

From Adolescence to Adulthood

The maturing of a company

**Washington State Quality Award
2006 Symposium**

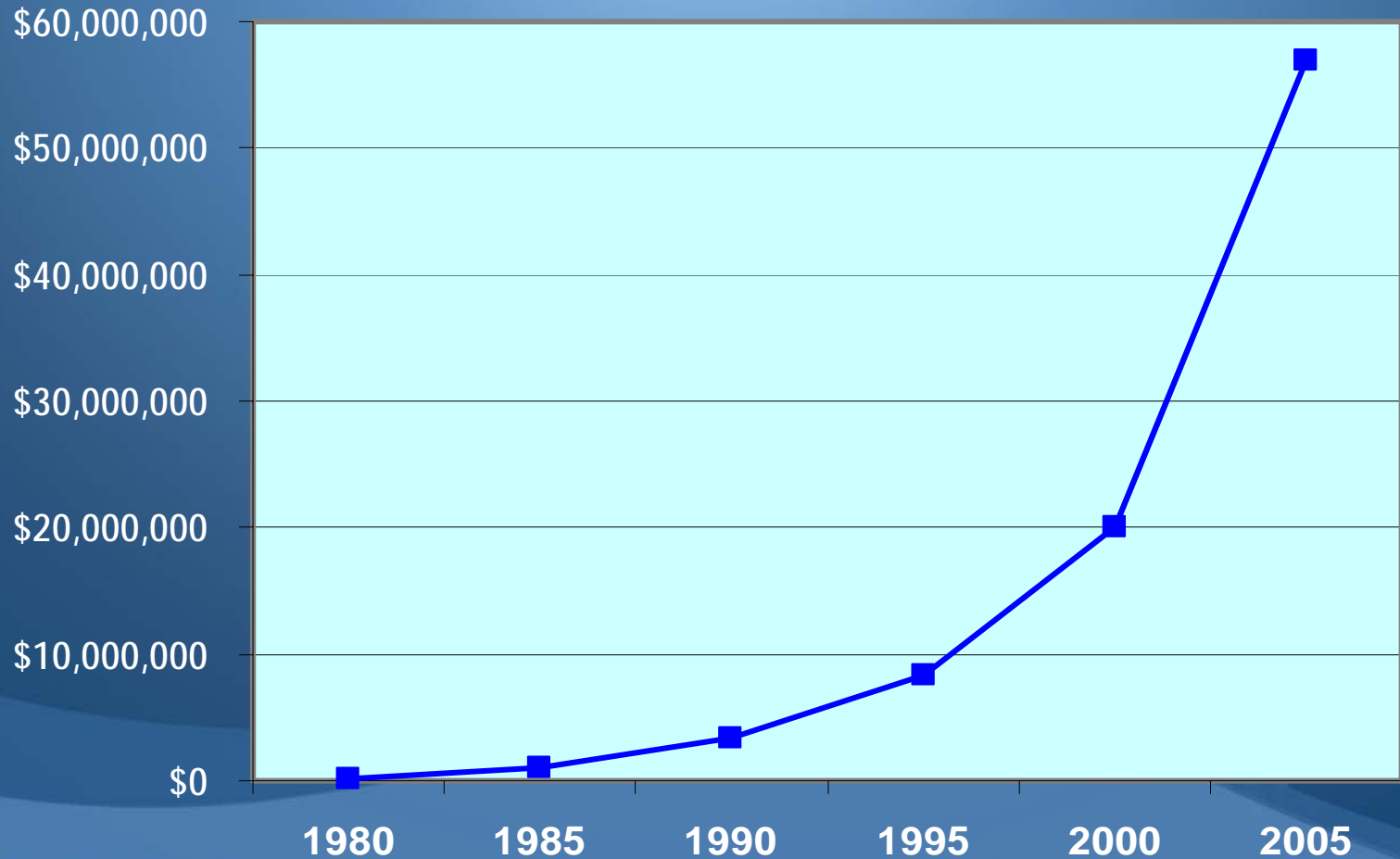
Dri-Eaz Products, Inc.



DRI-EAZ

Dri-Eaz Sales

1980 to 2005



DRI-EAZ

Performance Excellence and Leadership

“We Know What We Are, But Know Not
What We May Be”

William Shakespeare

The Awkward Years

- Dictionary.com defines Adolescence as;
 - A transitional period of development between youth and maturity: *the adolescence of a nation.*

The Awkward Years

- The benevolent dictator management model
 - Also known as the parenting model
- Lots of distractions
 - What do I want to be?
 - How do I get there?

Examples

- Strategic Planning
 - Owner/President was not the leader.
 - Multiple meetings over a two or three month period
 - Up to 20 participants
 - Reams of paper created
 - A plan without actions or measures

Examples

- International business expansion
 - No written plan
 - If you have money we have product
 - No product service support
 - One person with no prior experience managing the globe

Examples

- No central Human Resources function
 - All paperwork handled by payroll clerk
 - All wage negotiations handled by department manager and owner
 - Poor control over personnel records
 - No uniform investigation/disciplinary process
 - No training for managers on interviewing best practices

Examples

- Poor new product development results
 - Little quantitative market data to support decision making
 - No product retirement process
 - No cycle of refinement to determine why products were successes or failures.
 - Little accountability and significant feature creep or worse yet.....

Examples

- Ad Hoc problem solving, i.e. for the particular end or case at hand without consideration of wider application
- Little cooperative planning or decision making between departments, major turf wars.

Welcome to Baldrige

- Baldrige is a change initiative
- Purpose – “to serve as a working tool for understanding and managing performance and for guiding organizational planning and opportunities for learning

Leadership past, present and future

- Images of leadership
 - trees (leaders are grounded yet visionary)
 - sieve and funnel (leaders generate or collect ideas and get them into focus)
 - a steering wheel (a leader provides direction)
 - a chessboard (strategic qualities)
 - a pillow (accommodating)

BetterManagement.com

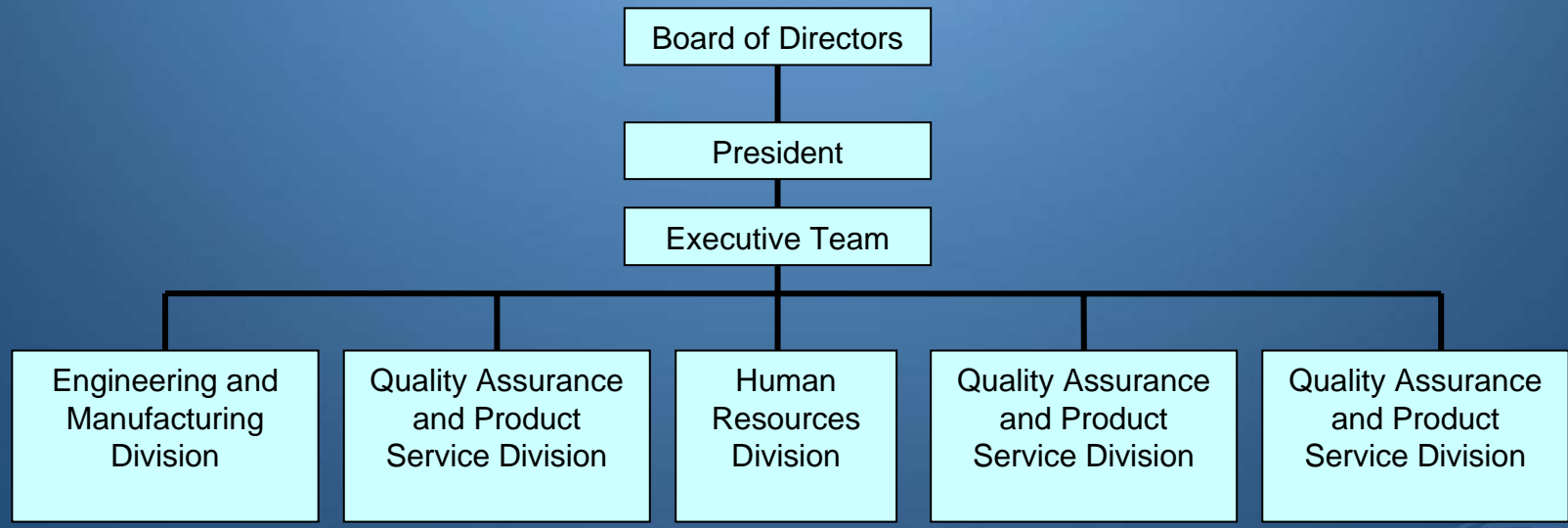
Leadership and Performance Excellence

- Delivery of ever-improving value to customers and stakeholders, contributing to organizational sustainability
- Improvement of overall organizational effectiveness and capabilities
- Organizational and personal learning

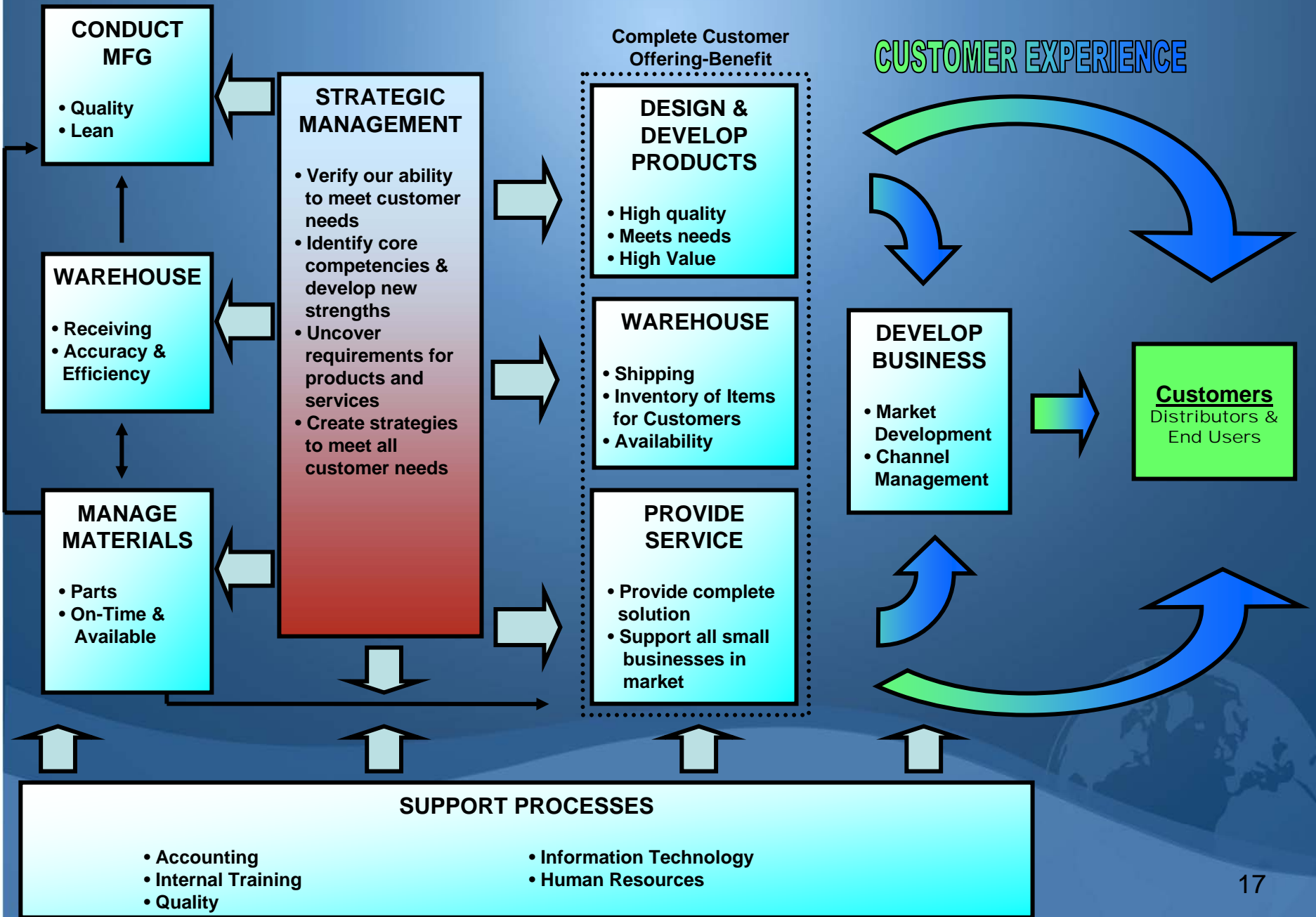
Dri-Eaz today

- Truly an International company
- ISO 9001:2000 certified
- 2005 Washington State Small Manufacturer of the year
- 2006 Better Workplace Award winner in:
 - Job Training and Advancement
 - Innovative Compensation and Benefits

Management Model



VALUE CREATION SYSTEM



Strategic Planning

- Central Planning Process (Key Process)
- Three year cycle
- Company Scorecard
- Linked to company wide Performance Management Process

Strategic Management Process

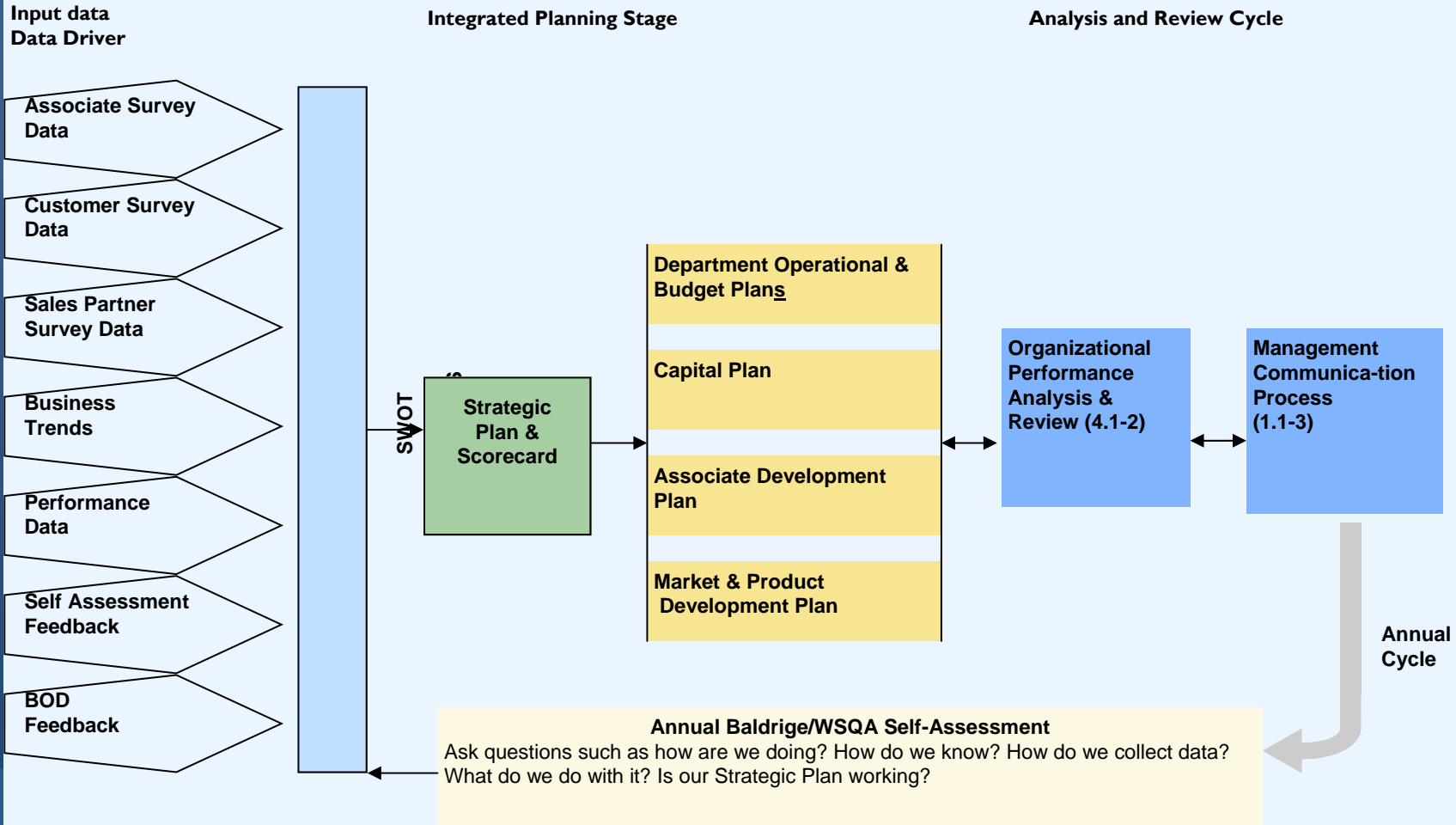
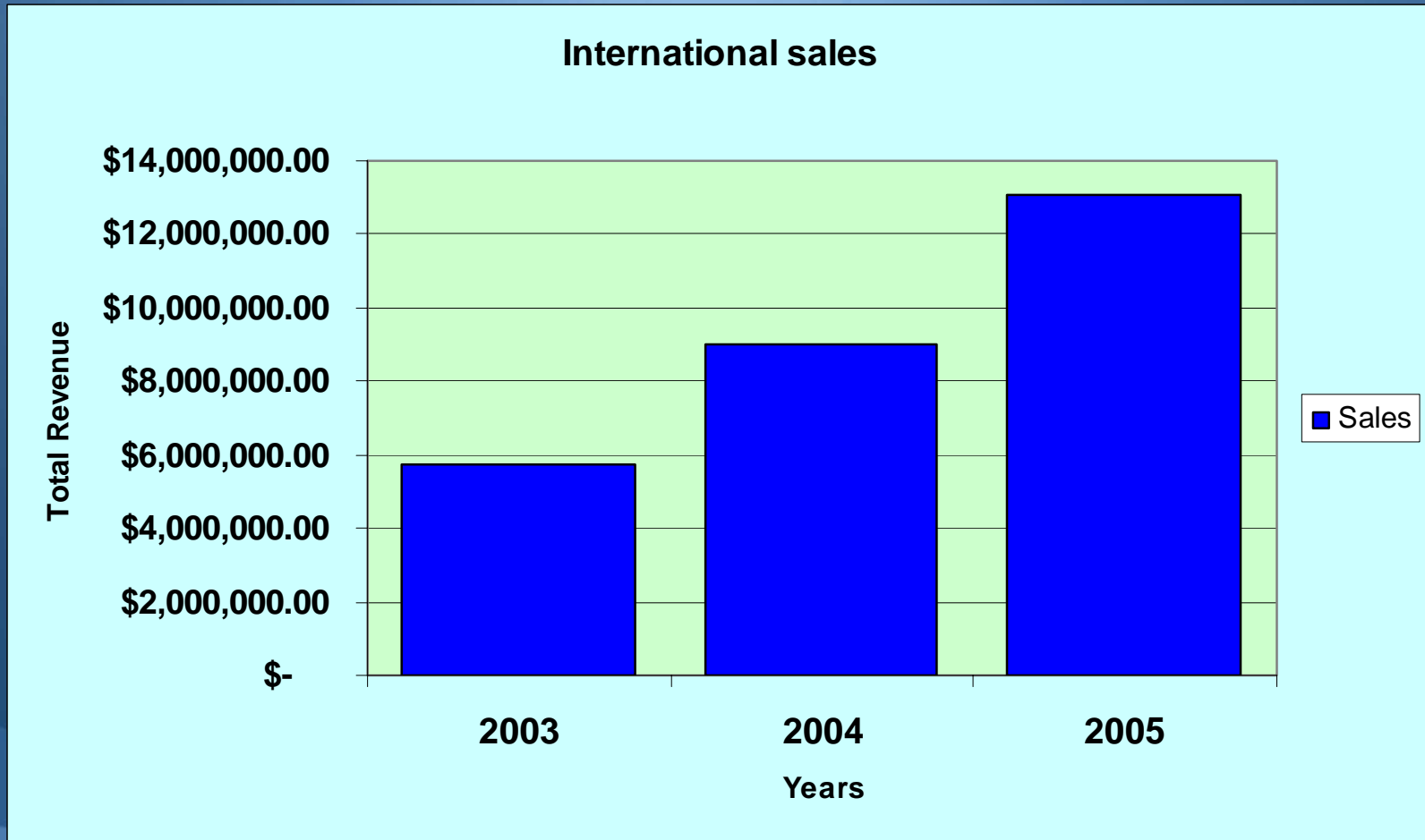


Figure 2.1-1 Strategic Management Process (SMP) is one of the ways the ET reviews progress and creates strategies, action plans, improvement opportunities, and deployment procedures to achieve desired results.

Growing Internationally



Recognizing People

- Better than 90% retention level
- Market competitive benefits:
 - Healthcare (medical, dental, life, short and long term disability)
 - Retirement
 - Salary (profit sharing)
 - Personal time off
 - Flex 125 plan

New Product Development

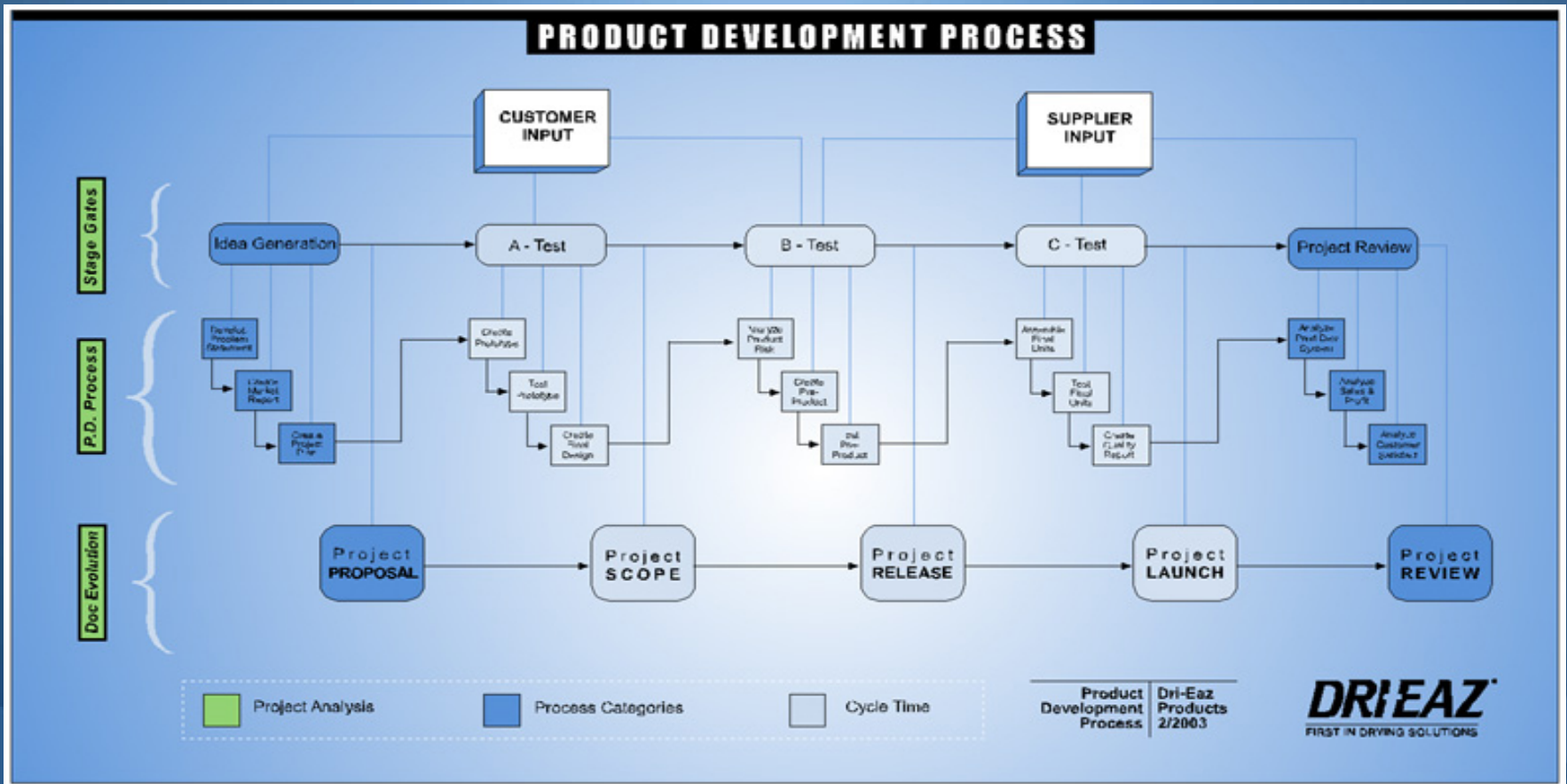


Figure 6.1-4 Product Development Process has stage gate reviews at critical transition points that integrate quality, engineering, manufacturing input before the product design matures to ensure manufacturability and that the product meets customer requirements. Text Describing

New Product Development

Figure 7.3-5 New Product Sales % of Total Sales

