



**TRACC**<sup>®</sup>

people • practices • results

# Engaging/Reengaging the Steering Committee

Golden Brewery - MillerCoors  
Carrie Stordahl - Manufacturing Development  
Manager



# Roadmap for the Session

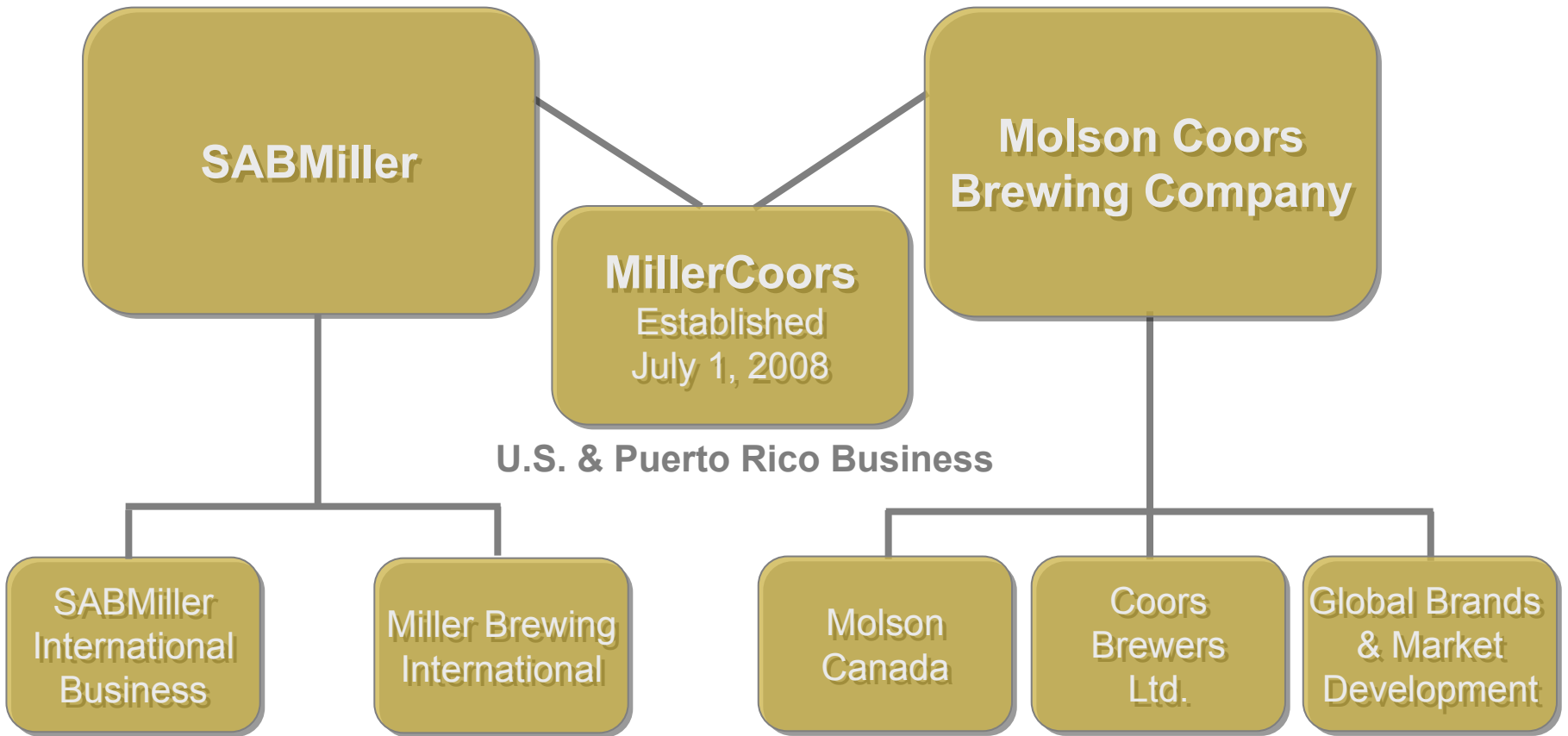


**Introduction to  
MillerCoors**

**Early TRACC Journey:  
Fits & Starts**

**SC Reengagement  
Approach**

# We are MillerCoors

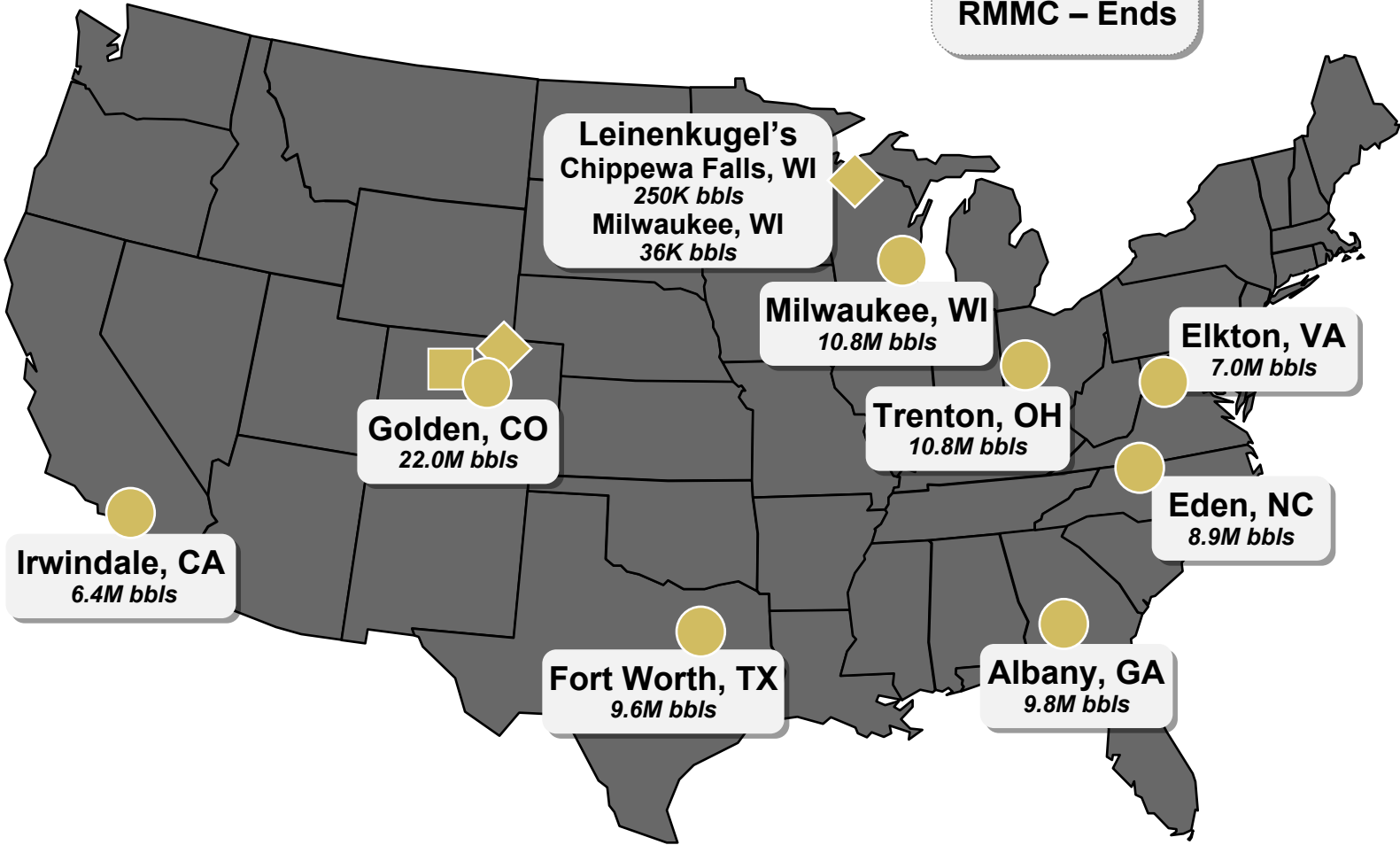


# Our brewery network, capacities



● Brewery    ◆ Craft Brewery    ■ Container Ops

RMBC – Glass  
RMMC – Cans  
RMMC – Ends



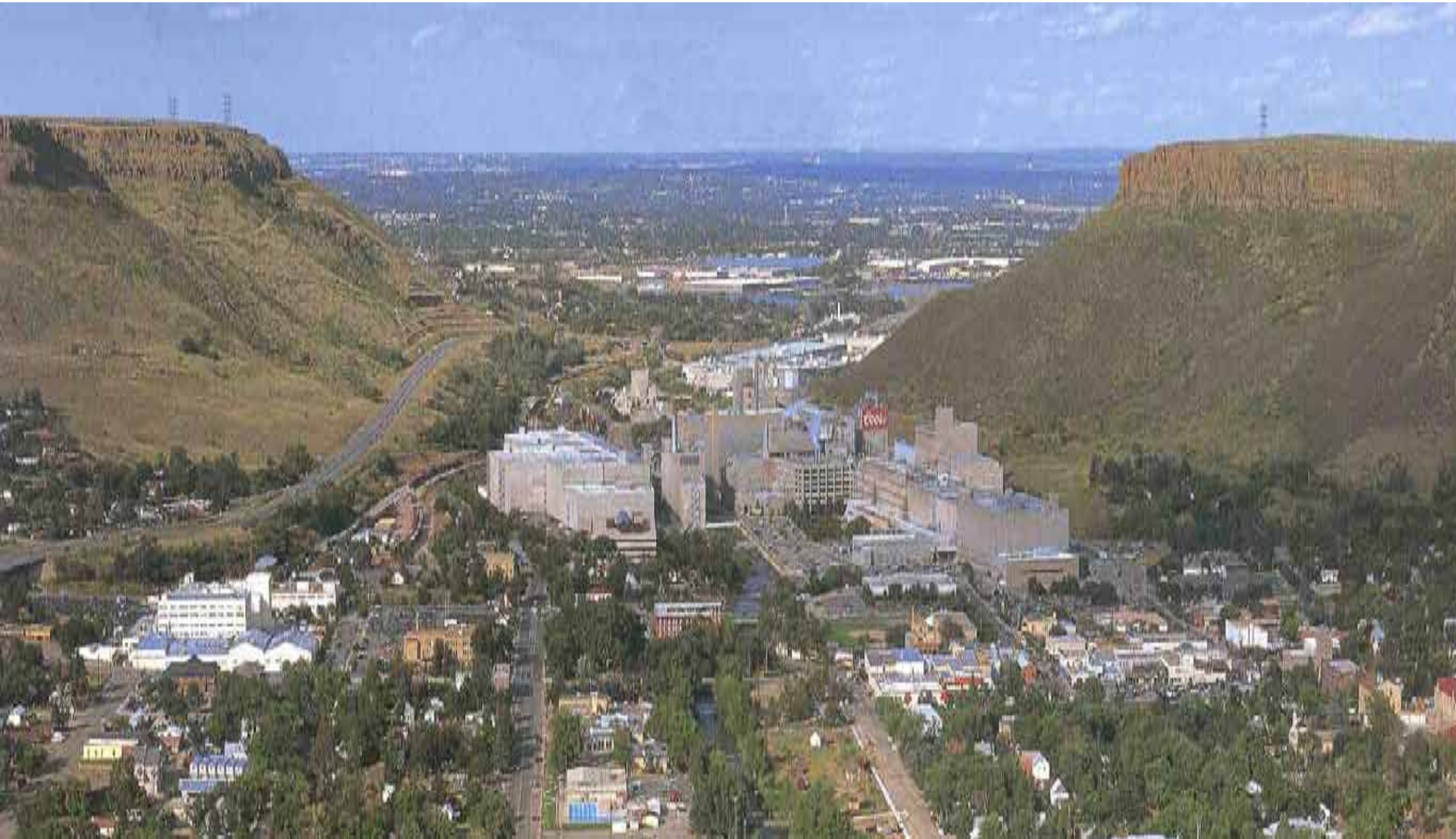
8,500 Employees

**Our vision is to create  
America's  
best beer company.**



- Founded in 1873, Adolph Coors
  - Selling 3,500 Barrels in the First 12 Months of Operation
  - 2010 – 11 million barrels
- 12 Million Square Feet Under Roof
- Golden Valley Covers 5 ½ Miles
- Employs 1,100 People

# Golden Brewery



# Leveraging our powerful brands



150 Pack  
Mixes

14 Beers  
Types

# Roadmap for the Session

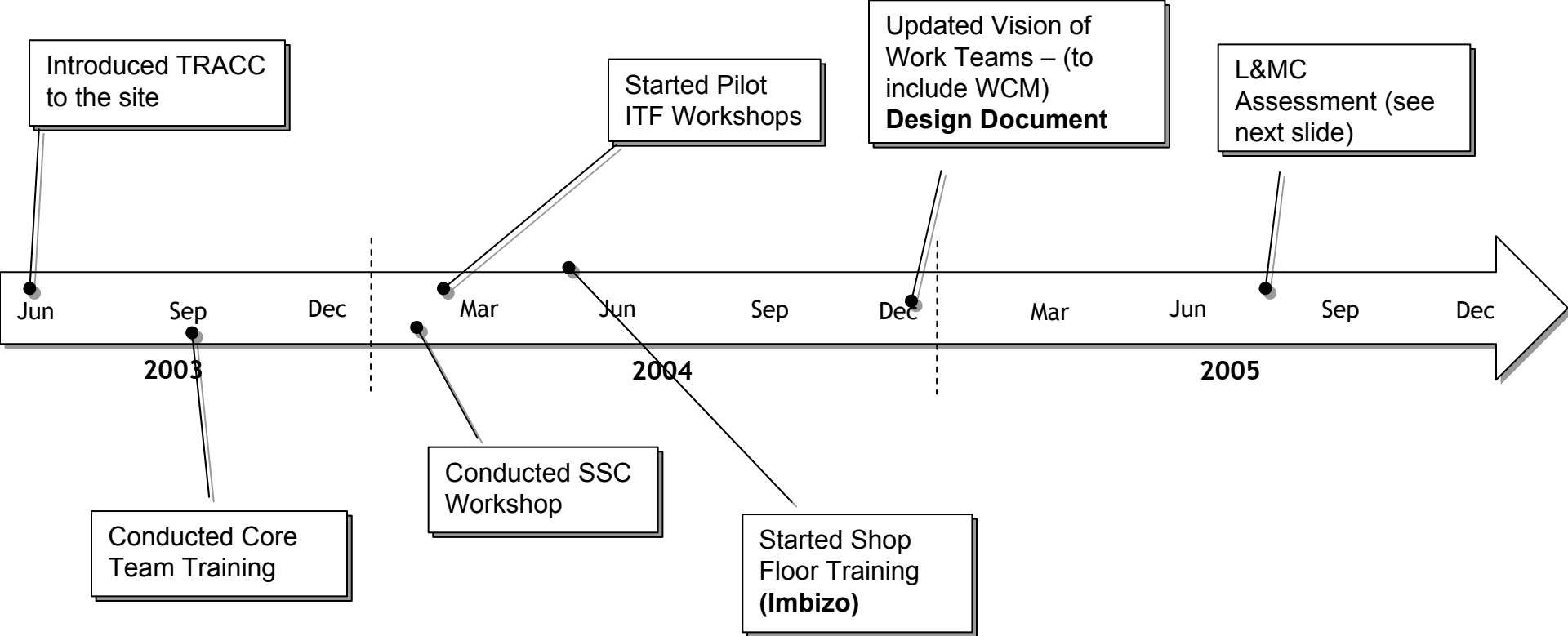


**Introduction to  
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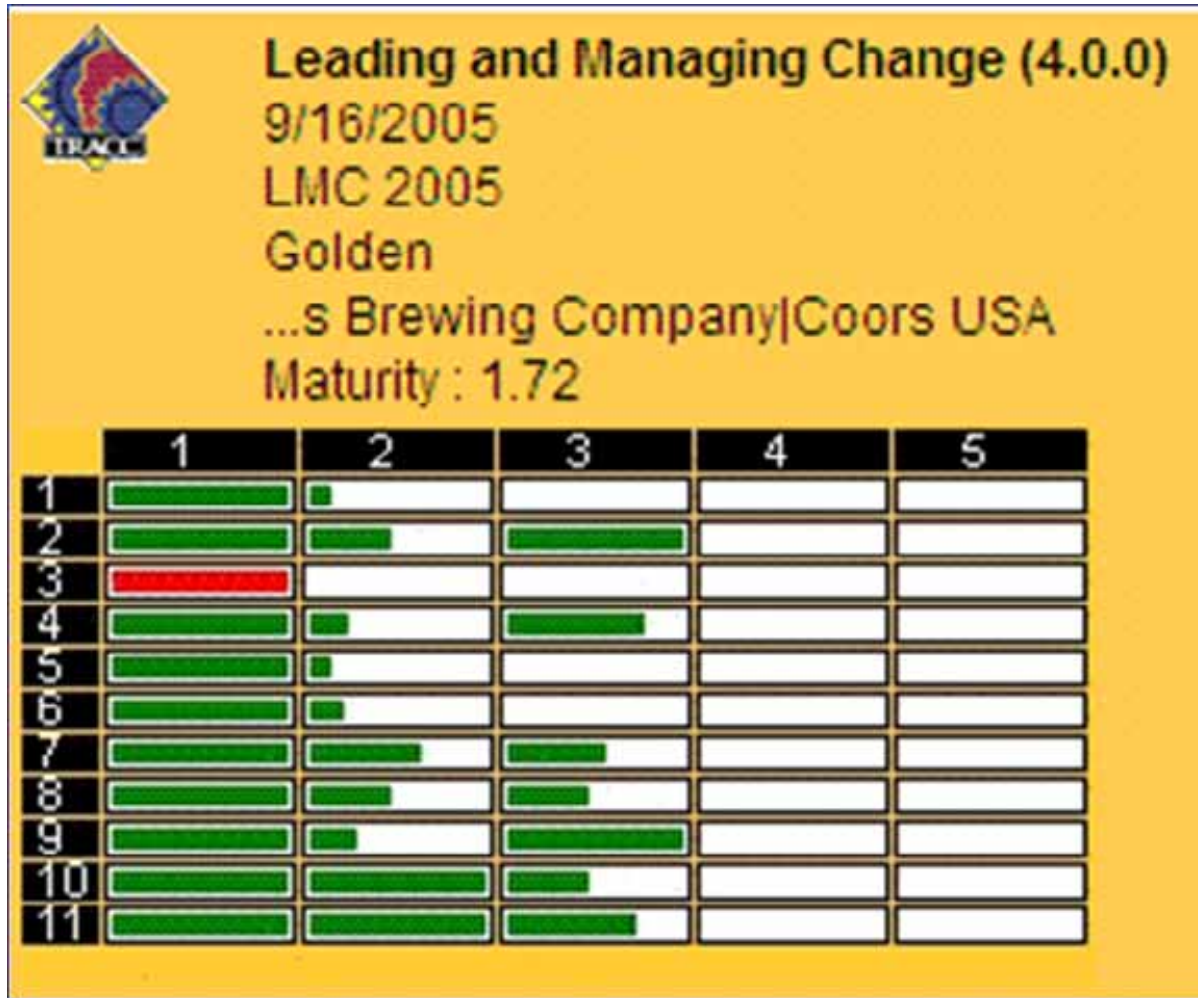
**Early TRACC Journey:  
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# Beginning of the Journey at Golden



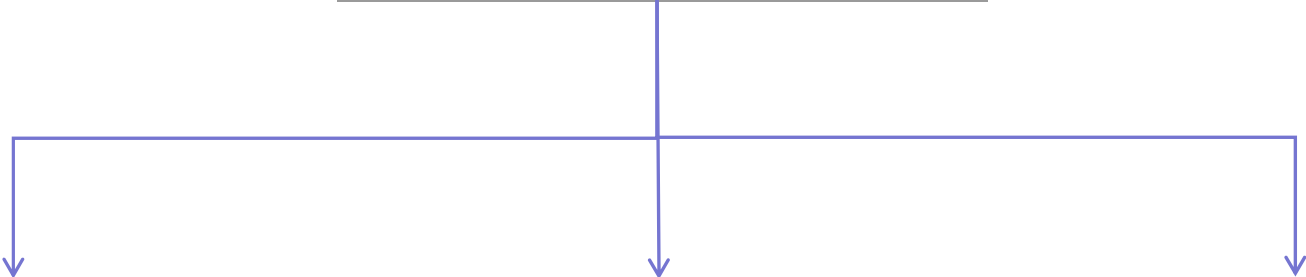
# L&MC Assessment Sept 2005 - Initial Assessment Completed Sept 2004



# Situation Assessment



**Problem:** Steering Committee Did Not Take Responsibility for Driving the Implementation



**Why:** Corporate Leadership was too Involved at the Start

**Why:** Site Staff Didn't Truly Believe in WCM

**Why:** Lack of Understanding of the Practices of WCM

# Symptoms of a Lack of Steering Committee Engagement



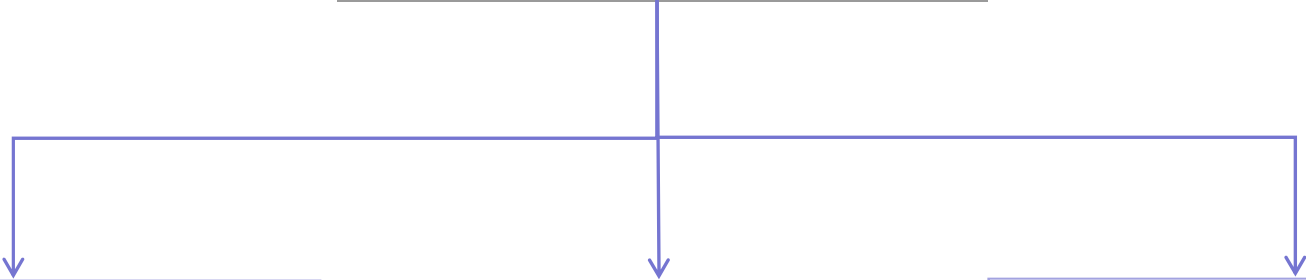
- Lack of participation during initial SC Workshop
- Postponement or cancellation of SC meetings
- Area facilitators are doing all the work with the teams (not their direct leaders)
- SC Champions do not take time to learn the content or own their Stop 'n Thinks
- No behavior change - the SC does not apply the tools & principles of WCM that TRACC espouses
  - 5S in the office
  - Visual management
  - Structured problem solving
  - Effective Meetings

**Facilitator Takeaway: We need to remember that the SC isn't only driving the change, they are living it (and like all people, they're prone to resistance)**

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# Too Much Corporate Involvement

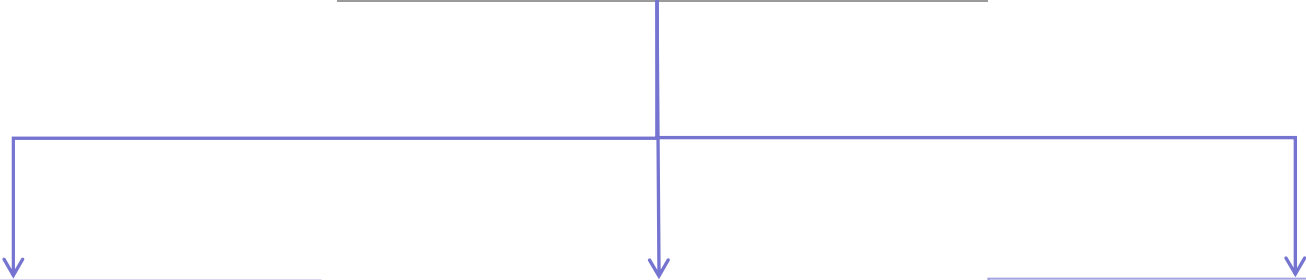


1. Sponsor/Owner of WCM implementation resided within a corporate manufacturing support group
2. Corporate resources came and went, as priorities changed
3. Breweries didn't "have" to do, it was being driven by corporate
4. More corporate representation on SSC and core team than plant resources (5:1 ratio)
5. Capability was built mainly within the Corporate roles vs. the plant leadership roles

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# Lack of Site Staff Buy-In

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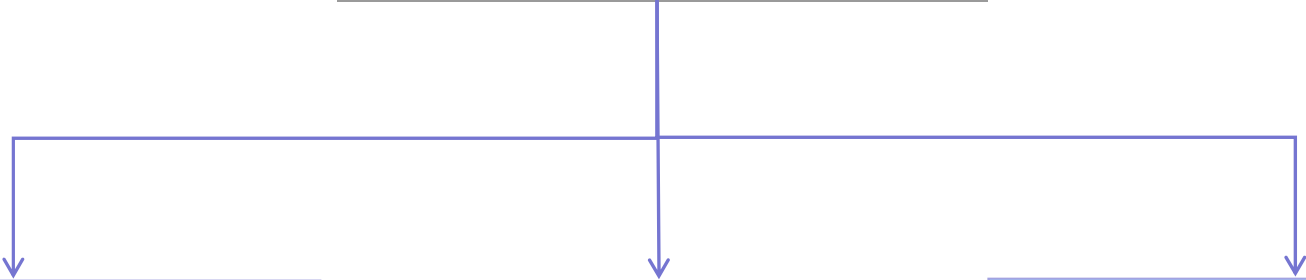


1. Asking Leadership to work differently, when historically they have gotten results
2. No strategic vision or ownership from with the Brewery Operations or Plant
3. Highly tenured workforce and leadership teams
4. Staff didn't truly understand World Class Manufacturing or their role in ownership

# Situation Assessment



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**Why:** Lack of Understanding of the Practices of WCM

# Lack of Understanding of WCM

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1. Core team training only included area facilitators, not entire leadership team
2. Lack of training around WCM as an integrated methodology
3. Lack of detailed understanding of the best practices
4. Did not understand how the best practices could enable their performance

# Roadmap for the Session



**Introduction to  
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**Early TRACC Journey:  
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# Actions Taken from Initial Implementation



1. Start over with the L&MC Assessment to Reground the Group and Develop an Action Plan
2. Set a clear vision for WCM in the Golden Brewery
  - Owned by Leadership - Plant Staff and Unit Managers
  - WCM will become how we do work
  - Added it to the 3 major goals
3. Engaged key stakeholders in the process to help build the case for change internally
  - Non-union site - informal change leaders
  - Union site - union leadership
4. Re-chartered the change process
5. Created Best Practice Champion Teams

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# Burning Platform - Case for Change

## Our Key Challenges

	<u>Volume/ Profit</u>	<u>Cost</u>	<u>Quality</u> (CIC/Imm)	<u>Service</u> (Rated D/c)	<u>People</u>
A-B	1	2	2	1	X
SAB/Miller	2	1	1	2	X
Coors	3	3	3	3	

Journey to World Class

 *Constant improvement,  
"world class" success!*

5

# Process for Establishing Operating Principles & Vision

## Appreciative Inquiry



Appreciative inquiry is a methodology and process for driving organizational change by affirming the positive aspects of individuals and the organization (next slide).

## Operating Principles

- Principle 1
- Principle 2
- Principle 3
- Principle 4



1. **Safety**- Safety is part of everything we do.
2. **People** - People are valued.
3. **Teamwork** - Trust each other and hold each other accountable to do our jobs right. We win together as the Coors Team  
Involvement- We all have clear roles and boundaries that enable involvement and ownership.
4. **Quality** - Quality is our competitive edge. We take accountability for it.
5. **Communication** - Always communicate straightforward, honest facts with each other in a timely manner.

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- Union Sites

- Experience in our union facilities, up front inclusion of key union personnel as functioning part of SSC can leverage the partnership
- Joint ownership between Union and Leadership
- WCM is the right thing to do for everyone

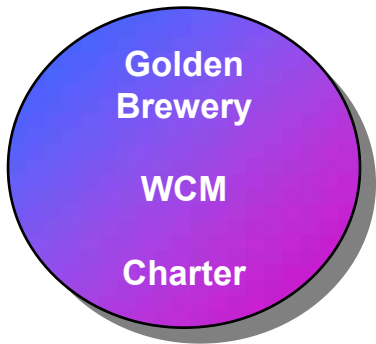
- Non Union Sites

- Finding those informal leaders
- Making them a positive part of the change

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**RESOURCES:**

- Other Breweries in Network
- WCM Council (Place holder)
- Functional support groups (IT, Engineering, Finance, HR, etc)
- GSSC
- CCI TRACC Methodology
- Senior Executive Sponsor
  - Supply Chain Exec.
- Parent Companies

**BACKGROUND:**

- We have been on a Journey of Teamwork
- Driving toward a common vision
- Drifting from a Golden-centric set of lenses.
- Design Document – “Cliff Notes” toward our end state
- Demonstrated successes
  - Sustainable
  - Continuous
- Employees request for inclusion.
- Family rich Company moving to one more driven to results
- Empowered and engaged teams
- Driven at the plant level
- Leadership believes and owns the process. This is the fabric of how our work gets done.
- Appreciative Inquiry

**IN SCOPE:**

- GBBU
- Process Ops
- Packaging
- Logistics
- Plant Tech Services
- GBBU Functional Support Groups
- HR, Finance, IT, Engineering, EHS

**OUT OF SCOPE:**

- GDC/Transload
- Other JV Partners
- Inbound Suppliers
- Pilot Plant (AC Golden)
- Contractors/Temporary Services

**OBJECTIVE:**

- Deliver the GBBU Vision: Best People, Best Practices, Best Beer, Every time.
- Deliver World Class Business Results
- Consistently adhere to Operating Principles
- World Class results through people
- Ensure Sustainability
- Preferred Supply chain provider
  - Model the way for dist. Network
  - Be the leader
- Plant leadership owns WCM and is the portal through which all work gets done
- Develop a Golden Implementation plan.

**ROLE:**

- Provide all resources necessary for successful delivery of results
- Define and agree (Gain commitment) that this charter is what we will deliver.
- Ensure alignment and accountability
- Measuring and Managing performance
- Lead the best Practices
- Deliver the business through WCM
- Gathering folks to “Believe” (Take the leap of faith)
- Know and follow the methodology
- Leading role in L&MC
- Apply WCM in all of the leadership work that we do. (the Tools)
- Interpret/teach/prepare SnT and IAs that may be out of their control.
- Building capability for the Process Managers to implement
- Organizational Design to fit the WCM structure
- Keep the team focused on the appropriate perspective of the journey they are on. “Speed of the Game”
- Manage the development of the Golden Implementation Plan
- Visibility – “Model the way”

**BENEFITS:**

- Plant is extremely safe
- Supplier of choice for our network
- We will be a truly global manufacturing operation - common language and consistent approach
- Job security for our employees
- OD implementation will deliver great people, engagement, capability and culture
- Financial Performance (FI)
- Sustainable, consistent & continually improving performance. We will lead not follow - the place to benchmark
- Engagement and Empowerment.
- We will show our breweries and maltings to the world with pride
- Our whole will be greater than the sum of its parts
- Manufacturing will provide MCBC with competitive advantage
- Our approach will be scalable for effective M&A

**DELIVERABLES & TIMESCALE:**

**2008**

- Charter to be reviewed Annually
- EOY 2008 All teams at ITF status (Except warehouse) (US)
- Every ITF has a 6 month TRACC Plan (BAMS)
- Every Team will show sustained improvement over previous assessment (PMs)
- 80% of IMBIZO participants by EOY 2009. (CS)
- A formal assessment annually and informal assessment every 6 months
- All plant leadership through leading and managing training by Q3 (US)
- 5S of leadership offices by July 1, 2008 (GSSC)
- Hit financial JV synergy targets for GBBU (Plant)
- BAMs to complete a problem solving activity (BAMs)
- GSSC to complete L&MC assessment (US)
- Deliver our business objectives (Scorecards (US))

**Long Term**

- Average of stage 3 across GBBU in foundational elements by December 2010. (US)
- Remain a viable plant in the future (US)

**CUSTOMERS:**

- Teams – Golden Brewery
- 3 Tier Network
- Consumers
- Each Other
- Financial Community: Share Holders
- Front End of the Business: Sales and Marketing
- Brewery Network

# Objective - WCM Charter



## **OBJECTIVE:**

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  - Model the way for dist. Network
  - Be the leader
- Plant leadership owns WCM and is the portal through which all work gets done
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- Value was in the discussion, as a group
- Began to align the staff as a whole
- Took objectives and translated into deliverables
- Walked away with common rally cry or goals

# Deliverables and Timescale - WCM Charter



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### Long Term

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- Tangible deliverables
- Assigned by name and group
- Added to performance contracts/agreements
- Incorporated modeling the way
- Ties to performance

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# Best Practice Champion Teams

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1. Clear roles and deliverables laid out
2. Deliverables tracked as part of Master Plan
3. Teams formed, with representation from all departments
4. GSSC approval body
5. Sharepoint site for knowledge management/sharing

# Roles & Responsibilities Best Practice Champion Teams



- Provides strategy development for the plant for their best practice(s) (through the Stop and Thinks)
- Provides recommendations to the GSSC on Stop 'N' Think and Implementation Action requirements that fall outside of the ITF's direct control
- Develop any standard tools or toolkit for the best practice, which could be used as a standard template for the ITF's
- Provides next level TRACC knowledge to the GSSC and ITF's for their best practice(s)
- Provides direction and educational expertise to the appropriate Star Point(s) plant wide.
- Provides a recommendation on maturity goals for the plant to the GSSC and RMT for their best practice(s)
- Provides Imbizo Day one support for their specific best practice(s) presentations (*Plant staff where they exist in the structure*)
- Provides a conduit to the appropriate MillerCoors Councils (not in existence yet) for their best practice(s)

 *This is just one part of the roles/responsibilities, we actually have a process clearly defined also*

# SharePoint - One Source of Truth for WCM



Welcome to Tap Room | Home - Golden Brewery ...

Team Site Directory > Golden Brewery WCM World Class Manufacturing | Welcome Stordahl, Carrie | My Links

**MillerCoors™** Golden Brewery WCM World Class Manufacturing

This Site: Golden Brewery WCM | Advanced Search

Home | WCM Staff and Training | Best of the Best GBBU | CAP | Plant Loss and Waste Analysis | FI for CIP | Approval for Best Practice ST IA's | People Strategy GBBU | Site Actions

Master Sharepoint site for Sharing of best practices across Golden Brewery, as it relates to World Class Manufacturing

**Announcements**

There are currently no active announcements. To add a new announcement, click "Add new announcement" below.

Add new announcement

**Calendar**

September, 2010 | Expand All | Collapse All | 1 Day | 7 Week | 31 Month

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

**Links**

- Golden Brewery Site Steering Committee (GS56C)
- Golden Brewery Process Ops WCM
- Golden Brewery Packaging WCM
- Shared Learnings MillerCoors WCM
- CQMS Golden Brewery
- Digitracc
- Golden Brewery Energy Site
- Netbar Coors
- MillerCoors University
- World Class Manufacturing - MillerCoors
- Golden Brewery Electrical Safe Work Practices Site
- Golden Brewery Asset Care Strategy Team
- GBBU Communications
- CCI What Good Looks Like
- SIC Report Breweries
- GEMS Assessment

Add new link

**View All Site Content**

**Pictures**

- Invidale MET Forum
- Best of the Best 2009

**Tap Room**

**Documents**

- Best Practices
- Imbizo
- Scorecard WCM Golden Plant
- Best Practice Champions
- Assessment Process
- CIP WCM Plans and FI Projects
- Human Resources (HR)
- Shared Learnings Templates
- Best of the Best
- GEMS
- GSSC Minutes
- Training

**Lists**

- Calendar
- Tasks

**Discussions**

- Team Discussion

**Sites**


- WCM Staff and Training
- Best of the Best GBBU
- CAP
- Plant Loss and Waste Analysis

- GSSC continues to learn and evolve, striving to stay one step ahead of the teams
- Plant Leadership team is driving WCM and believes it is what will make us competitive in the long run
  - A WCM measure is on every scorecard (plant down to teams)
- SSC has intimate knowledge of WCM, and can talk/coach ITF's and teams through the work
- Moving forward at the team level, rate of change is slower than preferred
- WCM at the shop floor/front line leader role is not yet to be seen as how we do business

# Key Takeaways for any Facilitator



1. We need to have the wherewithal to know when site leadership is not engaged in the change process and the courage to confront them with that fact
2. We need to understand that the same group of folks who are leading the change process at the site are also being asked to change their behaviors as well; we are responsible for modeling and coaching these behaviors for them so they can do the same for everyone else
3. Whenever you are feeling that the process lacks direction or that the Steering Committee seems “lost”, immediately reassess in DigiTRACC to determine current state and develop an action plan to improve



**Q U E S T I O N S**  
**A N S W E R S**

# Small Group Breakout Instructions



1. Take ~10 minutes to complete the *Steering Committee Engagement Assessment* and make note of any troublesome warning signs that your Steering Committee may not be fully engaged in the change process
2. Within your small group take ~10 minutes to discuss/share the following:
  - What are the 3-5 key takeaways for me from this case study?
  - Do I need to develop a reengagement plan for my Steering Committee? If so, what does that plan look like?
  - What are 3-5 things that I can do immediately to influence my Steering Committee to lead the change process more effectively?
3. Document some of the more interesting discussion points and elect a representative to summarize the discussion to the rest of the Alliance participants