

# Organizational Transformation: Global manufacturing corporation advances bottom-line performance by building a culture of quality and safety

**Client:** Global Manufacturing Company

**Industry:** Manufacturing

**No. of Employees:**  
Over 150,000

**JMJ Solution:** Transforming a Culture of Safety and Quality



**Production rate increased by 64%**



**Quality defects reduced by 60%**



**59% reduction in lost workday (LWC) cases**

## About The Global Manufacturing Company

The global corporation is one of the world's largest manufacturing companies with customers in more than 150 countries. The company has a broad range of capabilities and is continuing to expand its product line and services to meet emerging customer needs. The company employs over 150,000 people in more than 65 countries and leverages the talents of hundreds of thousands of suppliers worldwide.

## Business Challenges

The global manufacturer was looking to create a breakthrough in its culture and performance 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, and compared to companies who had adapted JMJs *Incident and Injury-Free™ (IIF™)* Transformational Safety approach. In addition, four tragic events had occurred, profoundly impacting the organization.

Quality was also a compounding challenge. The company 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 the company an estimated \$10 billion annually.



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**- Client Sponsor**

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

## How JMJ Helped

The organization committed to reshaping their culture and reinvented the way they think about safety and quality. The client invested in JMJ's transformational approach to safety and quality and launched an engagement in one of its divisions 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. 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. Focus on safety, leadership and quality processes significantly improved manufacturing performance and operational excellence.

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

Today, safety is integrated into the manufacturer's operating procedures at all levels and a 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. By pairing JMJ's *///F* with LEAN manufacturing, leadership balanced both the needs of the company with the needs of employees, creating workforce of engagement and high performance.

## Client Goals

JMJ's Transformational approach dramatically shifted the manufacturing company's relationship to safety and quality. Their people successfully built a culture of care and concern and defect-free performance. Everyone at the company, came together to collectively address and solve long-held safety and quality challenges – bringing innovative solutions and working jointly towards the company's vision. Both safety and quality have become an intrinsic part of a workforce that is stepping up and leading the way forward.

From the beginning of the engagement to four years on, there was a 59% reduction in injuries, while production increased by 64%.

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



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 to anything I have seen. The *IIF* and quality culture has stuck.

- Senior Leader

The head of operation for one division, reported the following: “We had our best safety year. Our recordable injuries went down by 50% and we had zero lost workday injuries. Our near miss reporting was at an all-time high, with a larger percentage coming from shop floor employees. *IIF* is thriving, and this after our pilot engagement five years ago.”

Another leader said, “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 to anything I have seen. The *IIF* and quality culture has stuck.”

- A year-on-year improvement in recordable injuries
- Production rate increased by 64%
- Documented return on investment of \$140mm+
- Quality defects reduced by 60%
- Return of \$5B to LRBP in the last four years
- 60% decrease in serious injury across the enterprise
- 59% reduction in lost workday (LWC) cases
- Received numerous awards for its Safety Culture and Innovations

## Who We Are

JMJ is a global consulting firm, specializing in transforming people, performance and culture.

JMJ unlocks human performance, enabling leaders to emerge to solve the most intractable challenges organizations face – challenges worth solving, from safety, sustainability and quality to collaboration and performance.

For more than 30 years, we’ve made the impossible possible, causing breakthrough results for some of the world’s most iconic projects and organizations.

Contact us today to learn how we can collaborate together to help transform the way your operation approaches safety and performance, creating a thriving culture and business.

For more information on JMJ visit us at [JMJ.com](http://JMJ.com)

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