

Building a culture of quality and safety at a global manufacturing company

60%
Injury Reduction

01 CHALLENGE

One of the world's largest manufacturing companies was looking to transform its culture to achieve performance breakthroughs in safety and quality. The company's lost time incident rate and lost work cases were significantly higher when benchmarked against other companies in the industry. JM's Incident and Injury-Free™ (IIF™) transformational safety approach. In addition, four tragic events had occurred, profoundly impacting the organization.

CLIENT GOALS

Our client committed to reshaping its culture and reinventing the way it thinks about safety and quality. The company also needed to ensure the quality of its end product. Unplanned rework and production line quality issues were creating employee safety risks, contributing to increased injuries and costing an estimated \$10 billion annually.

The organization's desire to increase output and productivity had influenced a culture where leadership prioritized short-term schedule and cost savings over safety and quality, which ultimately led to a decrease in customer satisfaction.

02 SOLUTION

The client invested in JM's transformational approach to safety and quality. It began by launching the engagement in the division with the highest number of safety incidents.

Over a four-year period, there was a quantifiable shift in how leaders managed both safety and quality. Creating new workforce engagement at all levels. The initial work in one division expanded across the enterprise to engage 40+ operating units and 55,000 employees working in supply chain, engineering, customer support and operations.

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We began an entirely different conversation which included people we had never included before – our workers. This led to the embedding of a culture of safety in the hearts and minds of our employees. It is our people who then transformed the culture and the business.”

Client Sponsor

03 RESULTS

Focus on safety, leadership, and quality processes significantly improved manufacturing performance and operational excellence. Pairing JMJ's IIF with lean manufacturing, leadership balanced the needs of the company with the needs of employees, creating workforce engagement and high performance.

Safety is integrated into operating procedures at all levels and is part of the culture of its workforce. The cultural shift led to the use of different materials, production processes, and a reconfiguration of factories to communicate safety first.

JMJ's transformational approach dramatically shifted the manufacturing company's relationship to safety and quality. Their people successfully built a culture of care, concern, and defect-free performance. Safety and quality have become an intrinsic part of a workforce that's stepping up and leading the way forward.

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We have broken the paradigm that an increase in production leads to an increase in workplace injuries, and we are never going back.”

Company Director

64% production increase

Shifted culture to focus on quality and safety

60% decrease in serious injury

Created an enterprise-wide focus on safety first

60% reduction in quality defects

Focus on quality saved an estimated \$10Bn annually

59% reduction in lost workdays

Safety became intrinsic to the workforce

04 KEY TAKEAWAYS

- Focusing on safety, leadership and quality processes can significantly improve both manufacturing performance and operational excellence
- When a culture of safety is embedded in your organization, your people will cause transformation
- The needs of a company and the needs of its people can be balanced to create, and sustain, high performance
- It is possible to break the paradigm that an increase in production leads to an increase in workplace injuries

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My litmus test for culture change is - 'Will it outlast the most senior manager?' In my 35-year career, IIF and defect free has come as close as anything I've seen. The IIF and quality culture has stuck.”

Senior Leader

05 WHO WE ARE

For over three decades, JMJ has been delivering impactful cultural change to help executives, leaders and front-line workers transform safety, sustainability, and business performance. We combine the deep experience of our people with our proprietary Transformation Cloud™ digital platform to deliver breakthrough results, making the impossible possible. www.jmj.com



Contact us to discuss how we can help you create a high-performance safety culture which delivers measurable, sustainable results on your organization.

CONTACT US