

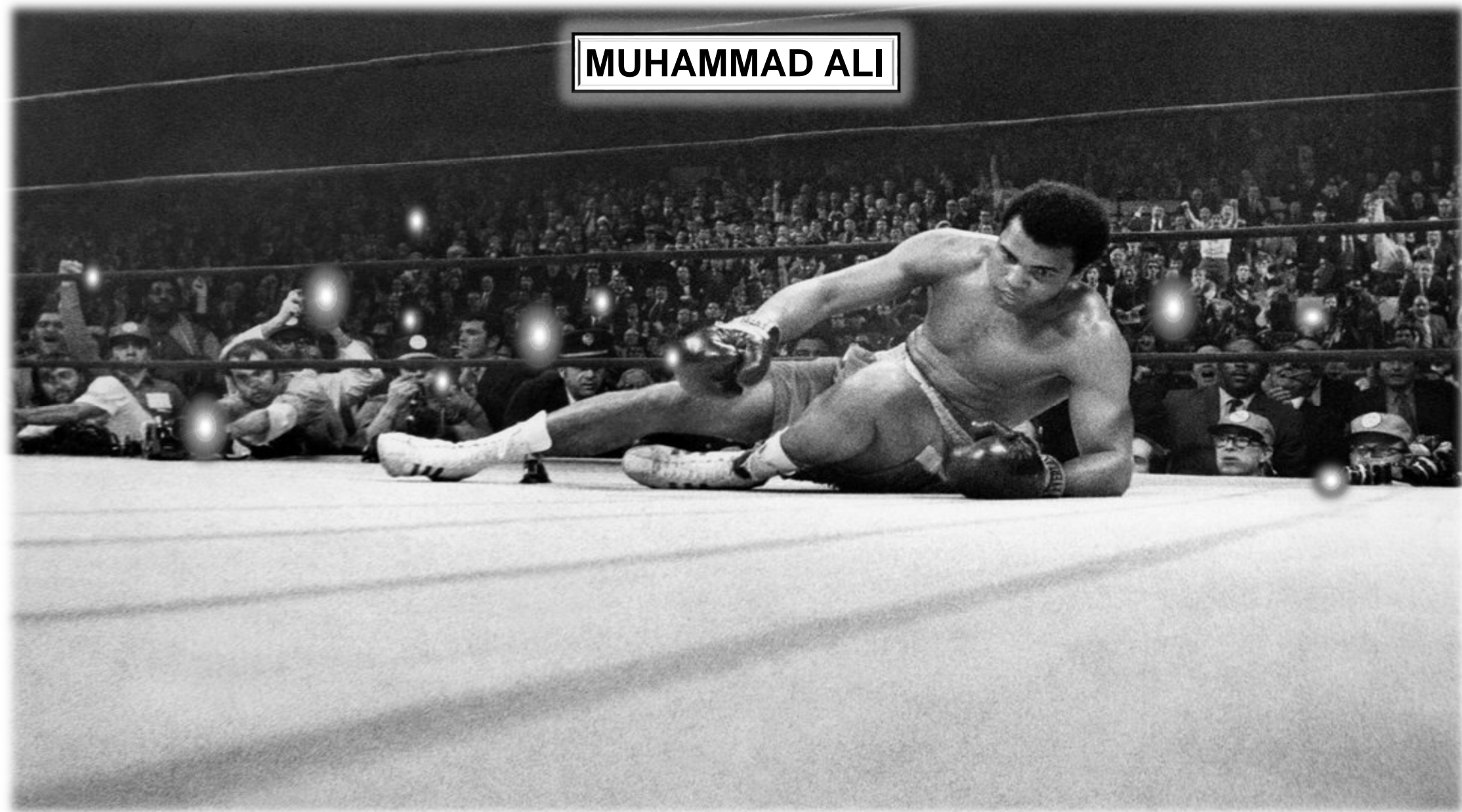
Goodyear Tire & Rubber Company

Billy R. Taylor

*North American Tire
Director of Manufacturing*



MUHAMMAD ALI



F E A R

F-E-A-R: Has two meanings

1. Forget Everything and Run
or
2. Face Everything and Rise

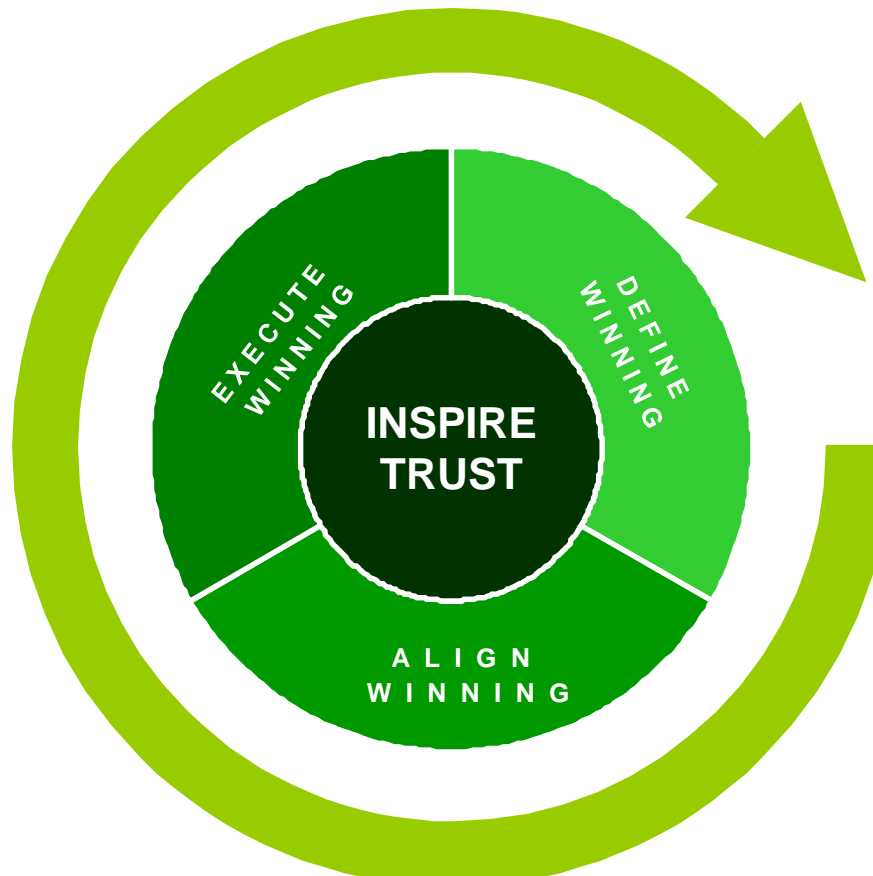
FAILURE IS PART OF THE PROCESS TO SUCCESS



Which way do I turn?
Where are you going?
I don't know!
Then what does it matter!



“Operating Brand”



Trust: Give a voice to 100% of your associates

Define – What does the enterprise want to accomplish?

Alignment - Does the **EVERY** individual know how they contribute to enterprise “Winning”?

Execute - Do you have a **DAILY MANAGEMENT PROCESS** that enables, develops, and holds people accountable?

- A process that recognizes process and contributions?

THE LAWTON CONSTITUTION

Your source for information in Southwest Oklahoma



25

Number of Shingo Silver Medallions ever awarded



"This is a monumental accomplishment."

BILLY TAYLOR
PLANT MANAGER

21/2

Number of years the Lawton plant has spent in effort

Shingo silver shimmers for Goodyear Lawton

Silver is super when it comes to 'Nobel Prize of manufacturing'

BY STEPHEN ROBERTSON

STAFF WRITER
SROBERTSON@LAWTONCONSTITUTION.COM

The Lawton Goodyear plant has a trophy case full of awards for quality, but it's getting ready to make a place for one more that represents 29 1/2 years of work, an honor that helps explain why the factory has thrived in bad economic times.

Earlier this month the plant was notified that it had qualified for the Silver Medallion in the Shingo Prize for Operational Excellence, the second-highest level of recognition in the Shingo Prize process.

The Shingo Prize — sometimes called the "Nobel Prize of manufacturing" — is named for the late Shigeo Shingo, a Japanese industrial engineer who wrote extensively about Toyota and other production systems and labor and materials — out of production systems.

Shingo winners are an exclusive fraternity: Only 13 operations have won the top prize, and only 25 have received the Silver Medallion.

Plant manager Billy Taylor calls Lawton's success in the Shingo process a "monumental



STEPHEN ROBERTSON/STAFF

Reflecting on the Lawton Goodyear tire plant's participation in the Shingo Prize evaluation process, are from left, Ron Augustus, Bradley Mifflin, Ron Cokeman and Bruce Harrison. The plant has earned the Silver Medallion, the second-highest level in the Shingo Prize for Operational Excellence evaluation process.

of what today is called "lean manufacturing" have been around for decades, and the Lawton plant has long prided itself on continually improving its processes and procedures. Any one who has been in the plant knows that "There is no finish line" is more than a motto to the managers, staff and production workers. Taylor was impressed by that tradition when he arrived here in late 2006. He also knew that

the global economy was unforgiving to manufacturers — no matter their past success — that could not meet customer demands.

"The customers want more and they would like to pay less," Taylor said shortly after coming to Lawton. "How do you keep up with that moving target?" Taylor

Several months later Taylor was chosen by Goodyear to represent a lean manufacturing

SEE SHINGO, 26

THE LAWTON CONSTITUTION

Your source for information in Southwest Oklahoma

Taylor heads to new challenges with Goodyear

By STEPHEN ROBERTSON

STAFF WRITER
SROBERTSON@LAWTON-CONSTITUTION.COM

When Billy Taylor arrived at the Lawton Goodyear plant in December 2006, he knew his job was to "make Lawton even better."

Being named manager of what has long been Goodyear's flagship plant, he admits, could be intimidating. Often, "don't mess things up" is the prime directive.

His 3½ years turned out to be much more than that. Faced with unaccustomed adversity, the plant weathered a recession, began work on yet another modernization and collected awards for environmental efforts and manufacturing excellence.

Taylor, who will begin work Monday as manager of the Goodyear plant in Fayetteville, N.C., said he knew from his first day here that the factory's employees would be the key to success.

The guiding philosophy: If you want to know how to make tires

more efficiently, ask the people who make the tires. In meetings large and small, he did just that, and he hasn't been disappointed.

"I work for you, you don't work for me," he told employees, and eventually they understood he meant what he said.

"When I first walked in, they sized me up to see 'Do you do what you say?'" Taylor said. "They embraced me, but I had to earn their trust."

"My name's not mister, it's not sir, it's Billy, and anyone can talk to me at anytime," he said.

"You can accept anything from anyone at any level of the organization," he said.

Their help was sorely needed in 2008, when the recession drastically cut orders from auto makers. The plant avoided layoffs, but the workforce shrank as employees left, mostly through retirement.

The status quo — always anathema to the Lawton plant, which

has long boasted that "There is no finish line" — wasn't an option. The plant had been designed primarily to provide large quantities of tires to auto makers, and they didn't need many tires.

Taylor recalls being in virtual isolation for two weeks, camped in a "little closet with yellow cardboard over the windows," trying to understand the changes the corporation wanted the plant to make.

The plant shut down and had meetings with every associate, Taylor said, and in late 2008 it embarked on an extreme makeover, converting processes to handle the demands of the new marketplace.

Instead of making thousands and thousands of one tire for days or weeks, the plant had to make many different types and sizes and be able to switch quickly to new products. The factory, Taylor said, became a tire supplier instead of a manufacturer. The re-



placement market, not original equipment, became its target.

"What would traditionally take six months to a year ... was done in one month," Taylor said.

"We changed the way we do

"I would have to say of all the places we've lived, this is going to be the most difficult one to leave. We leave with the feeling that we're Lawtonians. The community really embraced us and made us feel as though we're originally from Lawton."

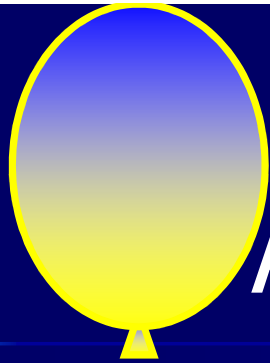
BILLY TAYLOR

GOODYEAR PLANT MANAGER HEADING TO NEW JOB IN NORTH CAROLINA

business," Taylor said. "We broke paradigm."

The work has paid off. The factory has drastically cut its cost of production and hired more than

SEE TAYLOR, 28



Alabama, USA 2003

Texas, USA 2008

Canada, 2008

North Carolina, USA

Illinois, USA 2009

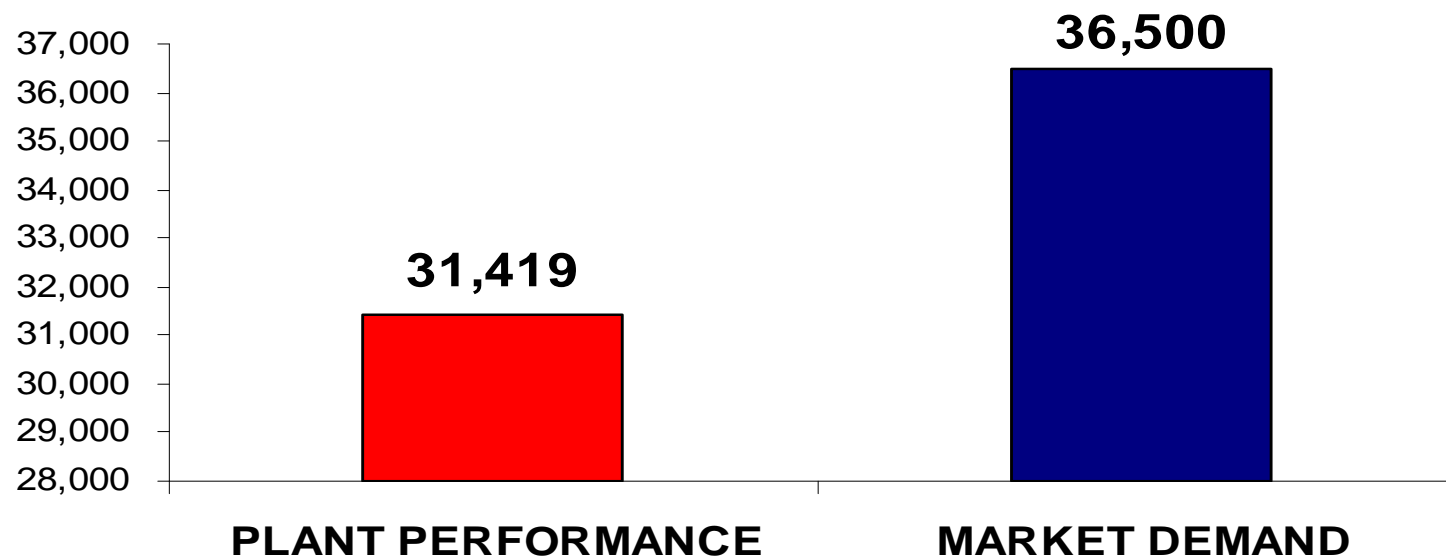
Tennessee, USA 2011

North Carolina, USA ?

Fayetteville – Where we were...

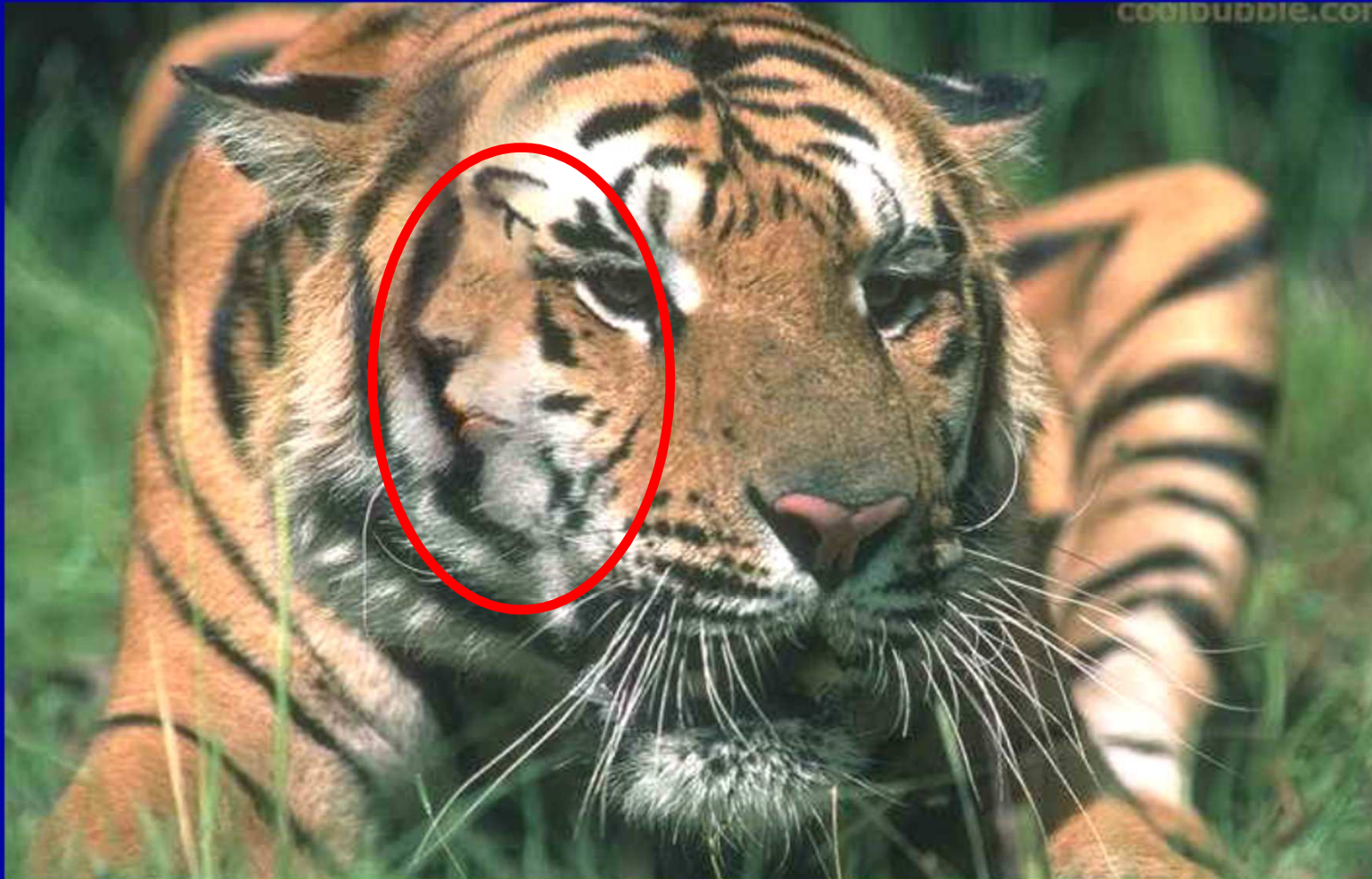
Fayetteville: Capacity

(Tires Produced Per Day)

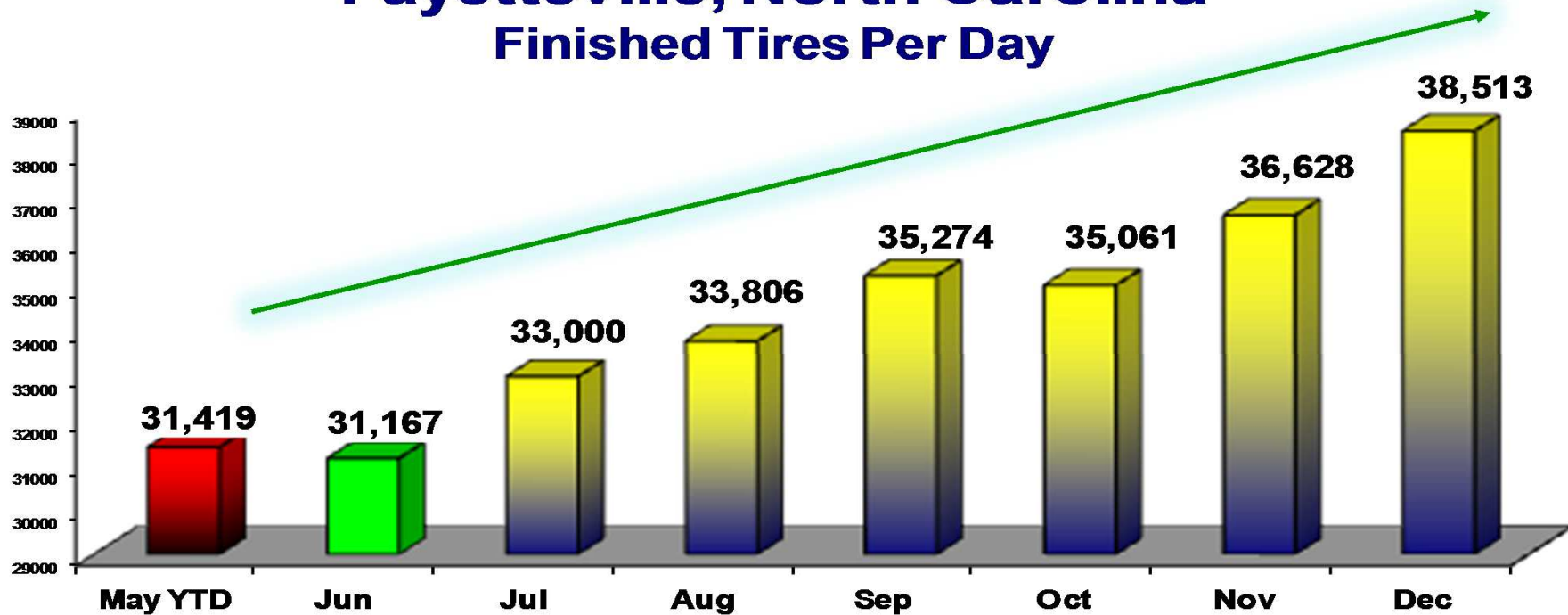


**Fayetteville was missing demand by 150K+ tires a month!
Missing Millions in sales revenue.**

LEARNING TO SEE THE **PEOPLE** IMPACT



Fayetteville, North Carolina Finished Tires Per Day



Breaking Through

❑ 23% Improvement (7,348 Increase in tires per day)

❑ No additional cost to manufacture, offsetting millions in headwinds

CORE VALUES and PRINCIPLES



Do you get what you expect or Expect What you get ?

ALIGNING TO WIN



Who's plan is it? Who owns the plan?



Strategy Alignment & Deployment

Plant Goal



\$8M

Strategy Alignment & Deployment



“ownership” is the most powerful tool the team has for generating acceptance and fostering success.

Actual Results

\$9M

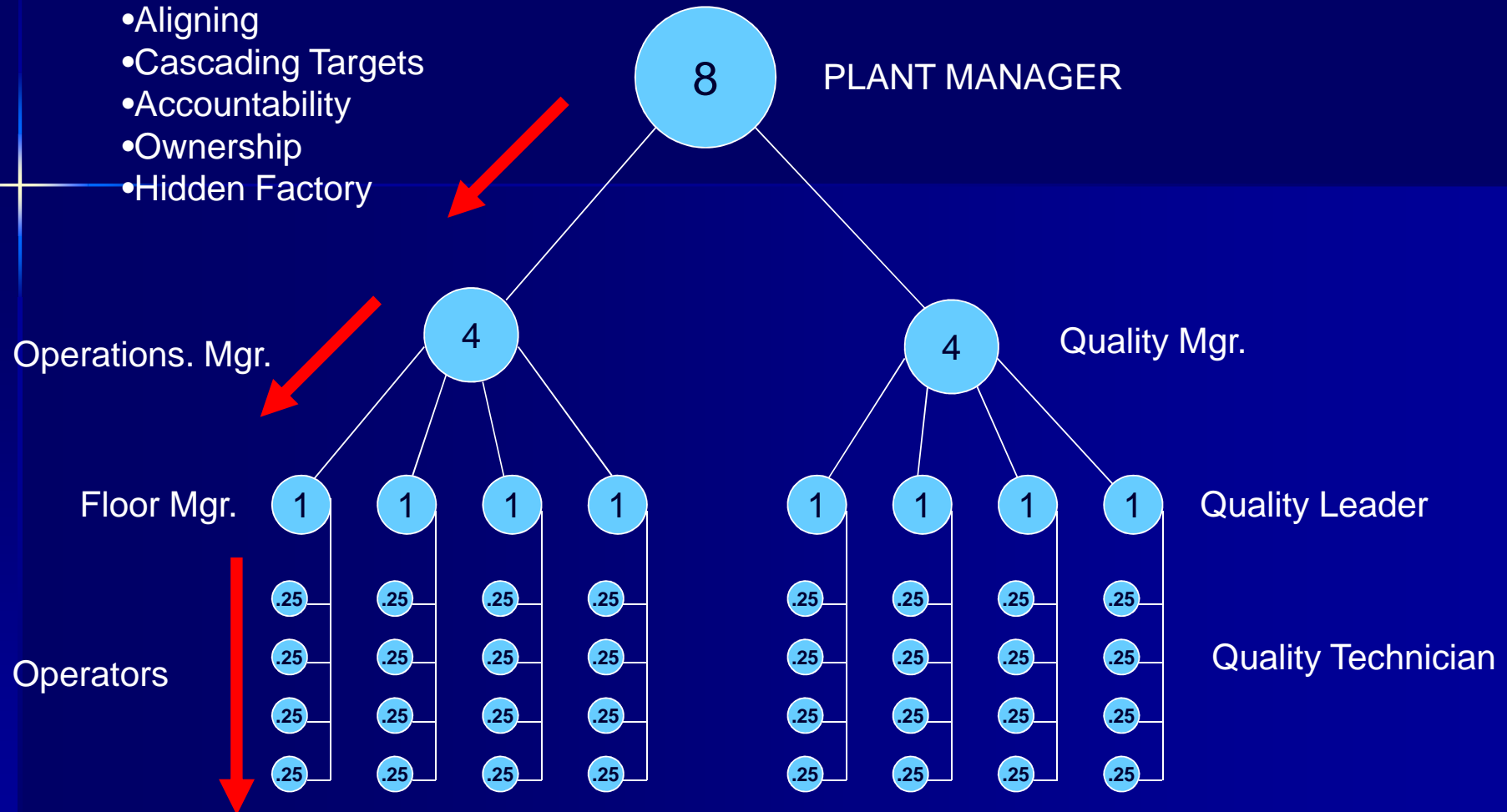
Never seen a Flow Chart described so clearly.



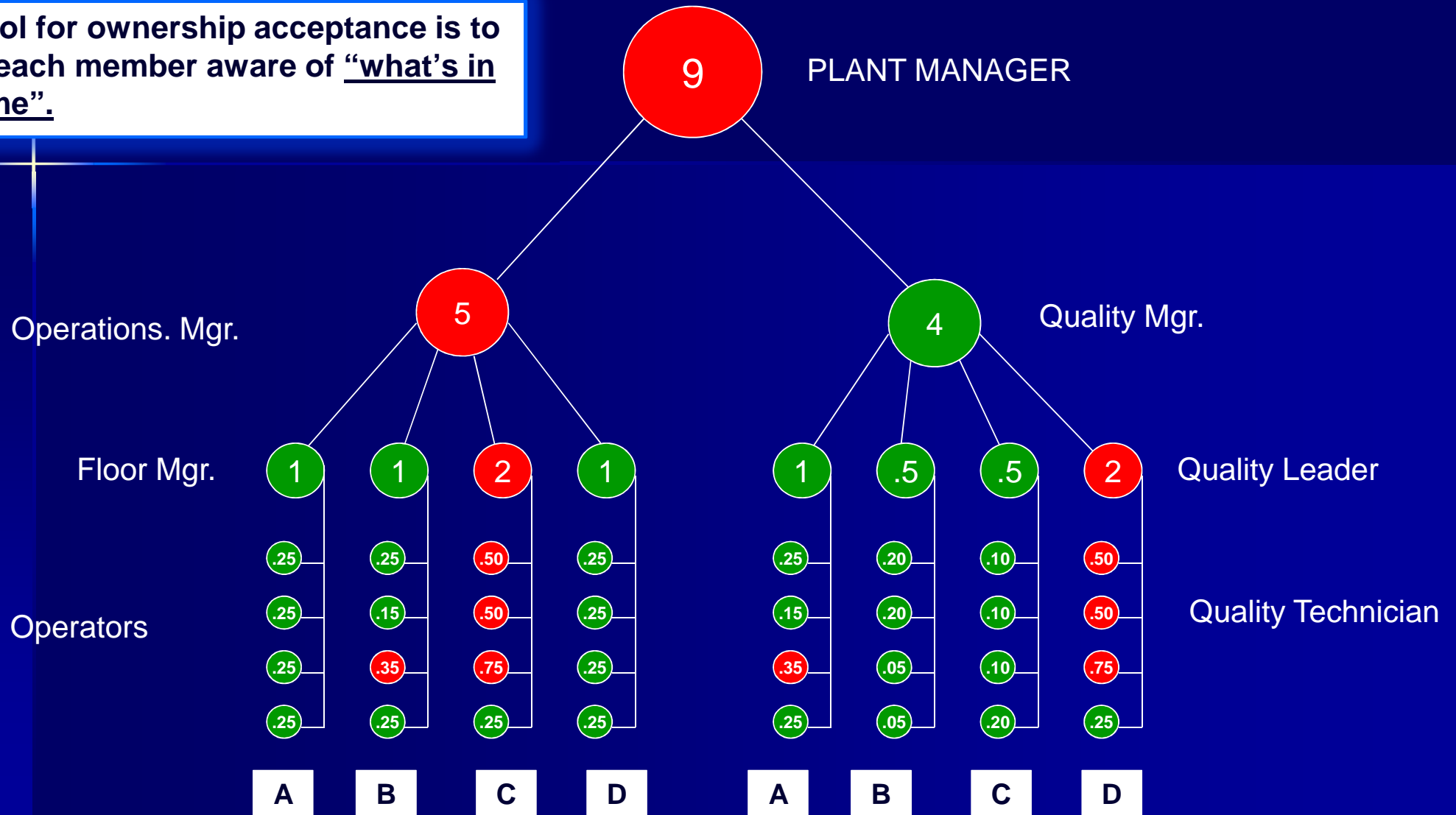
When top level leaders look down, they see only heads to dump on;
When bottom level guys look up, they see only.....

STRATEGY DEPLOYMENT

- Aligning
- Cascading Targets
- Accountability
- Ownership
- Hidden Factory

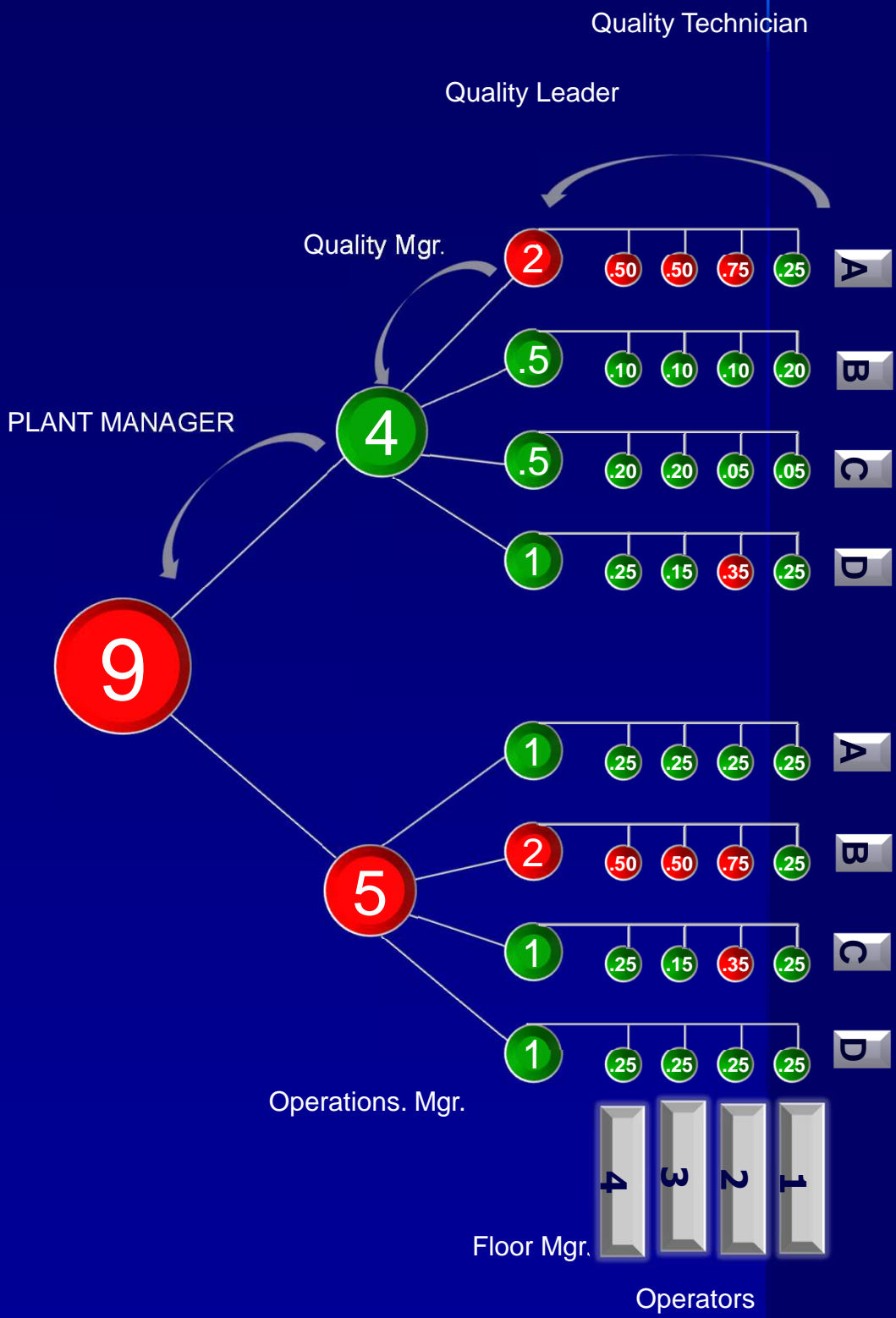


The tool for ownership acceptance is to make each member aware of “what’s in it for me”.



PLANT OPTIMIZATION

A Servant Leadership Model: Leadership adds value by developing and enabling the people we support

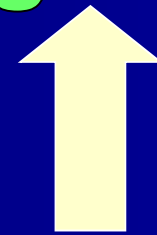


Developing people starts with:
Cultural Enabling

Entitlement **Engagement**



versus



"I Tell You"

"You Tell Me"

BUILDING OWNERSHIP

Measure What Matters

10 SECOND RULE

See reality
Keep it simple & visual
Empower & involve everyone

Red / Green

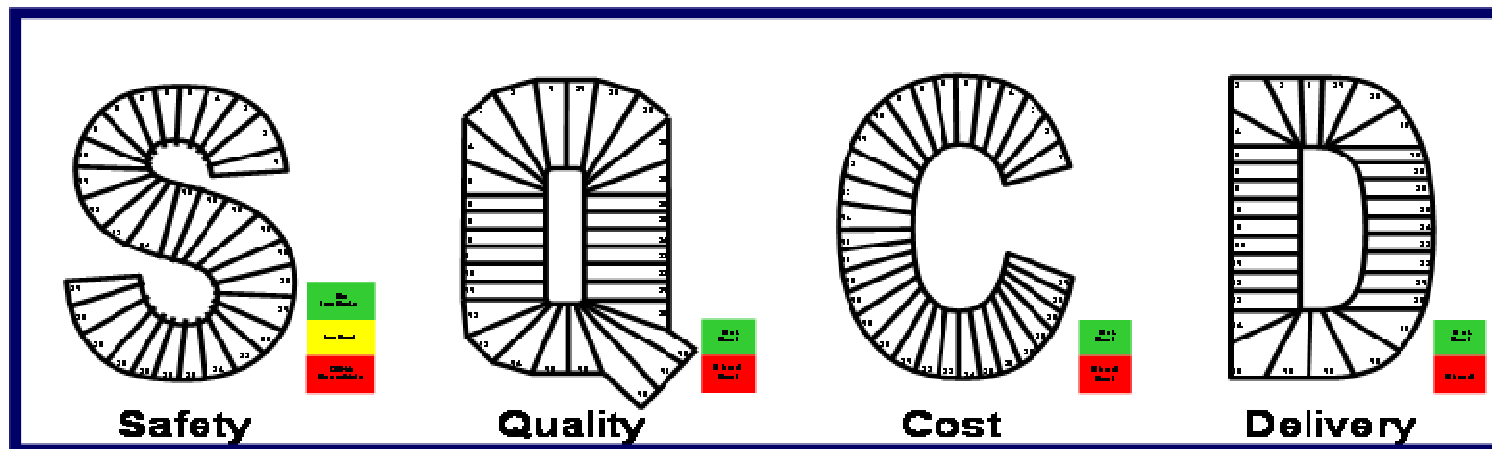
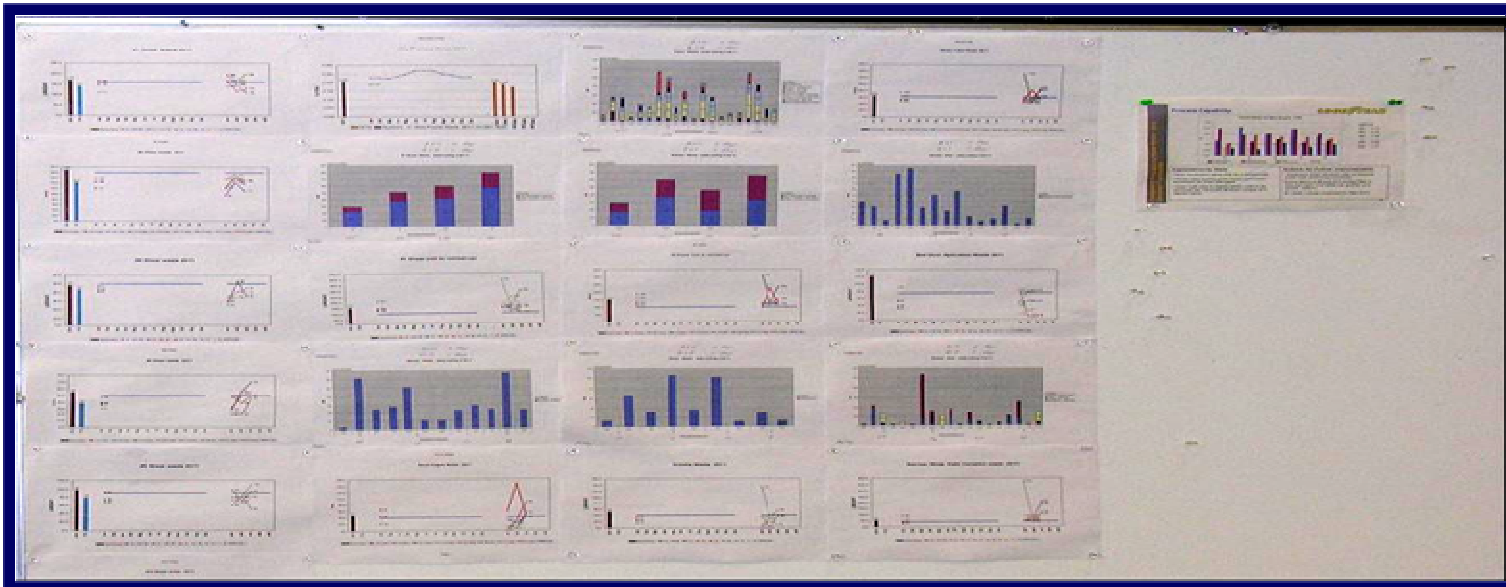


Celebrate the Red



Harvest the Green

Building Ownership



BUILDING OWNERSHIP

10 Second Rule:

- 1. Make plan simple**
- 2. Make plan visible**
- 3. Transfer ownership**
- 4. Celebrate the RED!**



Building Ownership - Everyone's A CEO



Plant Tour Admission Ticket

Personal Protection Equipment Required: Safety Glasses, Steel toe shoes, and ear plus visitors vest.

Please remove all watches, rings, and bracelets.

Please submit a minimum of 3 improvement suggestions observed during your visit.

1. _____
2. _____
3. _____
4. _____
5. _____

Please return to the guard upon exiting the Plant

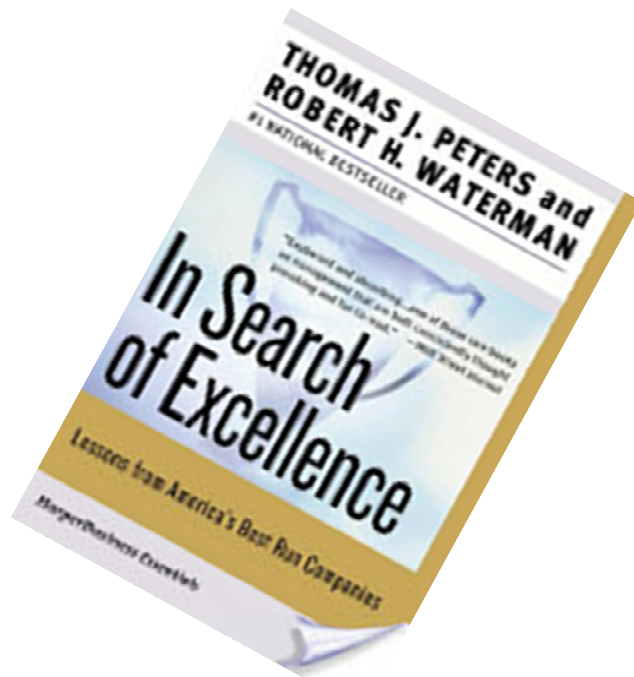


Execute Winning



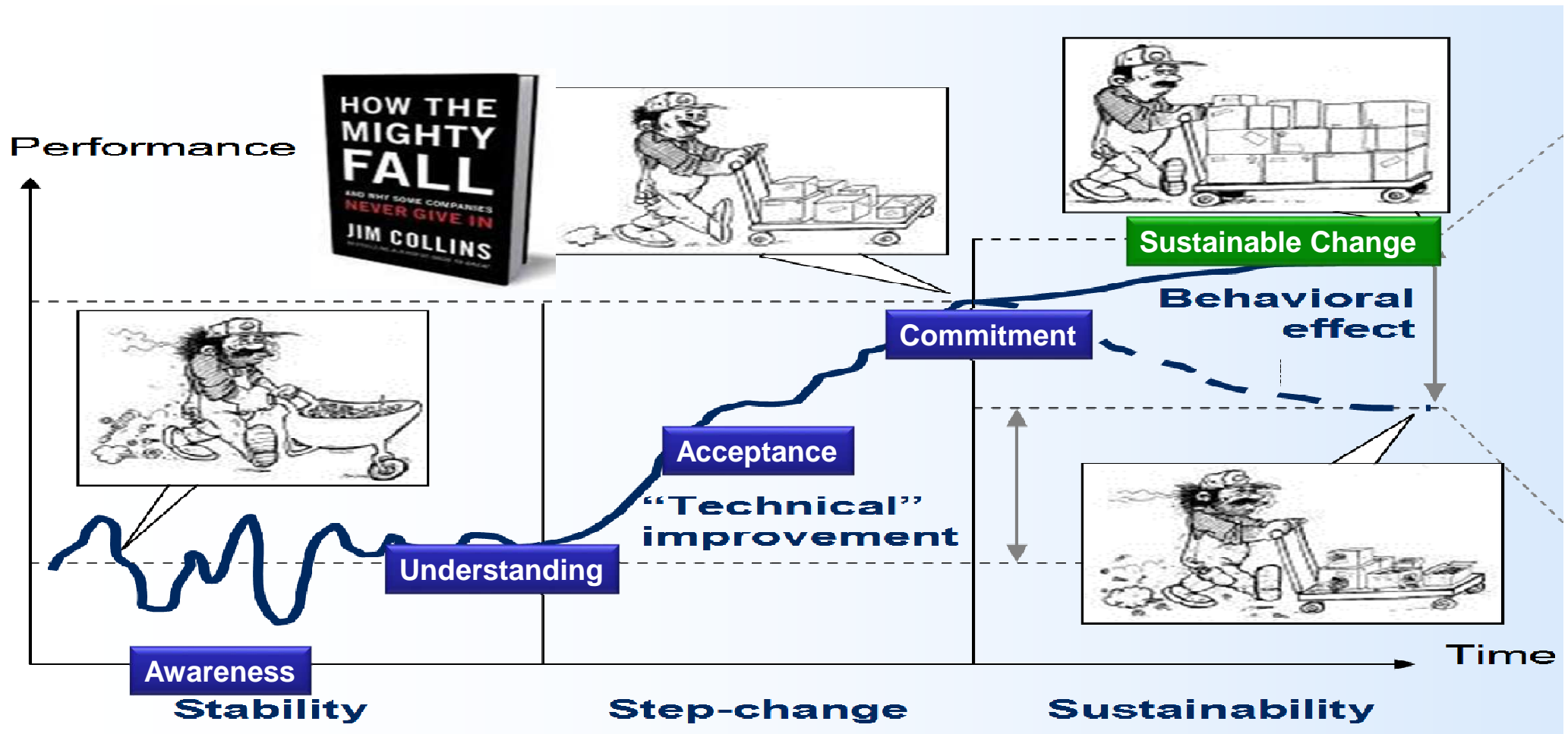
Winning is more than just the numbers!

“ In Search of Excellence” and “Built to Last” are two of the most Successful business books ever written.



.....by 2006, 20% of the 61 companies studied were out of business

BUILDING CAPABILITY – EMBRACE THE PEOPLE SIDE



Problem Solving Method



D.M.A.I.C

Define

- Define the Problem

Measure

- Measure the Current State

Analyze

- Analyze the Root Cause

Improve

- Design and Implement the Solution

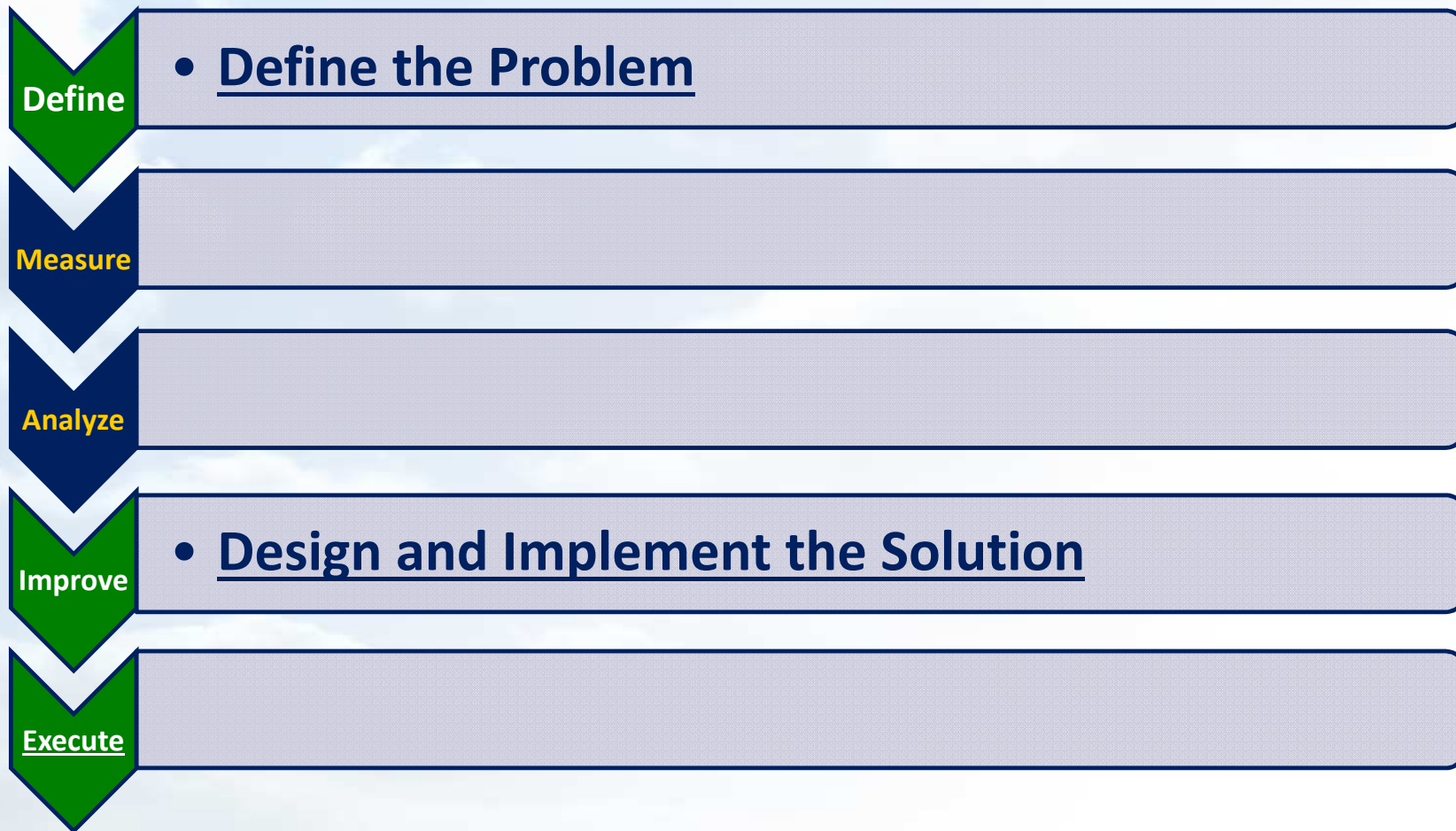
Control

- Measure the Impact & Establish Control Plans

Problem Solving Method



D.I.E. – Short Lived Success



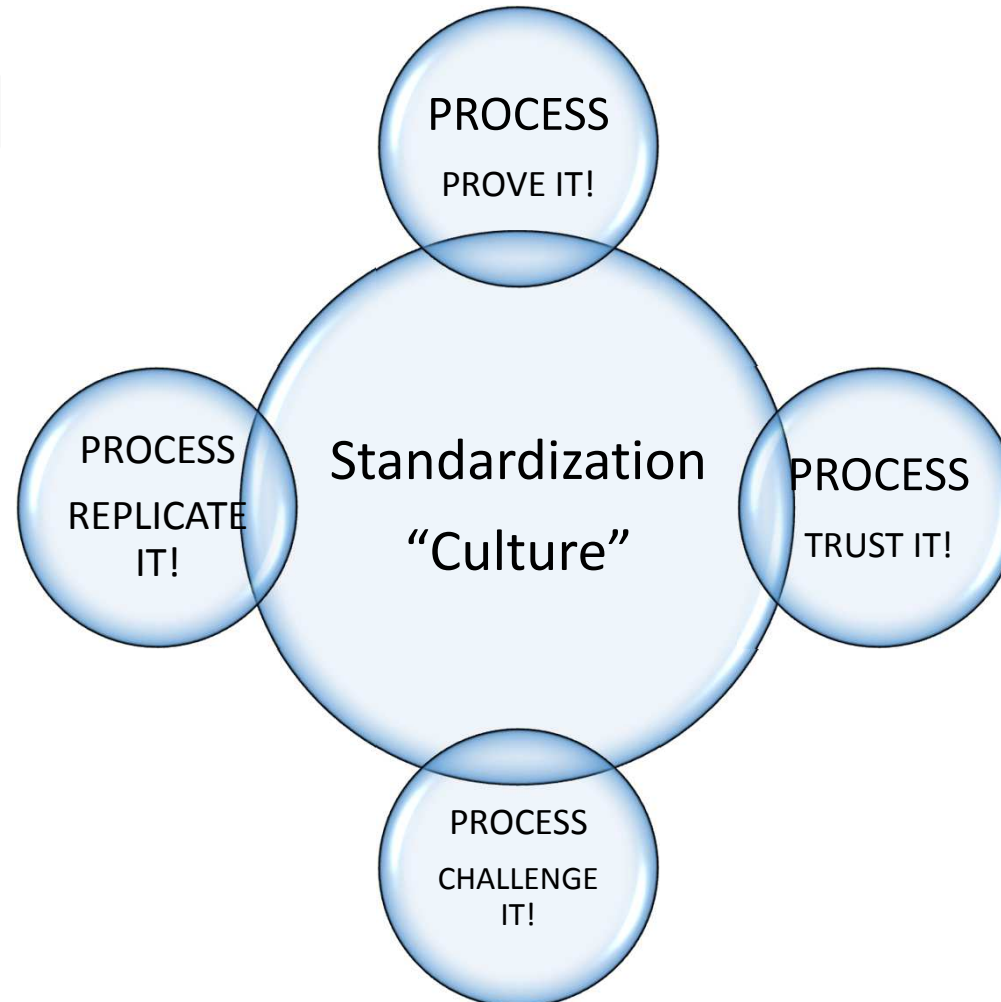
EFFECTIVELY CHANGING THE GUARD AND GUARDING THE CHANGE

8 - PDCA – Plan Do Check Act

4 - PDCA – Plan Do Check Act

2 - PDCA – Plan Do Check Act

1 - PDCA – Plan Do Check Act



TRUST



TRUST



“Speak A Common Language”

“Commit to the Process”



“Do what you say” and “Say what you do”

“Commit to the Process”

LEAN: LEAD STORY

“MY APPROACH TO LEAN IS TO FIRST BUILD A RELATIONSHIP OF RESPECT AND TRUST WITH MY TEAM”

tools and operating systems to prevent waste.” One of his memorable anecdotes illustrates this very well.

“I had a colleague who worked outside of the United States who came to visit me while I was at Fayetteville,” he begins. “He was a very sharp individual who understood lean tools and concepts and he said to me, Billy, my people just don’t get it. Some of them are not capable of writing their names and they literally sign their checks with their thumbs.

“So he shows me his laptop and he goes through his SMED, his value stream map, standard work, and he tells me about his error proofing and inventory level, and then he looks at me and says, ‘what’s wrong Billy, I know that look’. So I say, I hear you, but can I ask you a question? How much time have you invested in learning

how to speak thumb? How much time have you invested in learning the culture of the people you are leading? The minute you learn how to speak thumb, those people will embrace what’s in your laptop and all you’ll have to do is get out of the way.

“Three to four months later he started to see some incremental improvements and he sent me a gift in the mail. In it he said, ‘thank you, I have become very fluent in speaking thumb’. Lean starts with understanding the culture.”

Taylor is not a fan of using Japanese terminology in US plants, either. Using lean terms might show how clever you are, but it does nothing for the people whose practical knowledge you need to harvest. Use the language of the people, with humility and respect, and they’ll understand you better.

The people side of lean

is often overlooked because leaders tend to start a lean journey after reading about what somebody else has achieved. They look at what they did, the tools they used, the results they achieved, and they want to do the

same. Nothing wrong with that. But then they work out their model from what they have seen and tell everybody what to do to replicate the results of the other company. They fail, of course, because you can’t force people to change. However long it takes, you have to earn the trust of your people so they can understand the need for change, and ultimately take ownership of the change process. Many leaders just don’t get that. I wondered

when the penny first dropped for Billy himself.

“Throughout my career I’ve been placed on assignments that were very challenging,” he explains. “Before I grasped the concept of lean my upbringing had been about respect for people. People ask me when I started experiencing success in my career. I remember that I started to gain success when I started to gain trust. People listened to what I had to say because I listened to

what they had to say. It’s that old saying, if you make people visible they’ll make you valuable.

“My approach to lean is to first build a relationship of respect and trust with my team,” he continues. “Then I must determine what my team needs to meet the customer demand. It’s making sure everyone understands the goals, then giving them what they need to achieve them.” What you want and what you need are two different things,



Billy participating in TPM Event 2012

Are we who we think we are?



***“There’s so
powerful at
the mirror and
yourself a
Because, I
hard to lie.”***

- Kristen Wiig



WHAT REALITY WAS.....

Ugly Babies:

- No or little trust

- Micromanagement
- Lack of communication
- Lack of support
- AM no backup
- Op's don't have the tools they need to do their job
- Undermanning (vacation coverage)
- Favoritism
- Disengagement

-Lack of systems

- X management style
- Too much focus on numbers

-Not sure KPI's are right

-Abusive leadership management

-I am replaceable just a number

-No work/life balance

- High turnover management
- No consistent leadership development
- Training

-Us vs them mentality

- Lack of follow through
- "They lied to me"

- Rest room too far away

- No job security
- New Hire pay

-Dont always hire the right people



WHAT REALITY WAS...

Work Environment – Machines Not Predictable



Roles & Responsibilities Not Clearly Defined



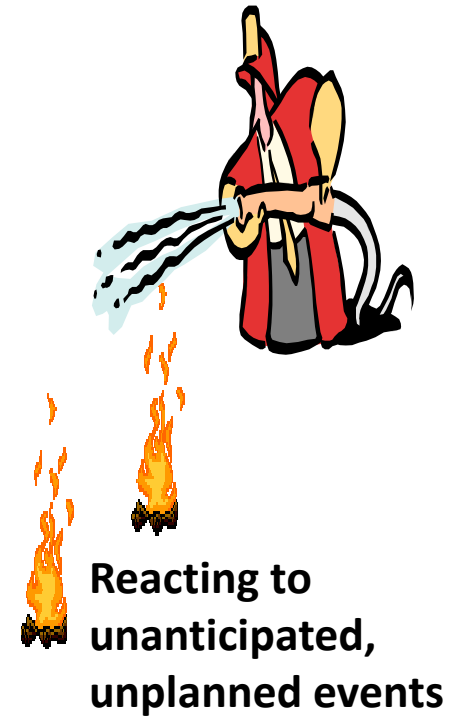
Good Attitudes



Un-kept Equipment



Lack of Meeting Structure



**Reacting to
unanticipated,
unplanned events**



We Listened!



You Cannot Block The Sun



LET TALENT SHINE

“**Embrace** the **Quality** of the **Solution**
instead of the **Source** of the **Idea**.”

Make **People** Visible and **People** will
make the company value.

MAKE PEOPLE VISIBLE, THEY WILL MAKE YOU VALUABLE



Unleashing the **Hidden**
Factory making the
Unconscious **Conscious!**



Clarify Teams Purpose and Strategy



Build More - Sell More – Improve Customer Service

GOODYEAR

Tire & Rubber Company
Social Circle Plant

Safety

OSHA
Incident Rate

Quality

RMCs
(Month to Date)

Cost

Net Operating Cost
/ S&OP Lbs.

Waste

Waste Lbs./
Finished Stock Lbs.

Ticket

S&OP
Lbs. Produced

**Missed
Goal**



**Missed
Goal**

Our Vision

Creating the Retread Center of Excellence by, inspiring Customer confidence in our high-quality products and Associate pride in their high-performance organization.

MAKE PEOPLE VISIBLE, THEY WILL MAKE YOU VALUABLE

Unleashing the **Power of the Hidden Factory**: UNTAPPED TALENT



THE PEOPLE SIDE OF LEAN

Lean is often described as a management philosophy for the elimination of waste. For those who really understand it, however, it's much more than that, as Billy Taylor explains

WRITTEN BY: **MARTIN ASHCROFT**



Standard Work

aloha

GRACIAS
ARIGATO
SHUKURIA
DANKSCHEEN
TASHAKKUR ATU
SUKSAMA
YAGHANYELAY
TAMU
BIYAN
SHUKRIA
THANK
YOU
BOLZIN
MERCİ
KCHAPLUNDA
HAKE
MEHRBANI
GRAZIE
PALIKES
JUSPAXAR
GOZUMAGIETIA
EFOHABETO
SHUKURIA



Questions...

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