

# Confidence in your Measurements Requires Continual Improvement



*Morehouse*  
THE FORCE IN CALIBRATION SINCE 1925



# Confidence in your Measurements Requires Continual Improvement

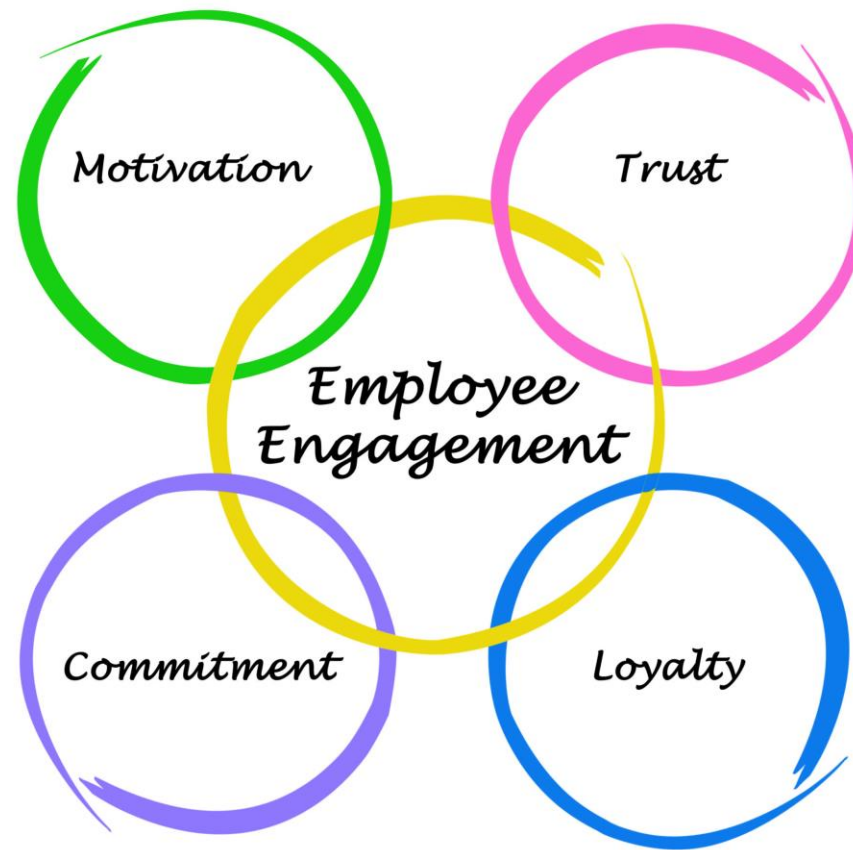
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- ▶ Work environments are unique and feature great variation when it comes to employee engagement. When this variation is significant, so are the headaches, firefighting, disengagement, rework, and turnover, amongst many other issues that make work settings unbearable at times.
- ▶ The quality of the work suffers, and mistakes are more frequent. As a result, more calibration certificates are issued that are incorrect, potentially containing bad data that can ultimately lead to safety implications for the consumer.



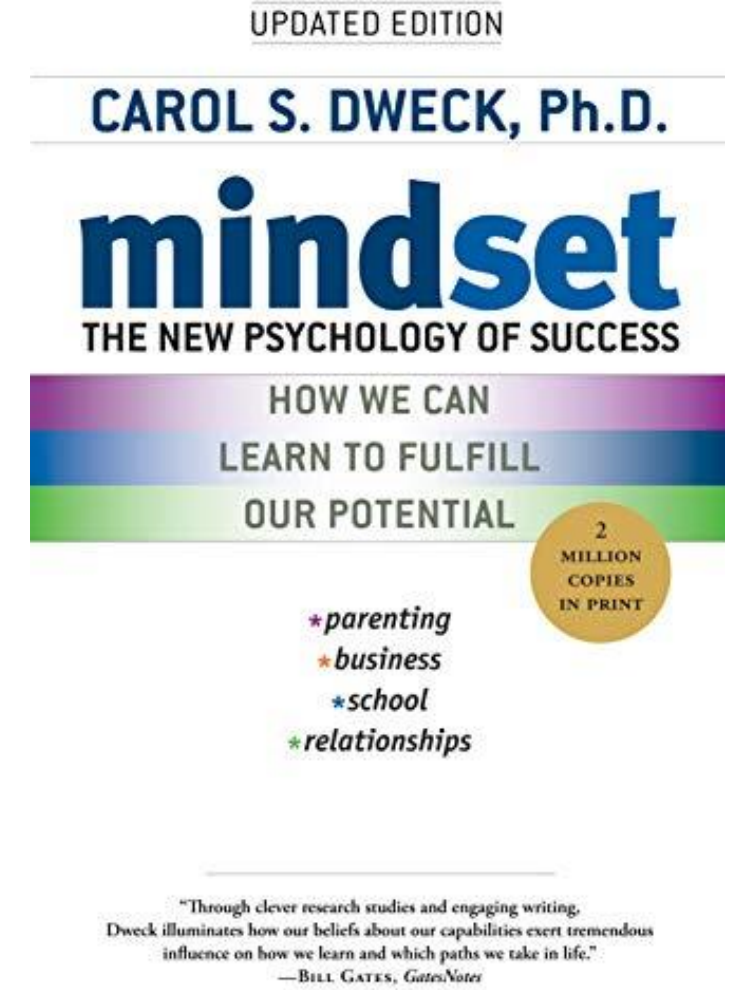
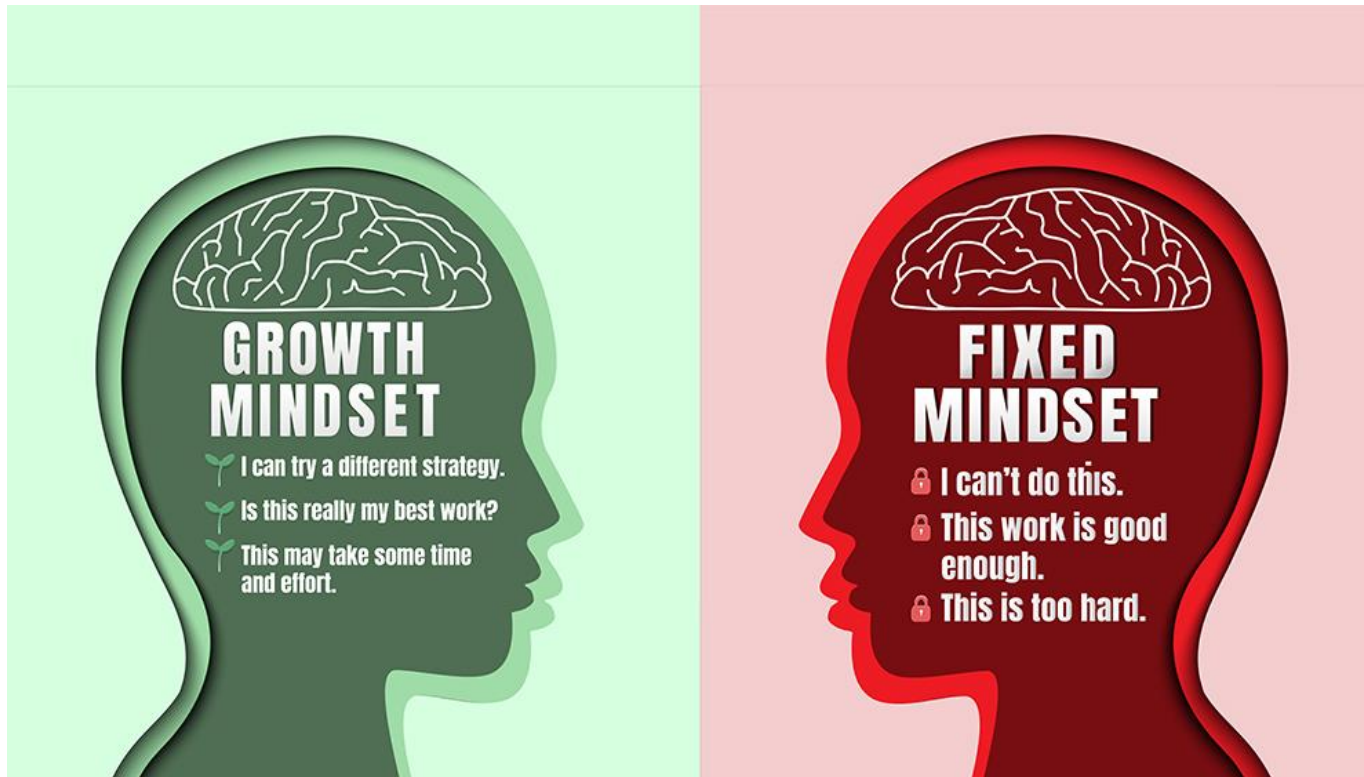
# Session Abstract



- ▶ When companies focus their energy on establishing an effective culture, employees become empowered, and the organization, along with everyone in it, continually improves.

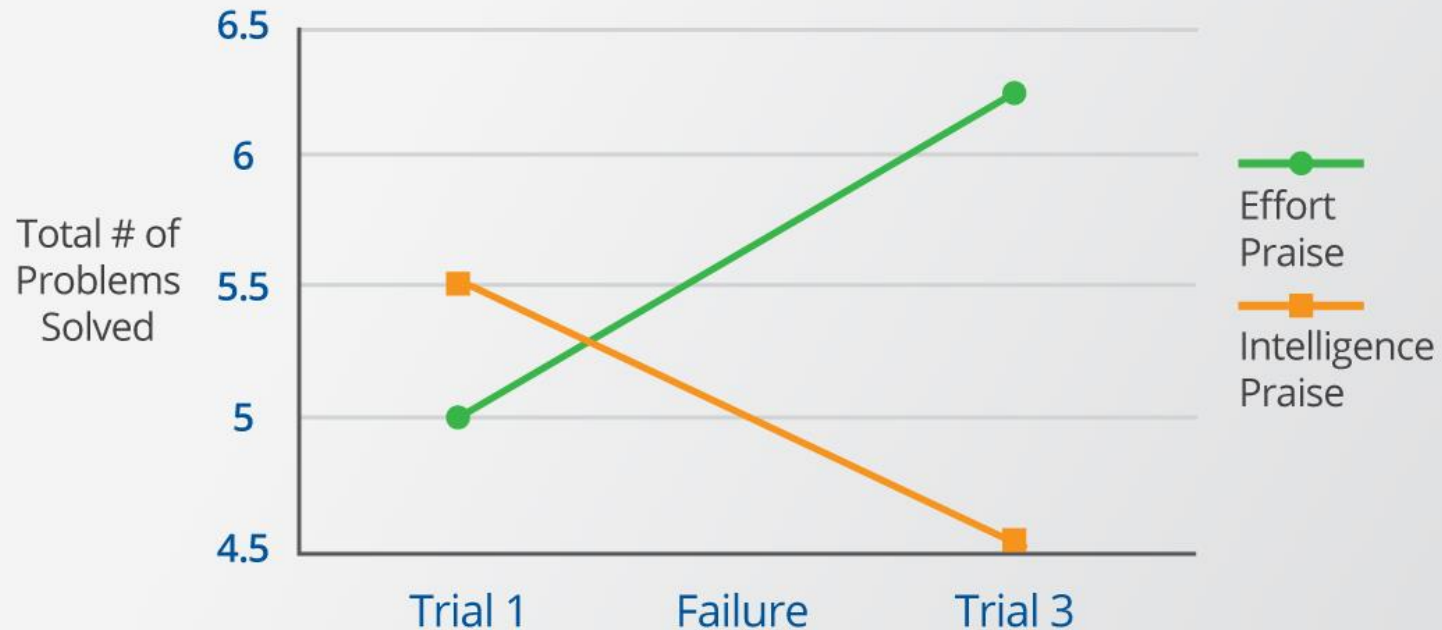
# Growth versus Fixed Mindsets

- ▶ People believe that their most basic abilities can be developed through dedication and hard work



# Growth versus Fixed Mindsets

## The Impact of Praise on Performance After a Failure



# What Does Employee Engagement Look Like

*"People change their behavior and thinking not because they are  
'told to be different'*

*but when the conditions are present that require and empower them  
to figure out what to do and to act on a plan."*

- Henry Cloud, author of *Boundaries for Leaders:  
Results, Relationships, and Being Ridiculously in Charge*



# What Motivates Employees?

## Is it Money?

For every standard deviation increase in reward, intrinsic motivation for interesting tasks decreases by about 25%. When rewards are tangible and foreseeable (if subjects know in advance how much extra money they will receive), intrinsic motivation decreases by 36%

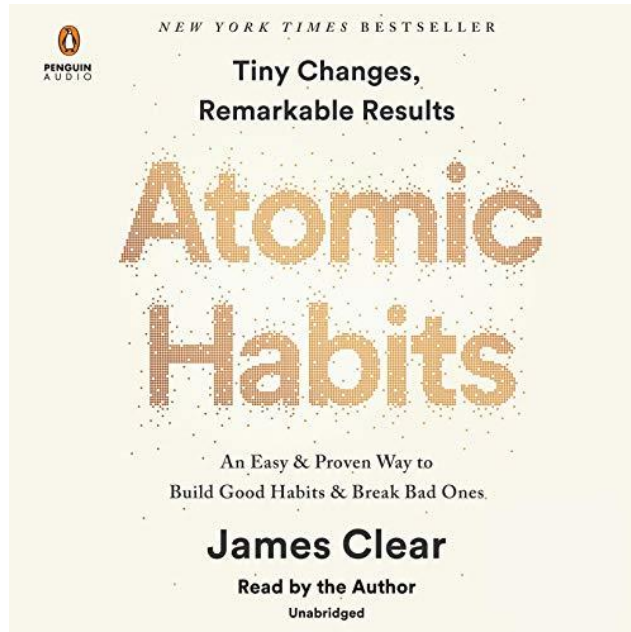
How many here ask your team members what their goals are and where they want to be in five years?

What happens when another company comes along with a better opportunity that gives the team member a chance to share their ideas or achieve a higher-ranking position? A company with values that both align with and challenge its individual employees has a culture of continuous improvement.

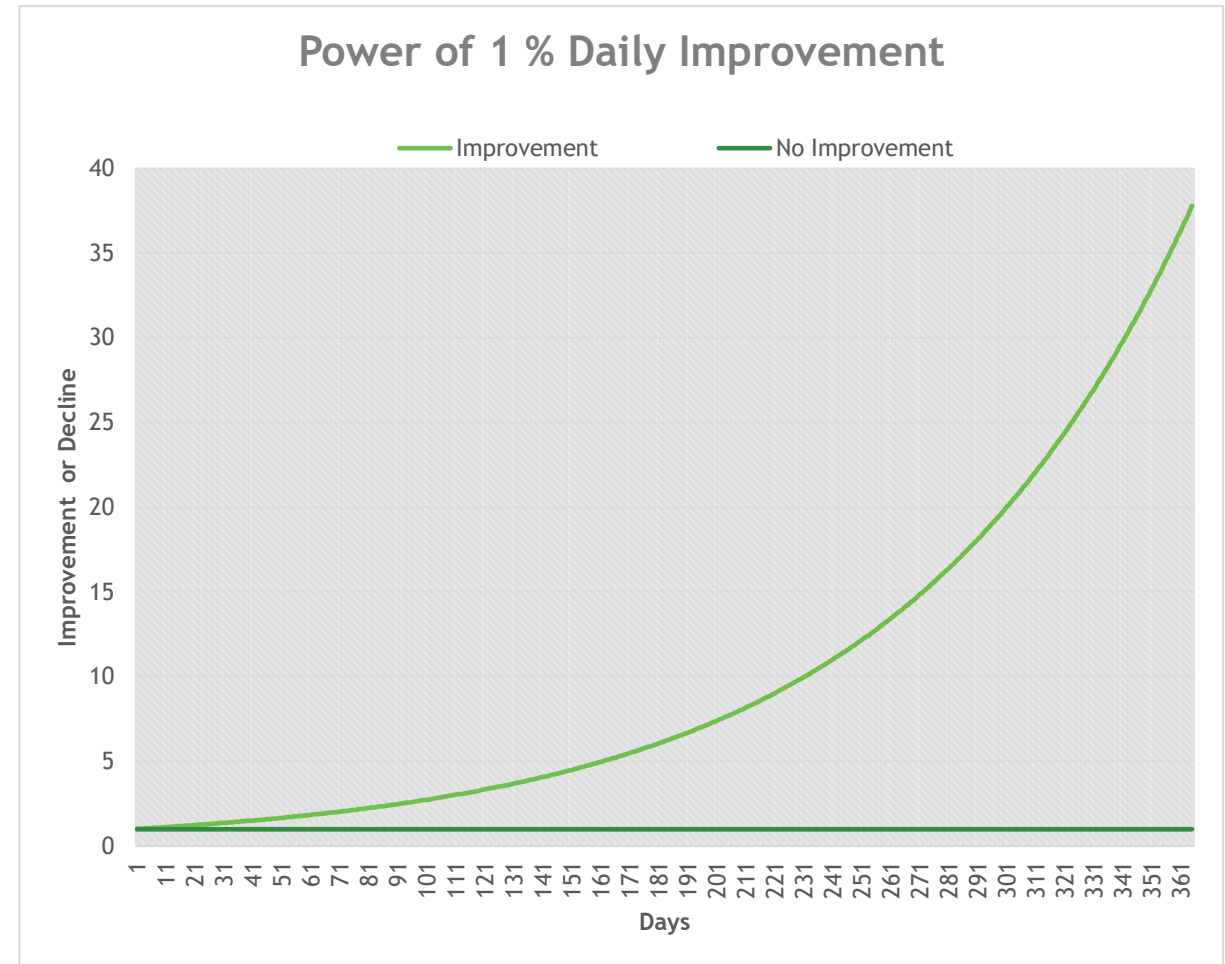




# Continuous Improvement



What if our people could improve at a rate of 1 % per day? In approximately 70 days, they would be twice as effective at their job, and in 365 days, they would be 37.78343 times better.



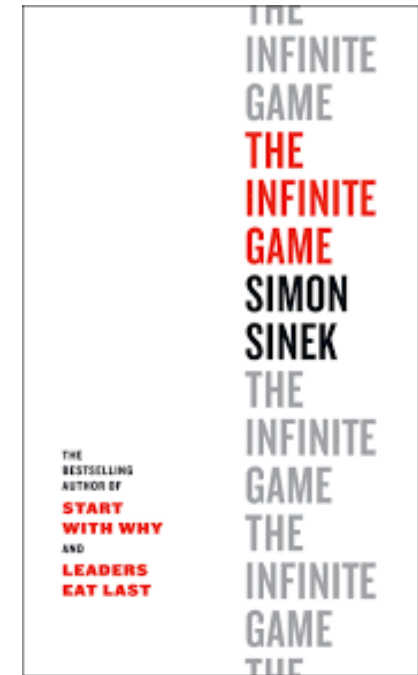
# Continuous Improvement

James Clear makes a poignant statement on the topic of goals:

**"You do not rise to the level of your goals.  
You fall to the level of your systems."**

Simon Sinek adds to this idea by saying

**"The goal is not to be perfect by the end.  
The goal is to be better today."**



# Goal Setting

The salesperson has a goal of \$1,440,000.00.

If we wanted to break it down further, that would be \$120,000.00 a month, \$27,692.31 a week, or \$5,538.46 a day (assuming a 5-day workweek).

With this numerical formula in mind, how does the salesperson achieve the greater goal? They start to figure out the behavior, attitude, and technique required to close over \$ 5,538.46 a day.

**Behavior** involves doing the right things at the right times with the right frequency.

**Attitude** is approaching a task with the right (winning) mindset.

**Technique** is comprised of careful tactics with the proper attitude applied.

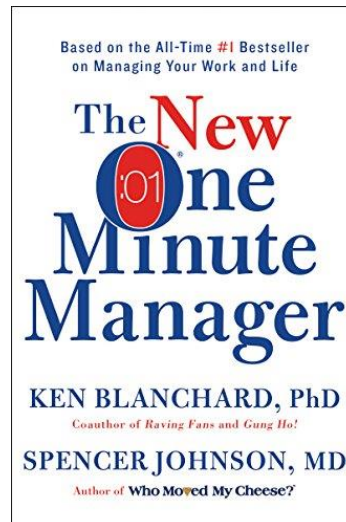


# Management

*"When personal agendas become more important than the team and the overarching mission's success, performance suffers, and failure ensues."*

*-Jocko Willink, author and retired US Navy SEAL*

For decades, most employees (70 %) have left a position because of management, or lack thereof. Ineffective managers can frustrate individuals, and they can cause negative consequences to the entire company without realizing it.





## The Accident:

- ▶ Distillation tower and attached blow down drum overfilled
- ▶ ~7600 gallons flammable liquid released
- ▶ Liquid ignited by an idling diesel truck

## Proximate cause:

- ▶ High-level alarm malfunctioned
- ▶ Level transmitter miscalibrated
  - Outdated 1975 data sheet
  - Level transmitter indicated liquid level falling
  - Level actually rising rapidly



## Root causes:

- ▶ Cost-cutting, production pressures, and failure to invest
- ▶ Lack of preventative maintenance and safety training
- ▶ Procedural workarounds to compensate for the deteriorating equipment

## The Cost:

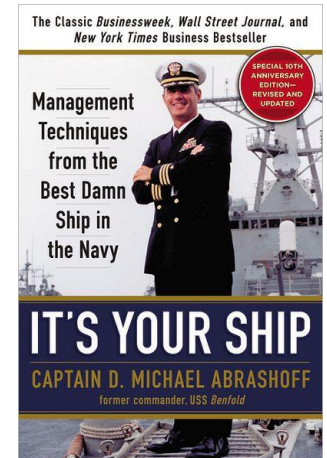
- ▶ 15 deaths,
- ▶ 180 injured
- ▶ Over \$2 billion, including lawsuits

# Organization Culture

*""Given the right environment,  
there are few limits to what people can achieve."*

*-Michael Abrashoff, author of It's Your Ship:  
Management Techniques from the Best Damn Ship in the Navy*

Leaders must put the performance of the organization above their egos. Thus, leaders empower their employees to take ownership and challenge the organization to improve.



# Having the right People in the Right Seats

You have limited time and energy.

People need to be evaluated based on the number of resources they consume from you. When they are busy making your life a mess, you do not have the amount of time needed to devote to more fulfilling relationships and projects in your life. When people ignore the pain caused by others for too long, they start to tolerate it.



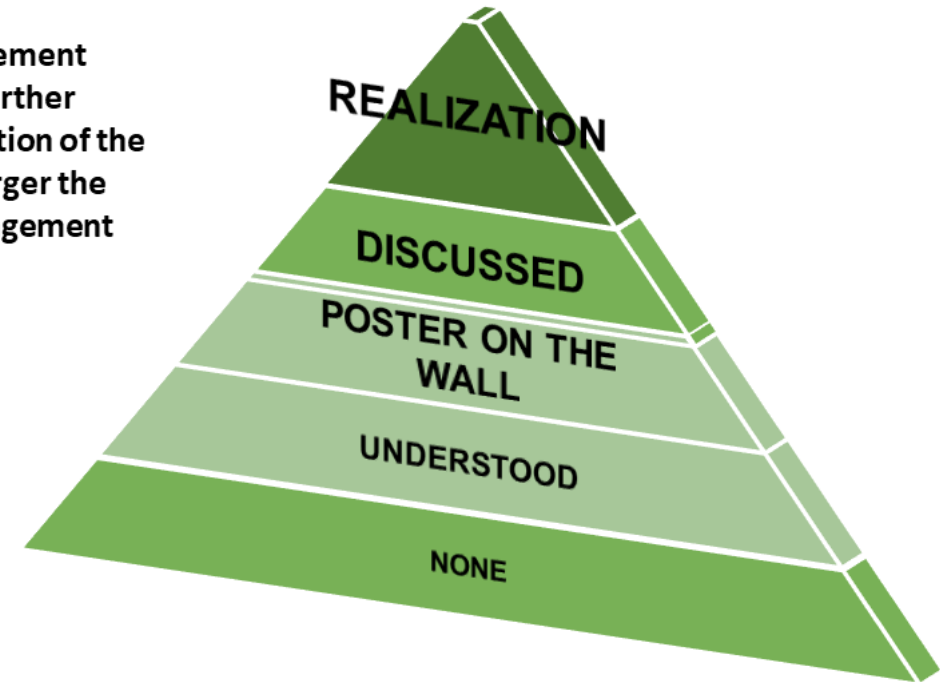


# Core Values and Procedures

Engagement is easier to achieve when the core values are realized versus when values look good on the wall or are merely understood to exist. “Realization” is when the organization is firing on all cylinders. Everyone in the organization understands the core values and knows how to apply them. They are discussed frequently, and the values are found in strategy and tactics.

Much like Measurement Uncertainty, the further away from Realization of the core values, the larger the employee disengagement becomes

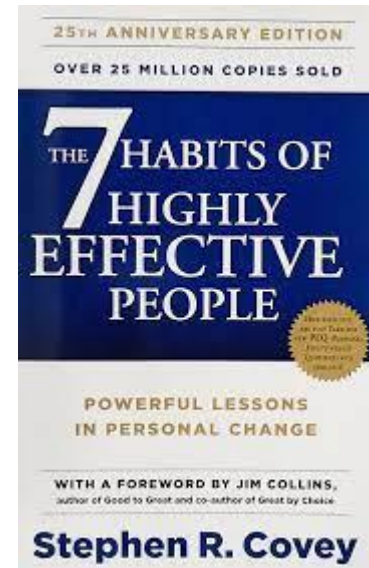
## Core Values Pyramid



# Creating a Culture of Accountability

*"Accountability breeds response-ability."  
— Stephen R. Covey, author of  
The 7 Habits of Highly Effective People*

1. Ensure only one employee is responsible and accountable for making things happen.
2. Make sure only one employee is responsible and accountable for each key assignment.
3. If the accountable person fails to get things done, give them something else to do, and replace them with someone else who is more capable.
4. Never allow committees or groups of people to be accountable for making things happen (or not happen).



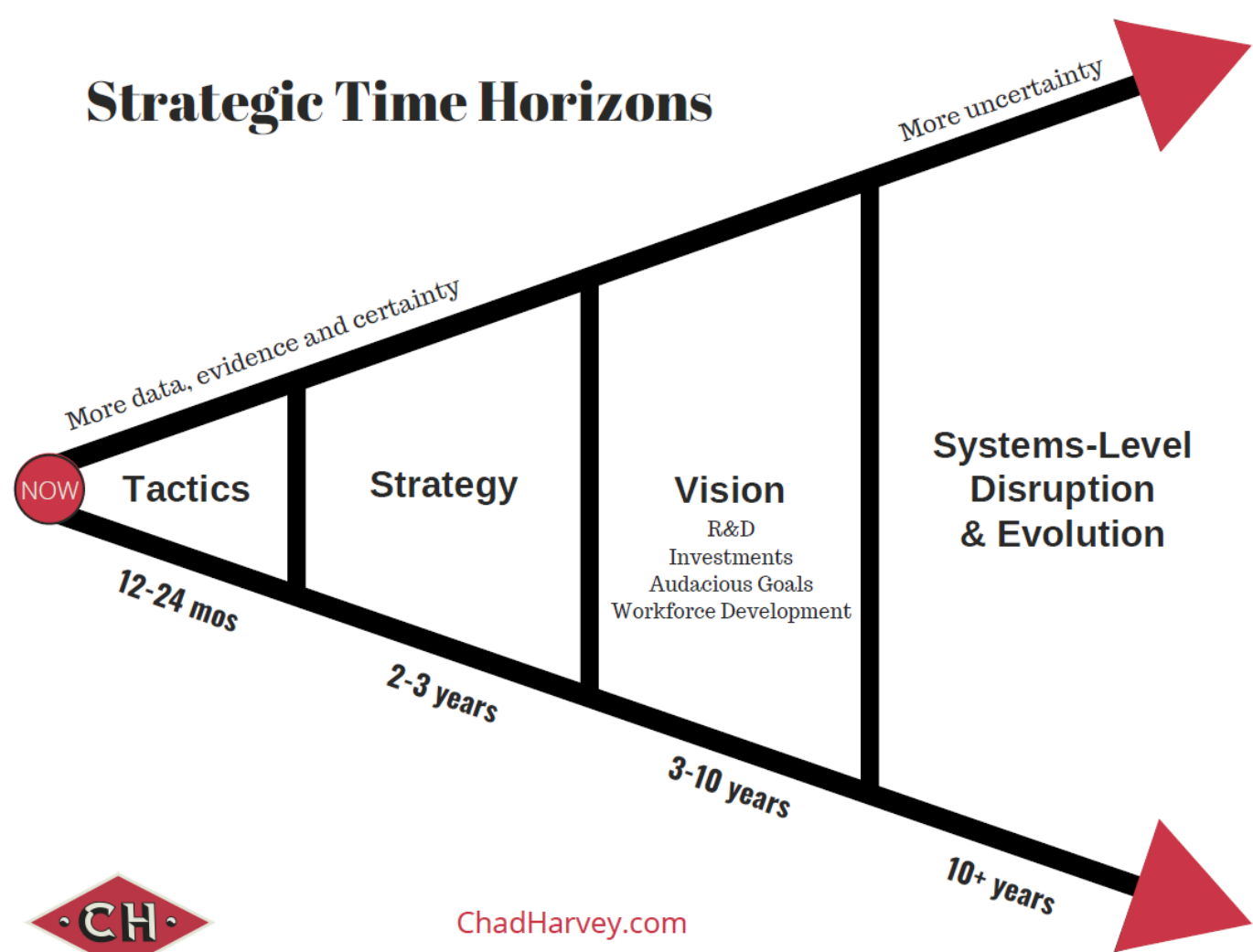
# Vision, Mission, & Purpose

*Yesterday I was talking with a friend of mine about a major product mishap that's going to cost a company in his industry tens of millions of dollars.*

*The error was likely avoidable, and his statement to me was,*

*"If you rely on people, \$\*@! can happen."*

– Chad Harvey



ChadHarvey.com

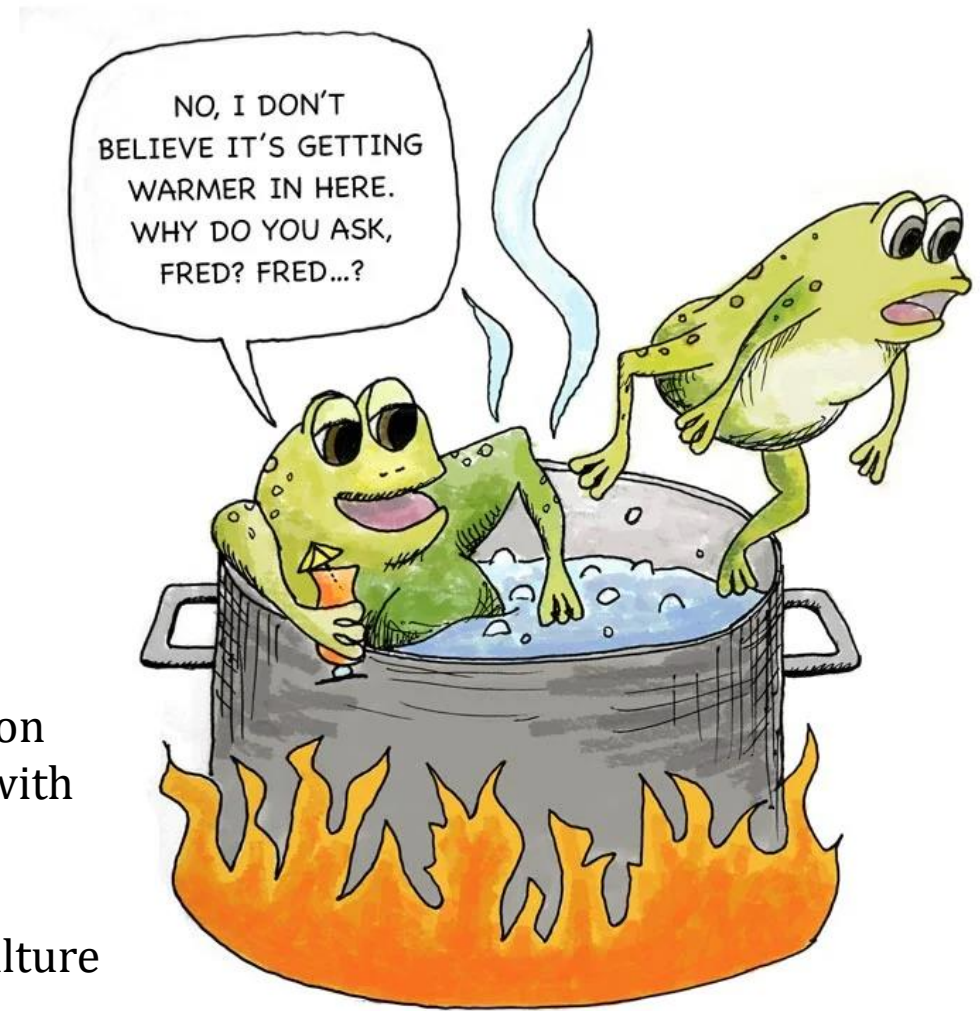
# Summary

Ineffective managers may be consciously or unconsciously making decisions based on myths.



Now is the time to calibrate and adjust (our mindset) since calibration does not include adjustments per the VIM definition that coincides with our idea of a continuous improvement culture.

We need to set values that reinforce a positive, inclusive, dynamic culture as core values are imperative and foundational for any successful organization engaged in continuous improvement.



# Books – Maybe a top 5 as of today 😊

