to be better; we can't be status quo.”

Vision & Alignment

- Lean Leadership Assessment
- Establishing Lean Transformation Vision and Roadmap
- Conducting Effective SML/Policy Deployment
- Selecting Lean Key Performance Indicators

Skills & Tools

- Effective Lean Deployment
- Daily Management for Lean Leaders
- Establishing Leadership Standard Work
- Managing for Daily Improvement (MDI)

Executive Development

- Executive Coaching
- Leadership Team Development
- High Performance Enterprise Assessment
- Developing Talent Management Systems

Conduct Customized High Performance Assessment

Executives, directors and managers evaluate company's goals, abilities and shortfalls.

Findings Discussed by WIKA Lean Leadership Team and TBM

Results were validated in follow-up interviews with key managers.

360-degree Assessment and Hogan® Personality Surveys

Given to coaching participants and key people.

2-Day Customized Workshop with 29 Key People

Agenda included discussions on WIKA's future planning, leadership accountability and a candid evaluation of the management team.

17 People Chosen for Individual Coaching Sessions

The coaching would last nearly a year, during which time each participant would create and execute a development plan, meeting two or three times with their TBM mentor for individualized teaching and coaching.

