



# Barry-Wehmler

*Established in 1885*

## Barry-Wehmler's Journey People, Purpose and Performance

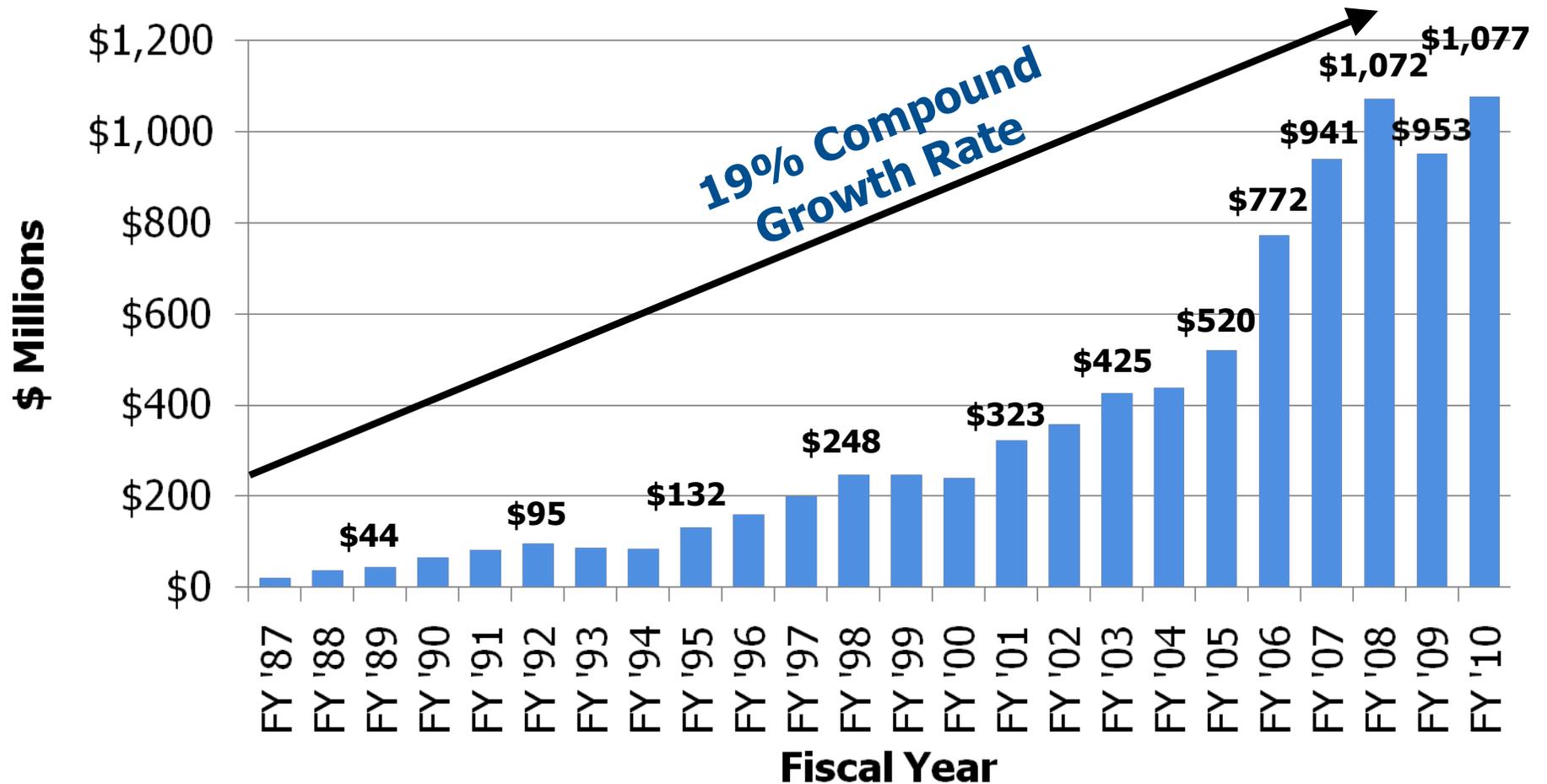
**Tim Sullivan**  
Group President

# Who We Are – Barry-Wehmiller

- American-based global provider of capital equipment and services
- 65 global locations
- Over **\$1 billion** in revenues
- More than **5,500 team members**
- Privately held by 400 shareholders
- Outside, professional board of directors
- Unique blend of **48 acquired companies**

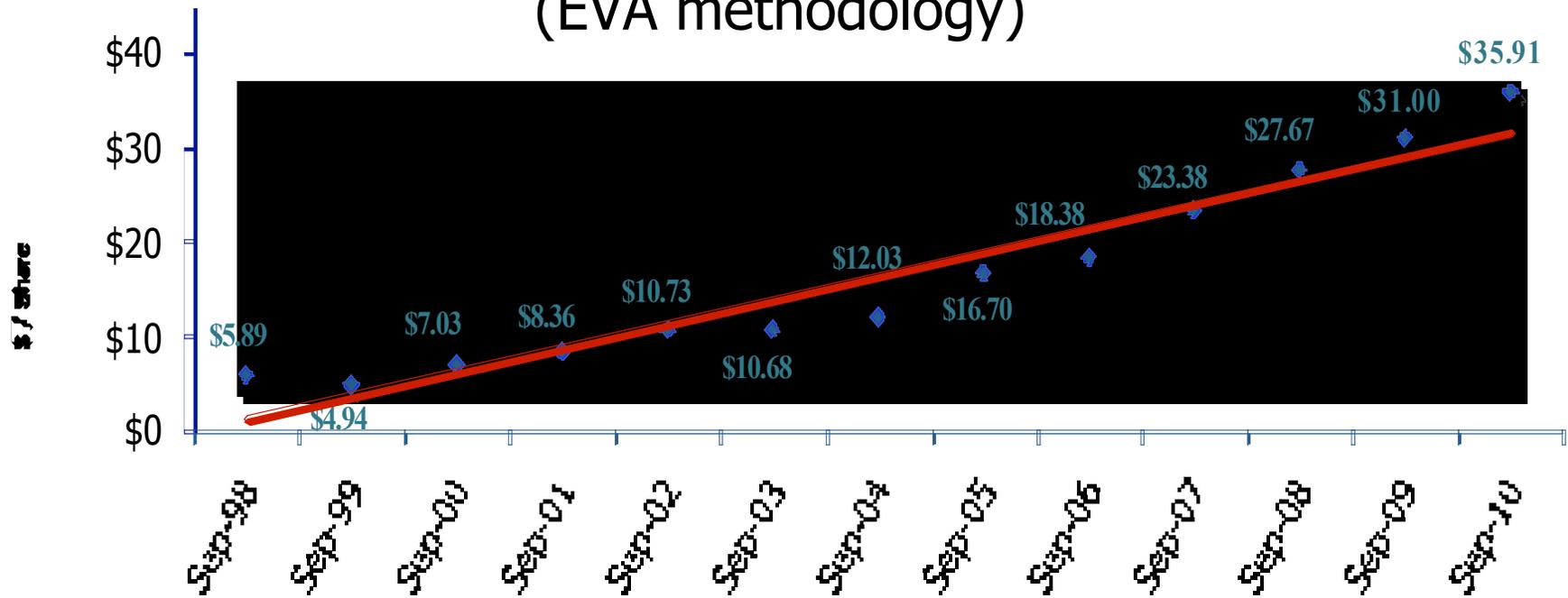


# Revenue Growth



# Share Price Trend

## Share Price Trend (EVA methodology)



# Who We Are – In Wisconsin

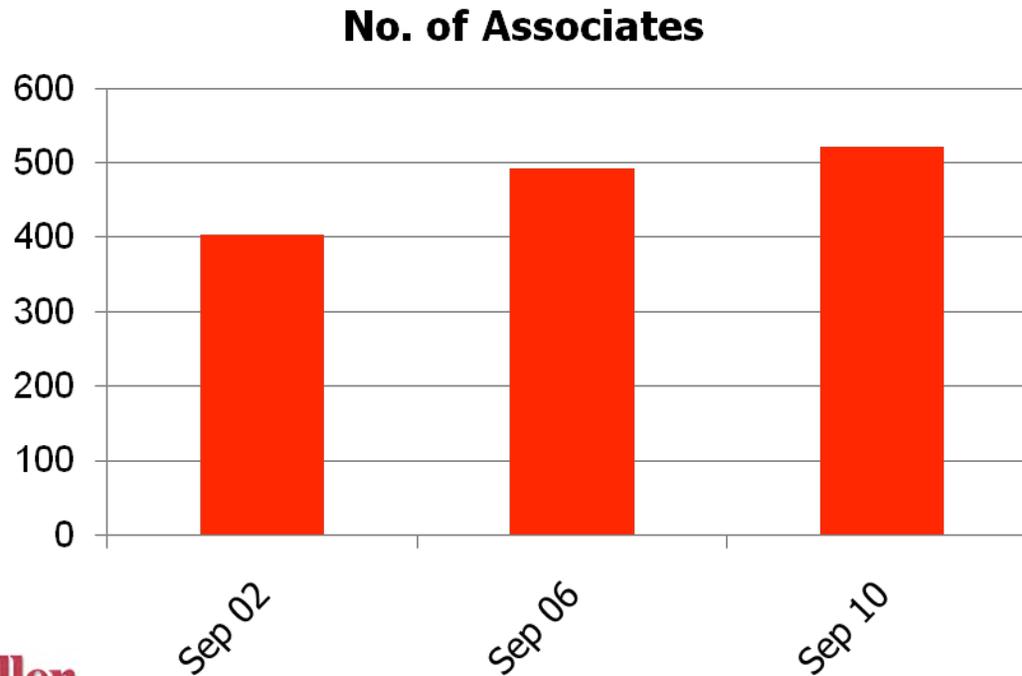
- Wisconsin is our largest state in terms of revenues and employment – more than **1,200** team members
- Acquired **Marquip, Inc.** in Phillips, WI in October 2000
- Acquired **Paper Converting Machine Company** in Green Bay in October 2005
- Acquired **Hudson-Sharpe** in Green Bay in August 2009
- **Non-union** and **union!**
- Stabilized businesses and employment



# Marquip Performance

Outstanding financial performance and steady employment!

- No layoffs – permanent or temporary – in 10 years!



# Performance

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- Financial performance is the “health” of our business
- Our performance brings credibility to our message
- Performance is in balance with the leadership journey we will share today

# Leadership Lessons

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## **People, Purpose and Performance:**

- 1. Always start with “Why”**
- 2. The Customer is not #1**
- 3. Leadership is largely about creating and communicating a Vision**
- 4. Lean: It’s not about waste reduction**
- 5. People need to feel that they matter**
- 6. I am the message!**

## Leadership Lesson #1:

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**You must always begin with the question:**

**Why?**

# The Power of Why

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"A cause must be organic; if it is to have an impact it must belong to those who join the movement and not those who lead it...Dr. King had a gift...People heard his beliefs and his words touched them deep inside. **Those who believed what he believed took that cause and made it their own.**"

-Simon Sinek,  
*Start with Why*



# Our Why: Our Belief

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At Barry-Wehmiller, we believe that business enterprise has the opportunity to become the **most powerful positive influence on our society** by providing a cultural environment in which people can realize their gifts, develop and apply their talents, and feel a genuine sense of **fulfillment** for their contributions in pursuit of a common inspirational vision.

## Leadership Lesson #2:

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**The Customer is not #1.**

**Your people are!**

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- Ward Machinery Company, acquired in 2002 and now part of MarquipWardUnited operated under, “We’re committed to our customers’ success”
  - Logical but wrong!
  - Our message became, “We’re committed to our associates’ success”
  - If we take care of our people, our customers’ success will be a natural by-product.



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**Only 10 percent of workers believe  
that their companies genuinely  
listen to and care about their  
employees.**

–2006 Maritz Research Poll

# The Awesome Responsibility of Leadership

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We believe that we are *stewards* of each unique person who joins our organization.



## Leadership Lesson #3:

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**Leadership is largely about creating  
and communicating a Vision**

**There is true power in visioning-  
painting a picture of the future  
as you would like it to be.**

**A powerful vision creates an  
organizational “True North”.**

# A Vision for our Culture

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- In April 2002, a group of 20 articulated a vision of culture, **The Guiding Principles of Leadership:**

**“We measure success by the way we touch the lives of people.”**

# Guiding Principles of Leadership

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- We began by actively engaging in dialogues to share this **vision of our culture**
- We **challenged teams and individuals** to **impact our culture**

# A New Vision for PCMC

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**If we measure success by the way we touch the lives of people,**

**... how does that relate to an acquired company suffering from significant employment and financial losses?**

# A New Vision for PCMC

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**In midst of employment and financial losses, PCMC was getting pricing/cost pressure from major customers – one customer even issued directive to PCMC that they must manufacture in a low wage country**

**A new vision and rallying point:**

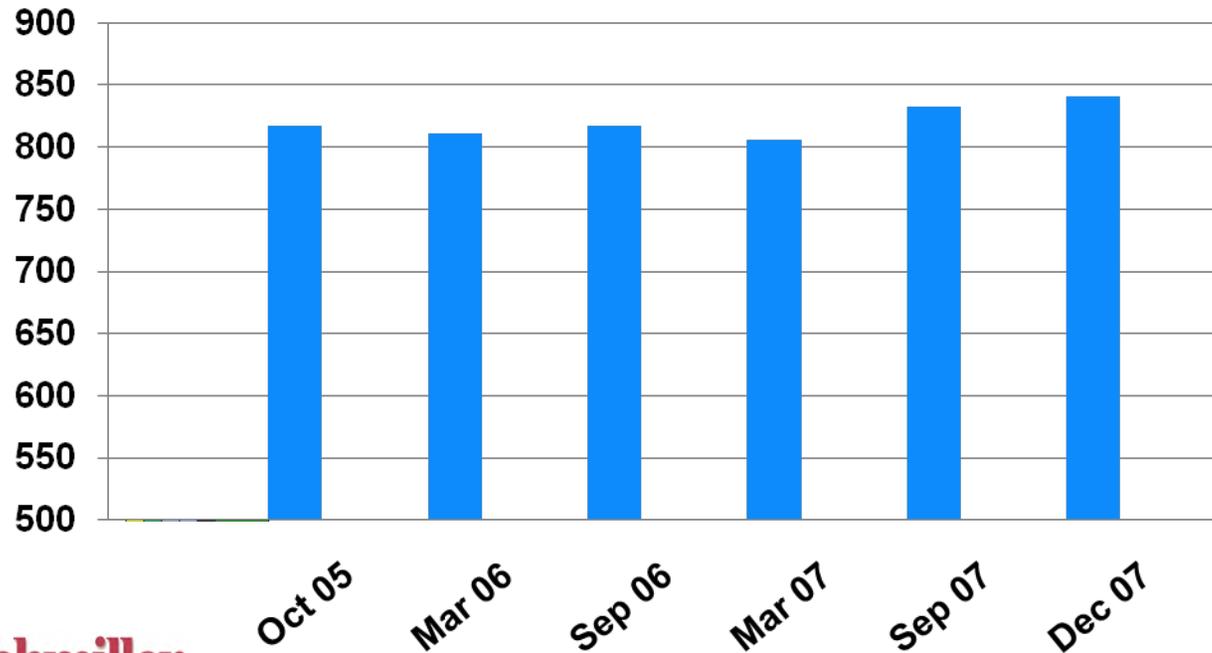
**“The Great American Manufacturing Company”**

# A New Vision for PCMC

The results were significant and immediate!

- No layoffs – permanent or temporary – since we've owned the company!

**No. of Associates**



# The Power of Visioning and Communicating

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One measure of the power of visioning and communicating:

- Success at both PCMC and Marquip was achieved through local “home-grown” leadership!

# A Challenge to our Vision

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## **2009 Economic downturn:**

**If we measure success by the way we touch the lives of people, how do we respond?**

- Protect the “health” of the business
- Shared Sacrifice
- Continued investment in continuous improvement and education
- Proactive communication

# A Challenge to our Vision

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- Our business rebounded well ahead of the curve.
- Our fiscal 2010, ended September 2010, was a **record year in operating income** on a modest rebound in new equipment orders.

## Leadership Lesson #4:

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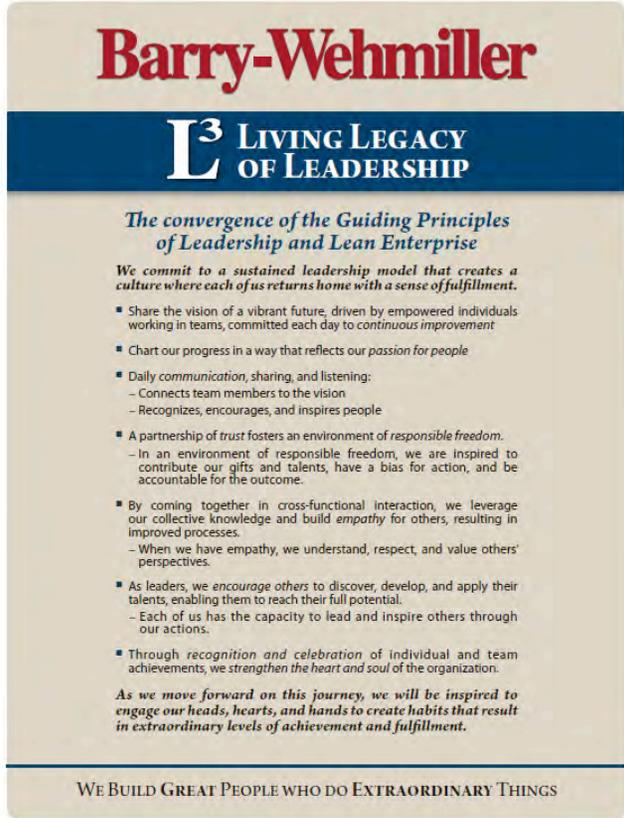
**LEAN is not about waste reduction.**

**We have a vision for sending  
each person home each day  
fulfilled.**

**Lean methods are part of the  
answer.**

# Our L3 Journey, a Path to Fulfillment

- "...a sustained leadership model where each of us returns home with a sense of **fulfillment.**"



**Barry-Wehmiller**

**L<sup>3</sup> LIVING LEGACY OF LEADERSHIP**

*The convergence of the Guiding Principles of Leadership and Lean Enterprise*

*We commit to a sustained leadership model that creates a culture where each of us returns home with a sense of fulfillment.*

- Share the vision of a vibrant future, driven by empowered individuals working in teams, committed each day to *continuous improvement*
- Chart our progress in a way that reflects our *passion for people*
- Daily *communication, sharing, and listening*:
  - Connects team members to the vision
  - Recognizes, encourages, and inspires people
- A partnership of *trust* fosters an environment of *responsible freedom*.
  - In an environment of responsible freedom, we are inspired to contribute our gifts and talents, have a bias for action, and be accountable for the outcome.
- By coming together in cross-functional interaction, we leverage our *collective knowledge* and build *empathy* for others, resulting in improved processes.
  - When we have empathy, we understand, respect, and value others' perspectives.
- As leaders, we *encourage others* to discover, develop, and apply their talents, enabling them to reach their full potential.
  - Each of us has the capacity to lead and inspire others through our actions.
- Through *recognition and celebration* of individual and team achievements, we *strengthen the heart and soul* of the organization.

*As we move forward on this journey, we will be inspired to engage our heads, hearts, and hands to create habits that result in extraordinary levels of achievement and fulfillment.*

WE BUILD GREAT PEOPLE WHO DO EXTRAORDINARY THINGS

# Our L3 Journey, a Path to Fulfillment

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- We often hear that Lean is ***all about people***
- Commonly applied, it's about ***getting more out of people***
- On our journey, we care about how people ***feel*** as well as targeted **results**

# Our L3 Journey, a Path to Fulfillment

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Sustainability and profitability are the **by-products** that naturally result from a Lean culture where associates fully share all of their gifts and talents.

**“We have been paying people for their hands for years, when they would have given us their heads and hearts for free if we just knew how to ask.”**

# Our L3 Journey, a Path to Fulfillment

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When associates are allowed to share their gifts and talents, they are empowered.

**True leadership has no ego.  
Only worry about the “big decisions”.**

## Leadership Lesson #5:

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**People need to feel that they matter.**

**By recognizing and celebrating the goodness in others, we let people know that they make a difference.**

# Recognition & Celebration

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**“Each of us has the capacity to lead.”**

**“I was very overwhelmed, flattered. I’m amazed that people think of me that way.”**

Dennis Butz, 16 yr. PCMC associate  
and leader

Guiding Principles  
of Leadership  
**SSR** Program



# Recognition & Celebration

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- Beyond the grand celebrations... as leaders, we have opportunities every day to let people know that they matter.



## Leadership Lesson #6:

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**I am the Message!**

**Leaders lead through their  
daily actions.**

**Find the inspiration within  
yourself.**

# Bias for Action

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We believe that we are *stewards* of each unique person who joins our organization.

As leaders, we have **all the power** within us to make this a better world.

# Leadership Lessons

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# The Awesome Responsibility of Leadership

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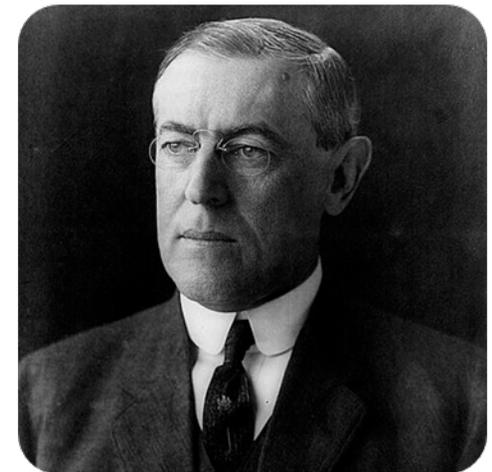
Be that key ingredient!

# THANK YOU!

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**“You are not here merely to make a living. You are here to enable the world to live more amply, with greater vision, and with a finer spirit of hope and achievement.**

**You are here to enrich the world. You impoverish yourself if you forget this errand.”**



-President Woodrow Wilson