

SHIFTING FROM COP TO COACH



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SOUTH ENTRANCE

NO POSSESSION OR
CONSUMPTION OF
ALCOHOLIC BEVERAGES
OR TOBACCO
ON COMPANY PREMISES



A worker in a blue jumpsuit and cap is working on a car chassis in a factory. The worker is wearing a blue cap and white gloves, and is holding a yellow and black striped rope. The car chassis is silver and is being worked on by the worker. The background shows a factory setting with various equipment and lights.

2000

GEORGETOWN

A worker in a blue jumpsuit and cap is working on a car chassis in a factory. The worker is holding a yellow and black striped cable. The background shows the industrial setting with various mechanical parts and lighting.

2000

GEORGETOWN

2

FORD

**Why didn't they
pull the cord?**





Photo: Ellen Levy Finch (Elf), via Wikimedia Commons, CC BY-SA 3.0, cropped from original.

**“I believed that it was the system
that made it bad, not the people.”**

— Bruce Lee



THREE NUMBERS.

20-25% → 3-4%

Absenteeism

700+ → 30

Open grievances

33% less labor time

Per vehicle

NUMMI changed more than the cord.



“When a problem occurs, the emphasis is on finding and eliminating the cause rather than finding someone to blame.”

— GM internal report, 1987



1962-1982

GM FREMONT



1984-2010

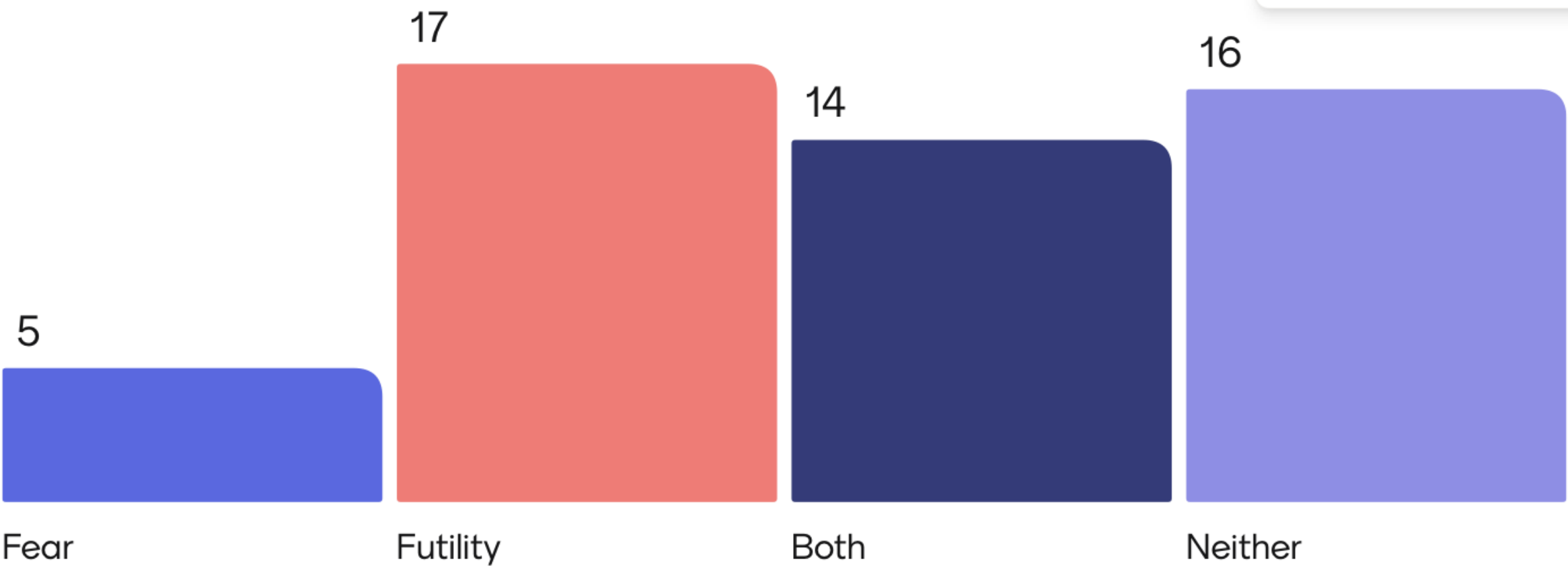
NUMMI



2010-

TESLA

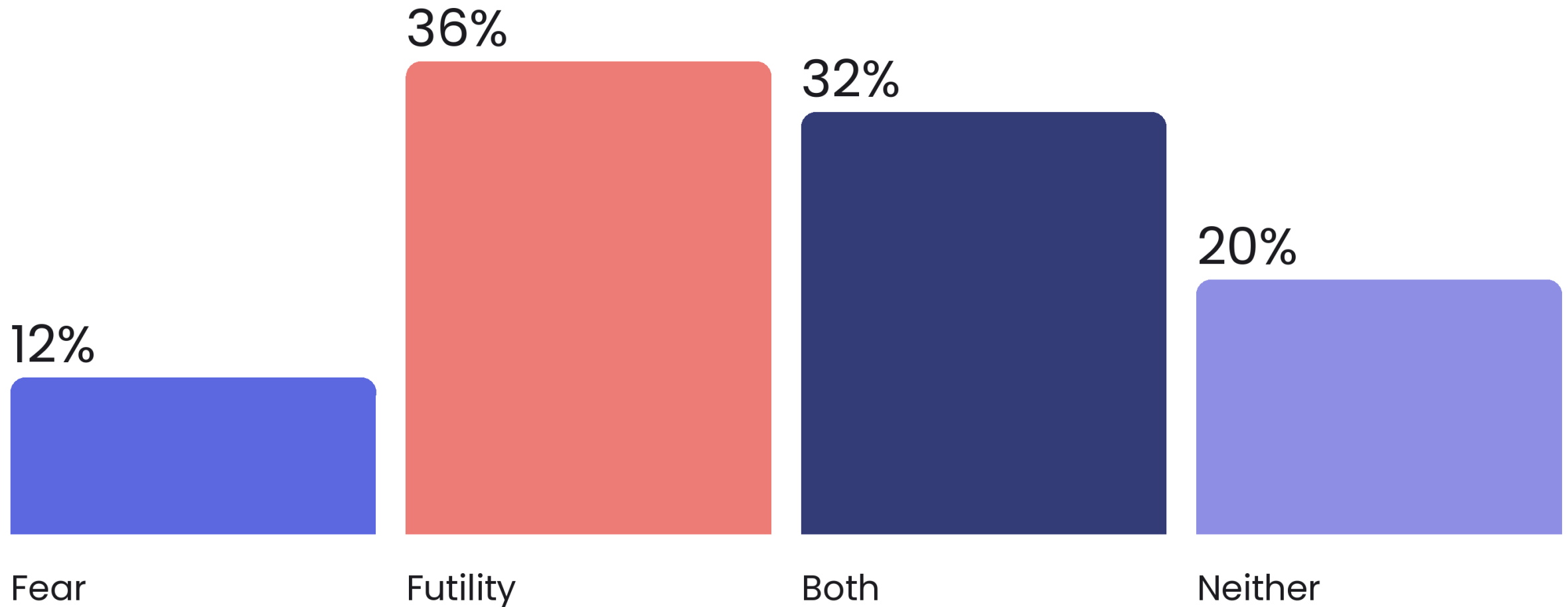
What, If Anything, Keeps You From Speaking Up at



Historical Total Survey Data

What, If Anything, Keeps You From Speaking Up at Work?

HISTORY · 46 events · 635 responses



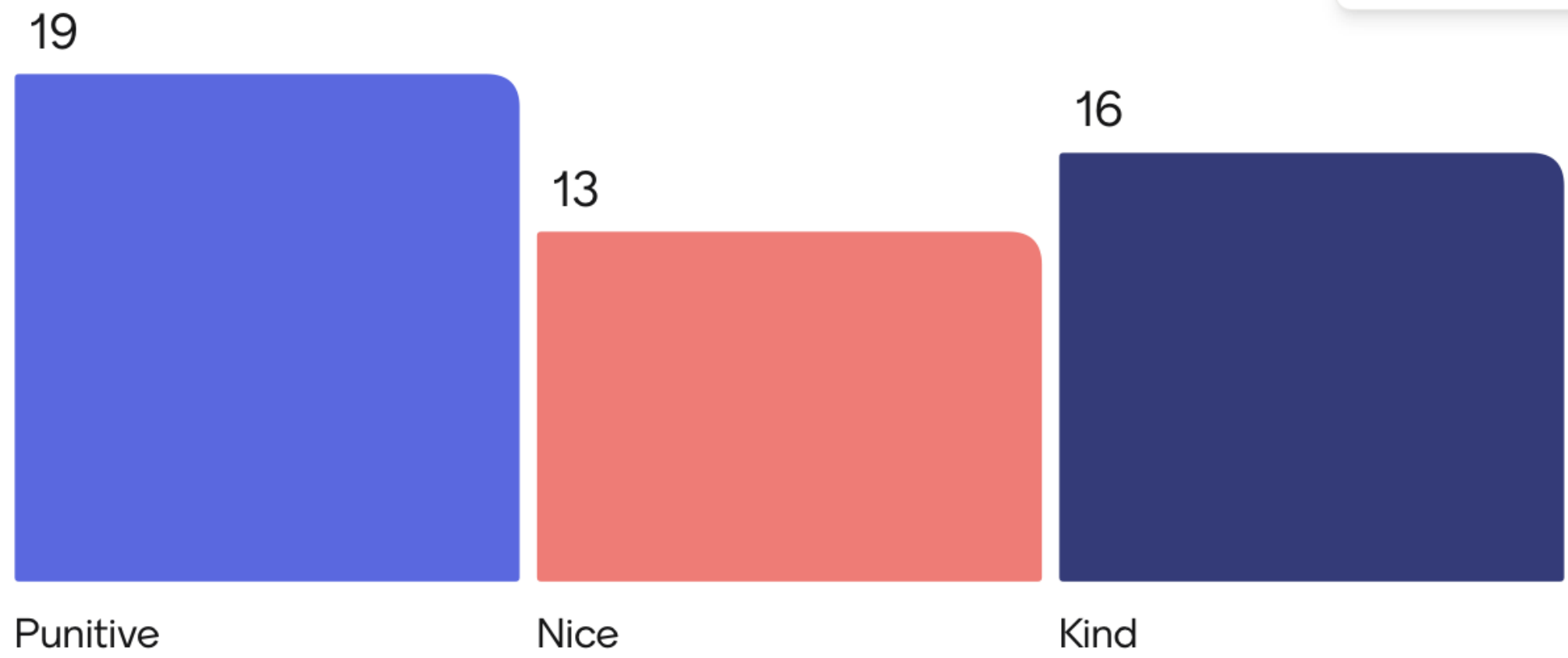
Safe Enough
Worth It

500 Trained

504 Projects

MODEL
ENCOURAGE
ENABLE
REWARD

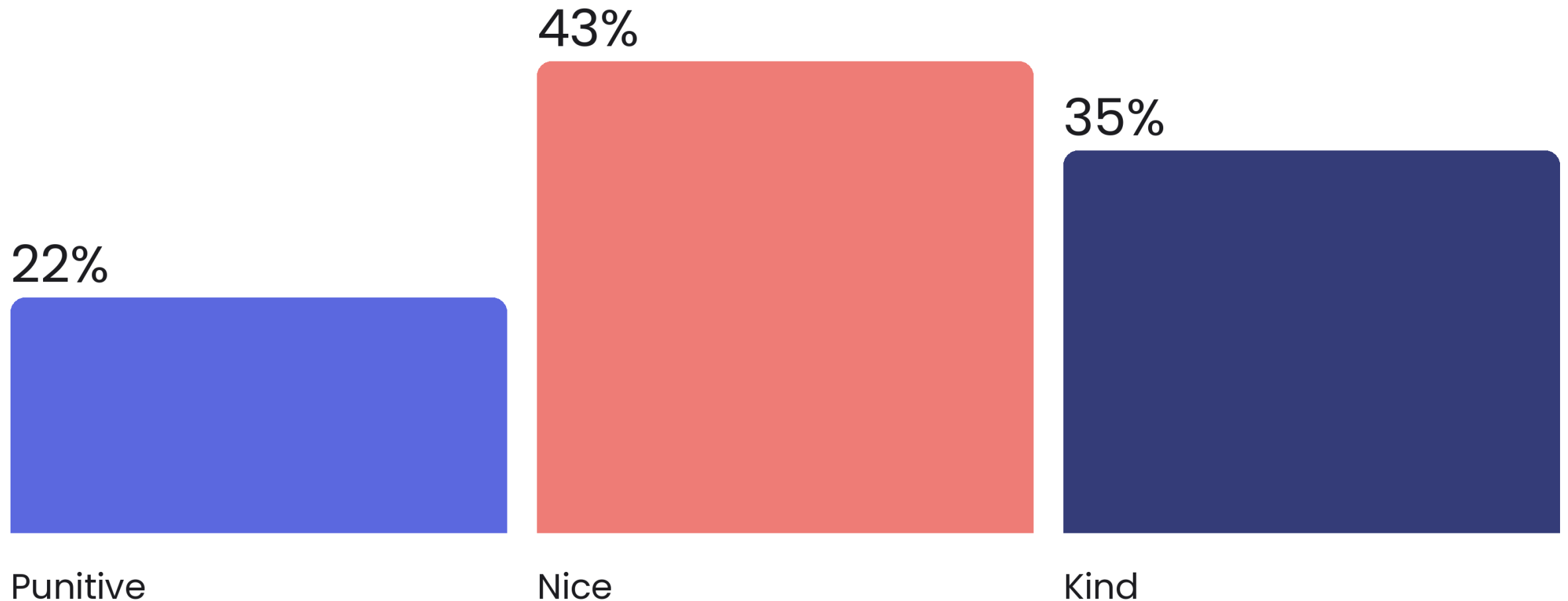
What's the Most Likely Reaction to Mistakes in Your Work?



Historical Total Survey Data

What's the Most Likely Reaction to Mistakes in Your Workplace?

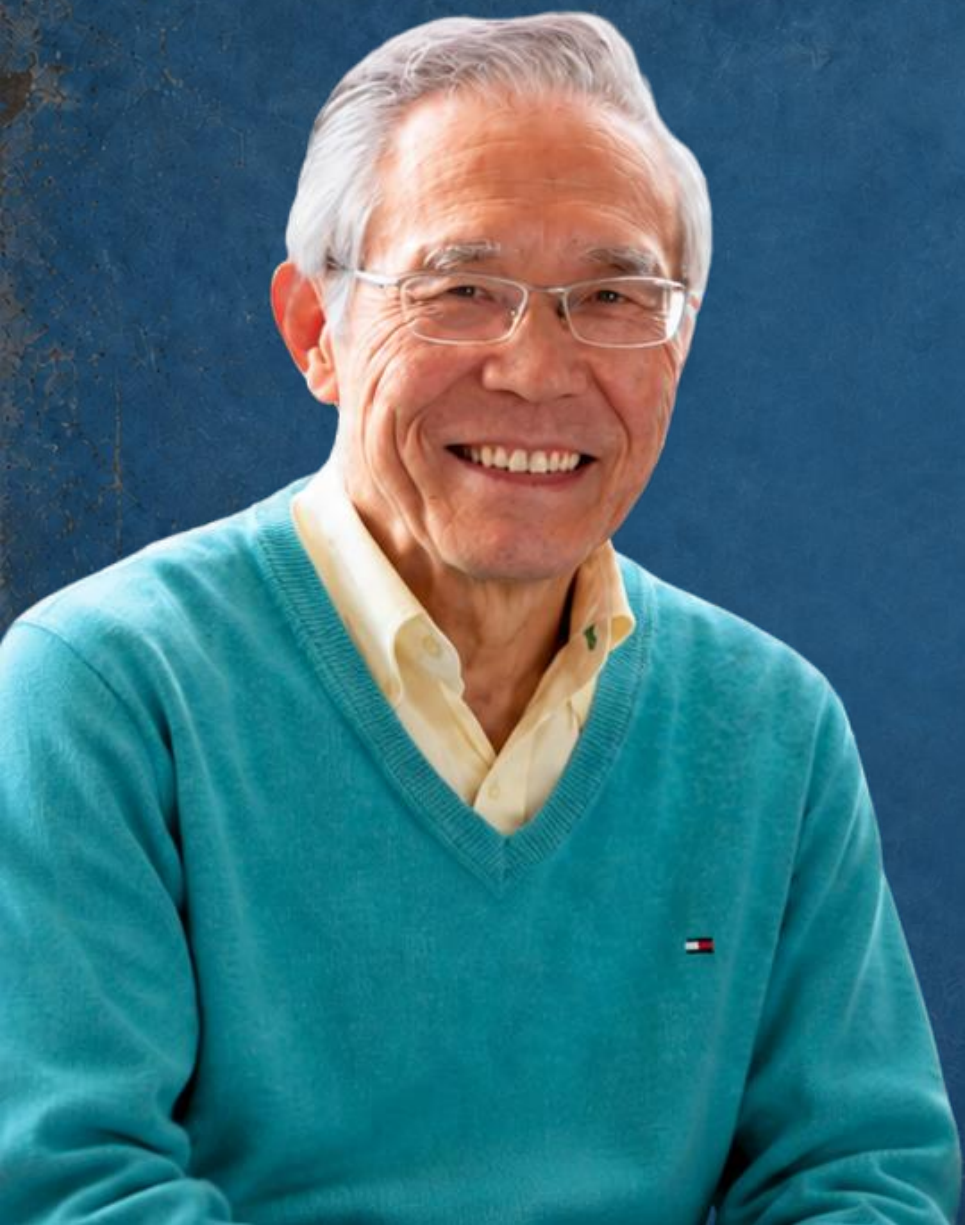
HISTORY · 570 responses



**“We no longer talk about bad news.
It has been deemed bad for morale.”**

— Larry Culp

SAFETY
QUALITY
DELIVERY
COST





Close the loop.

Out loud. Within a week.

Including when the answer is no.