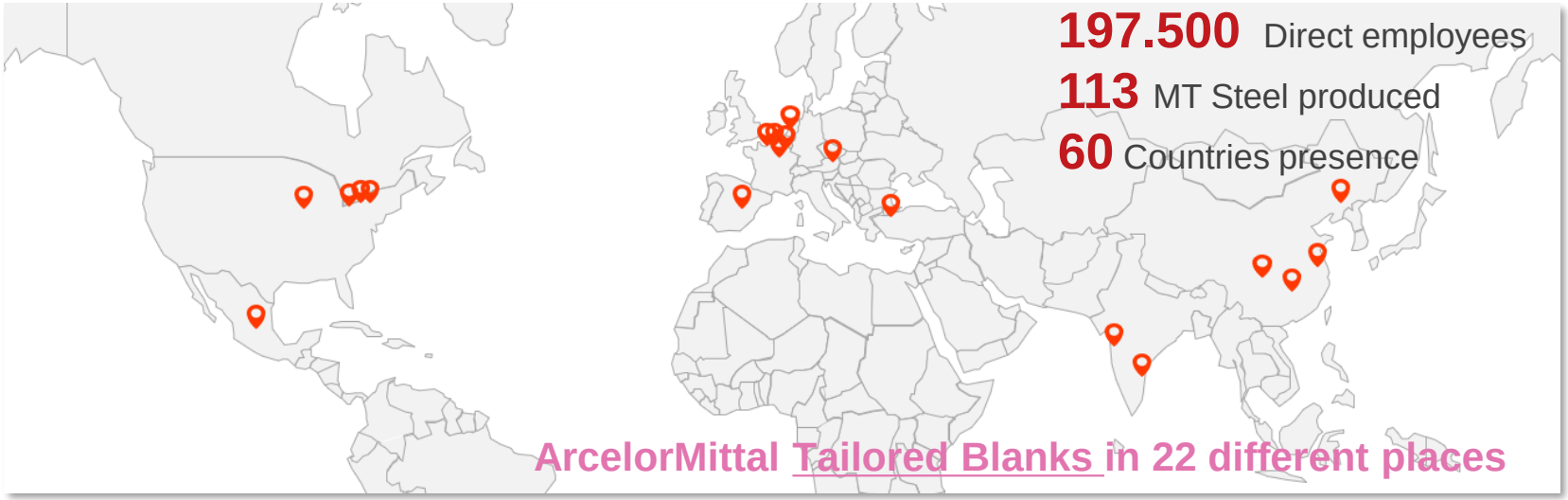
From Culture and Leadership, EFQM Transformation Journey

May 12th 2022

DENISON GLOBAL FORUM

Our Company

ArcelorMittal



North America (10)

ArcelorMittal Tailored Blanks

- ● Concord, Ontario, Canada
- ■ Woodstock, Ontario, Canada
- ■ Pioneer, Ohio, USA
- ■ Detroit, Michigan, USA
- ● Murfeesboro, Tennessee, USA
- ■ Silao, Guanajuato, Mexico
- ● San Luis Potosi, S.L.P., Mexico

Delaco ArcelorMittal Tailored Blanks

- ● Tonawanda, NY, USA (JV)
- ● Dearborn, Michigan, USA (JV)
- ● Montezuma, Iowa, USA (JV)

Europe (8)

ArcelorMittal Tailored Blanks

- ● Bremen, Germany
- ● Neuwied, Germany
- ● Liège, Belgium
- ■ Gent, Belgium
- ■ Lorraine, France
- ● Senica, Slovakia
- ■ Zaragoza, Spain
- ■ Orhangazi,Turkey (JV)

India (4)

- ● Arcelor Neel Tailored Blank Chennai (JV - ANTB)
- ● Arcelor Neel Tailored Blank Vithalapur (JV - ANTT)
- ● Arcelor Neel Tailored Blank New Delhi Region (JV - ANTB)
- ■ Arcelor Neel Tailored Blank Pune (JV)

China (4)

- ■ Gonvama Loudi (JV)
- ■ Gonvvama Changchun (JV)
- ■ Gonvvama Chongqing (JV)
- ■ Gonvvama Shenyang (JV)

- ● ArcelorMittal Tailored Blanks production plants
- ■ LWB for hot stamping - installed capacity

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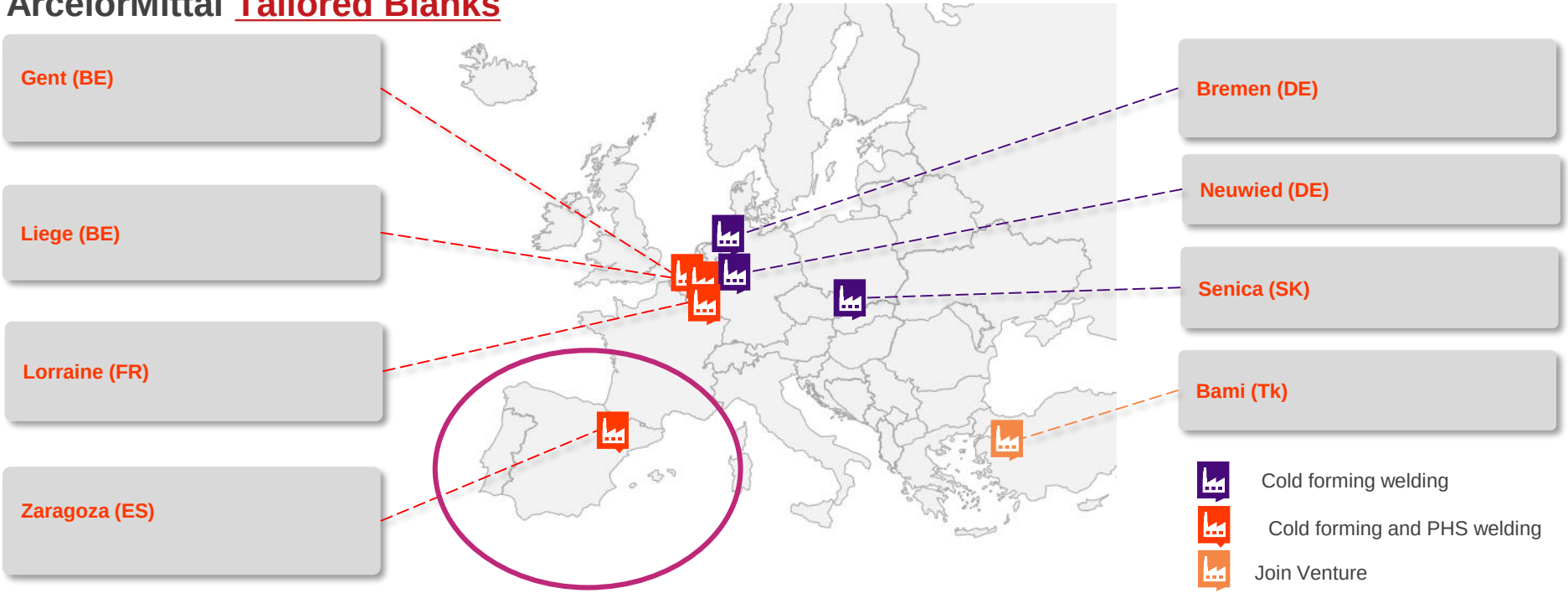
Our Company

ArcelorMittal Tailored Blanks

Our footprint and facilities in Europe



Supplying Automotive Companies Worldwide for over 25 years

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Our People

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Who we are

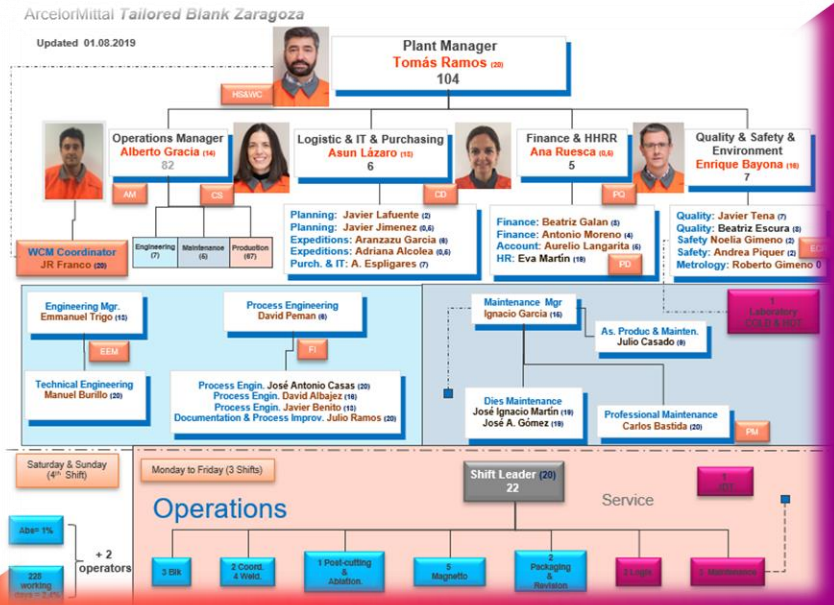
22

years working together

104 employees

17 years seniority average

- ➔ High **engagement**
- ➔ **Taking Care** of our People
- ➔ **Mature** team



Take care!

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Our Customers (➔ Automotive)

PSA GROUPE
BMW
FIAT
PSA PEUGEOT CITROËN
VOLVO
LAND ROVER
Ford
Mercedes-Benz
BENTLEY
JAGUAR
ASTON MARTIN
DAIMLER
GM
HONDA
Audi
DACIA
RENAULT NISSAN
ŠKODA
MAN
SCANIA
BHARATBENZ
s. n. o. p.
UNIPRES
LINDE + WIEMANN
ALLGAIER
GESTAMP
KIRCHHOFF AUTOMOTIVE
BENTELER
TOWER AUTOMOTIVE
DAF
ISE AUTOMOTIVE GROUP
TRIDENT STEEL
GEDIA
KWD AUTOMOBILTECHNIK
LÄPPLE
TAWESCO PROMET GROUP
MA
Auto Chassis International
SCHULER
CARTEC
voestalpine
WAGON AUTOMOTIVE
MAGNA COSMA BODY & CHASSIS SYSTEMS
ArcelorMittal

Our Process

Laser Welded Blanks: the best grade and optimized thickness at the right place!

Coil

- ArcelorMittal grade global availability
- ArcelorMittal's latest automotive steels

Nesting

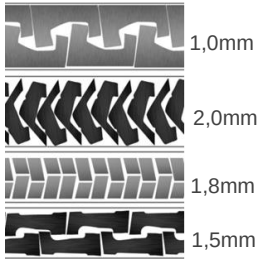
- Optimization of the material utilization
- CO_2 emissions reduction
- Cost Reduction

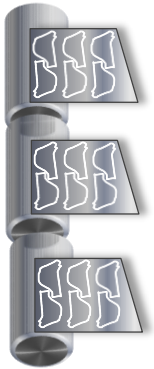
Blanking

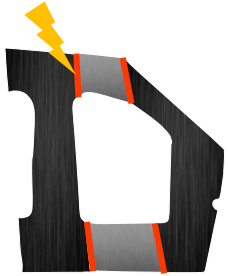
- ArcelorMittal tailored blanks in house

Laser Welded Blank

- State-of-the-art laser welding technology







Integrated supply chain: AM / AMTB ensures the full chain from coil supply to JIT delivery to OEM and stampers.

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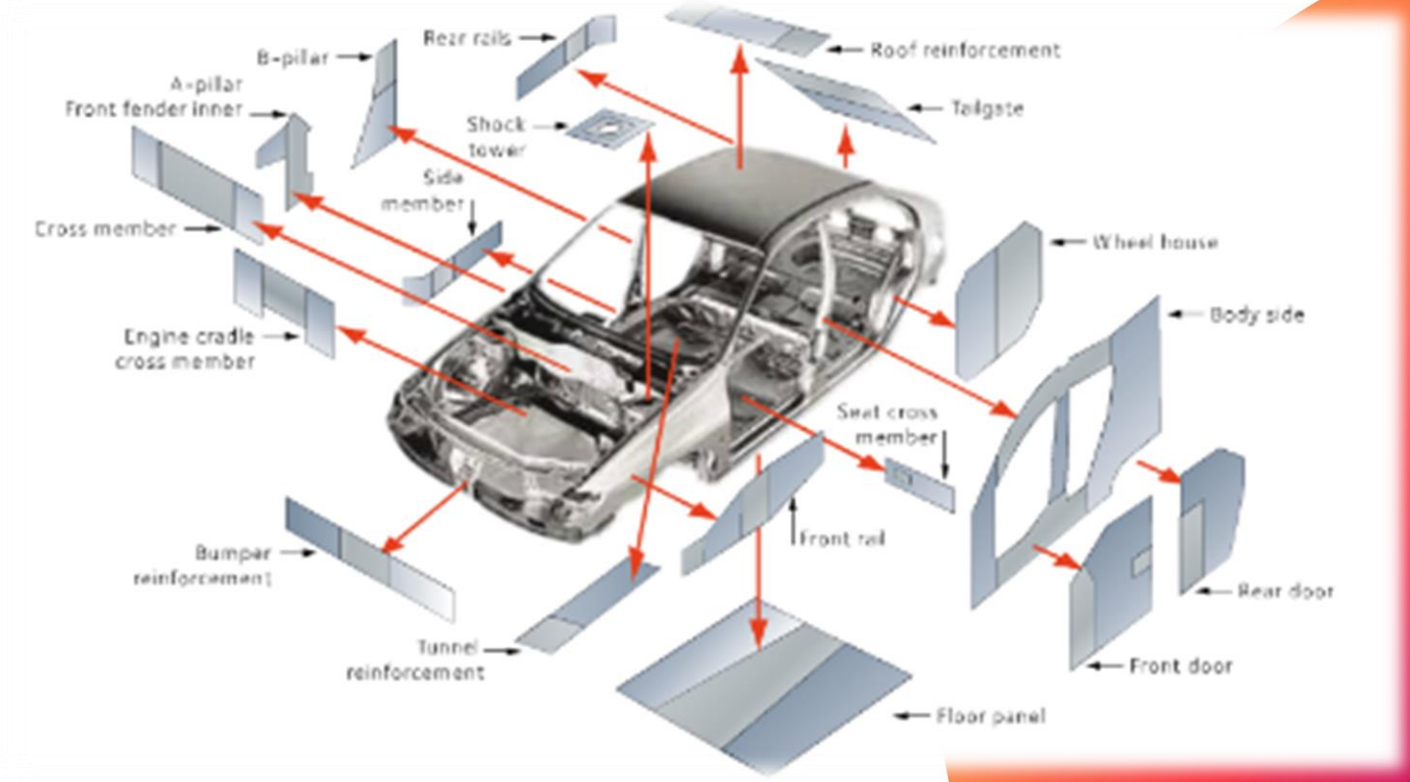
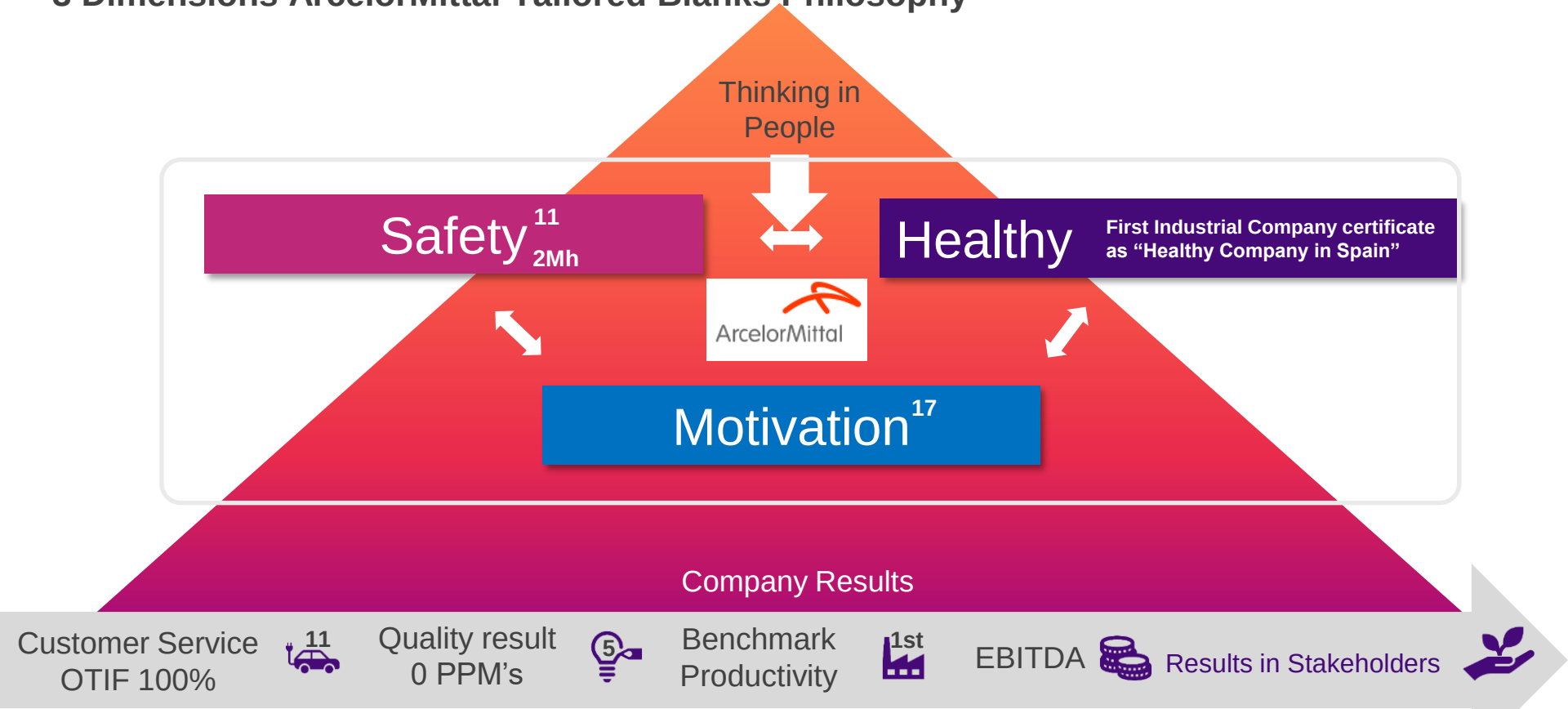
Laser common applications



3 Dimensions ArcelorMittal Tailored Blanks Philosophy



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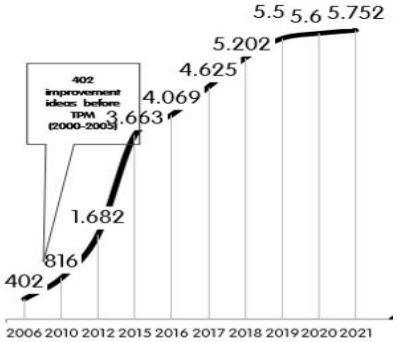
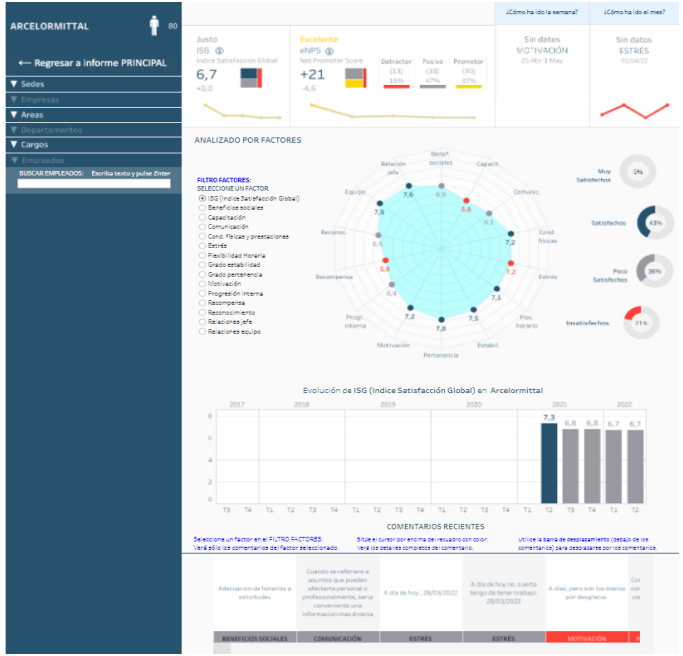
Sustainability Leadership

ArcelorMittal's purpose: Adding value to the Organisation

- Positive feedback between people as an standard
- Training
- Teaching and learning between people
- Continuous Improvement proposals
- Satisfaction Survey "On time" to know how our people feel and take actions.

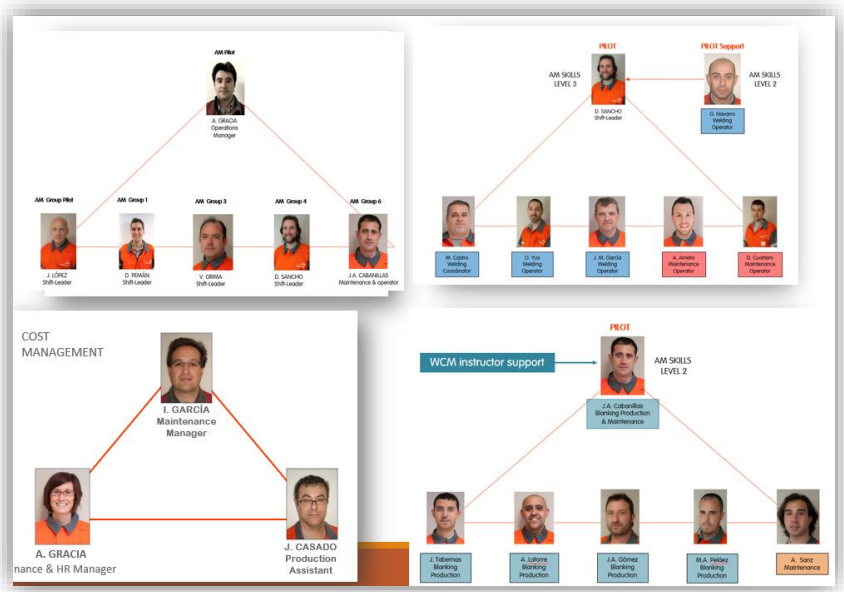
Improvement Proposals





Working to get real teams

- **Autonomous Teams with their own leadership**
- **Different transversal projects mean different responsible improving productivity**



Activities to create Value & Culture

+ Motivation + Activity = Good Results

Our people face!!

AMTBZ forest

Internal sport leagues

Healthy activities

Cancer Association help activities

Two pieces of fruit every Thursday

Family day open doors

Warm up exercises

Leadership trainings

Two AM minigrants awarded for Indian kids

Running team

Monthly gift for best WCM contribution

Sport competitions with Customers

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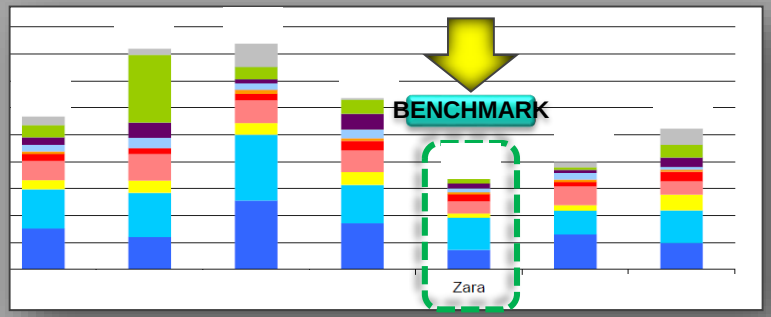
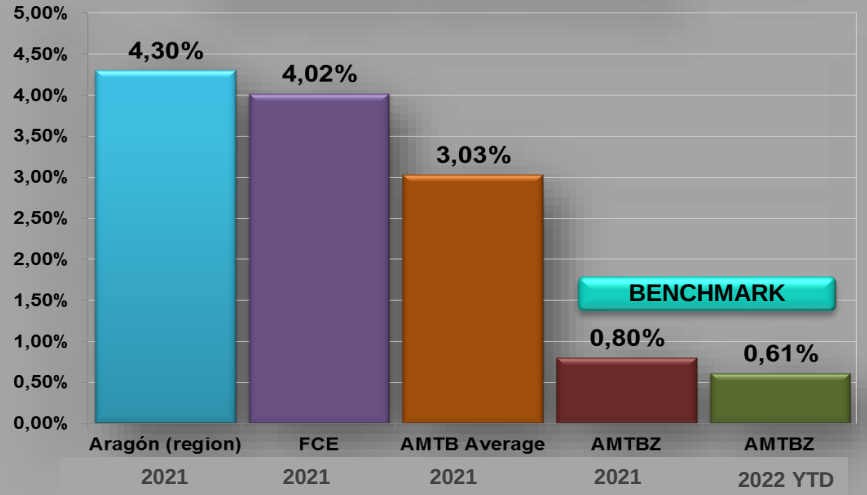
Our Results

Added Cost - ArcelorMittal TBAs

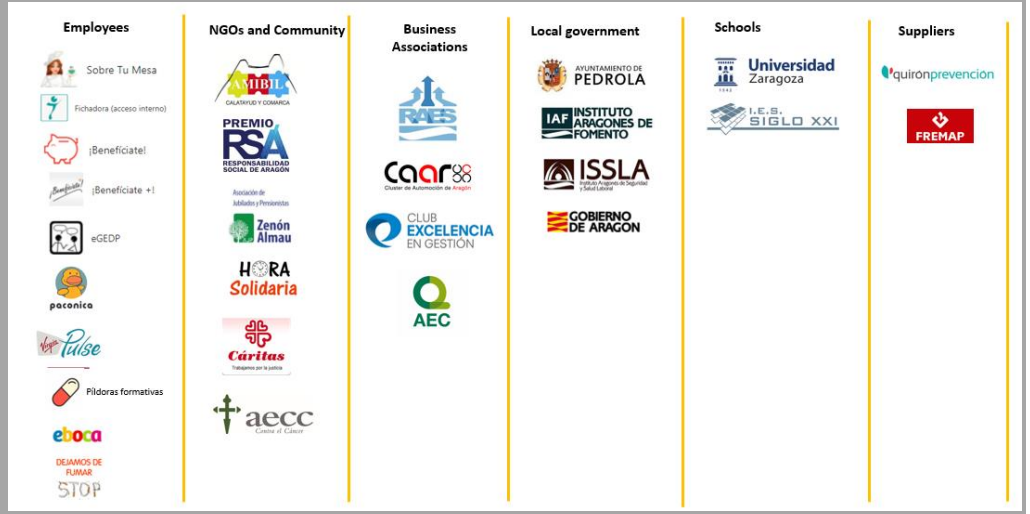


absenteeism (benchmarking)



ArcelorMittal TB Zaragoza Group Benchmarks list
Frequency Illness
Absenteeism
Added Cost
MMIL
Total ppm
Head & Tail consumption scrap
Blanking Line OEE
Blanking Line Change over
Welding Line Change over
Coil Change
Blanking Line Availability
Non Quality Cost
Blanking Line Time losses
Customer Claims Number
Customer Surveys evaluation
Motivation activity (participation)
Flexibility

Our SHs Results



Environment and Social Responsibility Pillar

Outcomes	1 People	2 Products	3 Infrastructure	4 Resources	5 Air, land and water	6 Carbon and energy	7 Supply chains	8 Community	9 Scientists and engineers	10 Impact
UN SDG	ArcelorMittal's SD outcomes									
	1	2	3	4	5	6	7	8	9	10
3 Health	●				●	●		●		
5 Gender equality	●									
6 Clean water and sanitation					●					
7 Affordable and clean energy						●				
8 Decent work and economic growth	●						●	●	●	●
9 Industry, innovation and infrastructure		●	●	●		●	●		●	
11 Sustainable cities and communities		●	●	●	●	●		●		
12 Responsible consumption and production		●	●	●	●	●	●	●		
13 Climate action		●	●	●		●		●		
14 Life below water					●			●		
15 Life on land					●			●		
16 Peace, justice and strong institutions								●		
	Transparent good governance – stakeholder relations									
17 Partnerships for the Goals	●	●	●	●	●	●	●	●	●	●

The 10 Sustainable Development Goals

Why an EFQM Transformation Journey, and why with Culture and Leadership

Why EFQM: because it is a **sustained and sustainable growth model** that guides us in

- continuous **increase of value** for all **stakeholders**
- through the increasingly **efficient management** of **transformation** processes, plans and projects.

And, why with Culture and Leadership?

Because EFQM 2020 tells us: my purpose, vision and strategy tell me which are my key results associate with my growth and sustainability

1. PURPOSE, VISION AND STRATEGY

→

7. STRATEGIC PERFORMANCE

The ability to:
- **reach its purpose**,
- **execute its strategy**
- **create value sustainable**

Preparation to **face the future**

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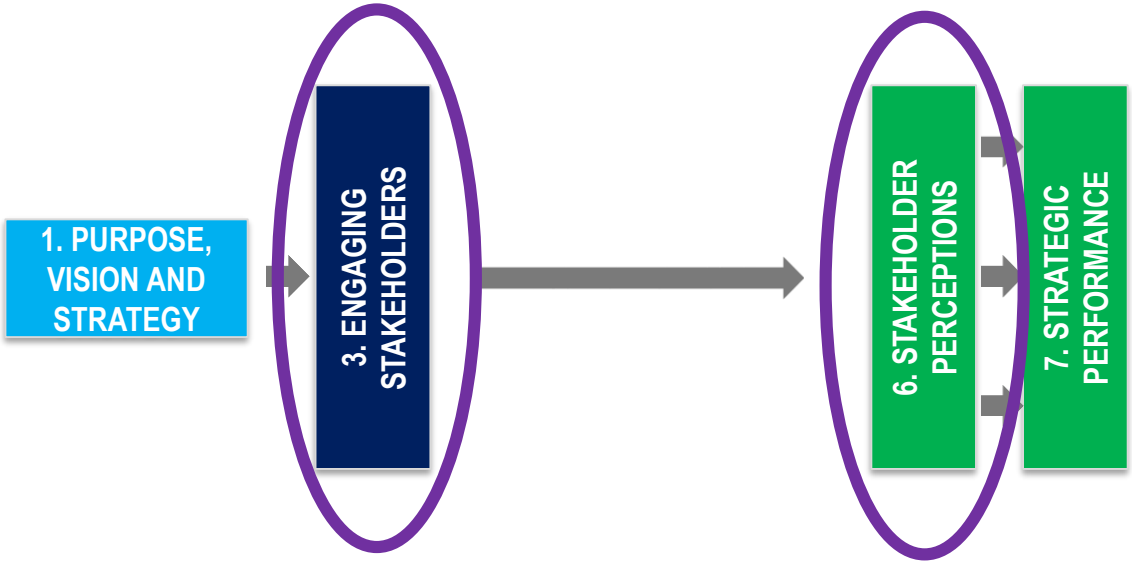
And, why with Culture and Leadership?

Because EFQM 2020 tells us: if you give continued value to your SHs, they will give sustainability to your project



Focuses on results based on **feedback of key stakeholders** obtained after his experience staff with the organization, is say, **their perceptions**

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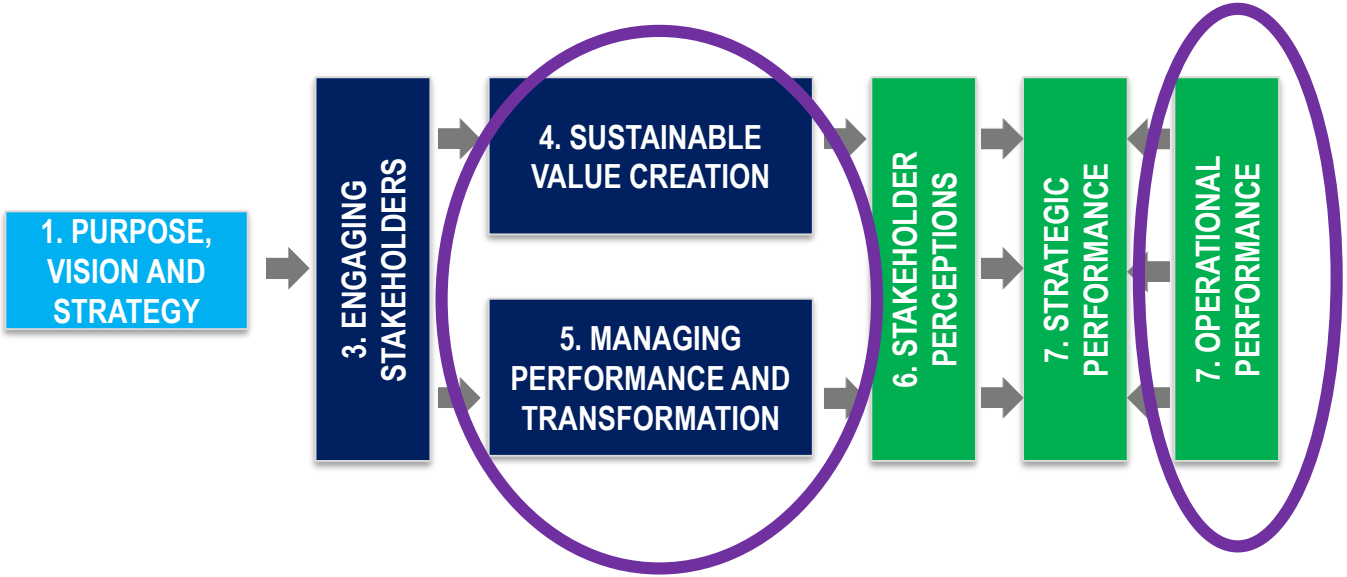
And, why with Culture and Leadership?

Because EFQM 2020 tells us: my sustained and sustainable growth depends on how am I able to create and deliver that value efficiently today and tomorrow



An outstanding organization recognizes that creating **value sustainability** is vital to its success in the long term and its strength economic.

We need to manage **current operations**, continuously for success **(Manage operation)**
We must manage, in parallel, the **continuous changes** that are produced, both inside and outside the organization (**Manage transformation)**

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And, why with Culture and Leadership?

Because EFQM 2020 tells us: ***in today's VUCA circumstances none of the above can be achieved without the commitment of people, and that depends on leadership and culture***

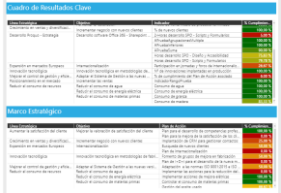
The culture of an organization is the <u>specific set of values and norms shared by their people and teams</u> and who influence over time in the form how they behave with each other and with key stakeholders external

The leadership of the organization refers to all of it, <u>as a whole, and not to an individual</u> or a group which provides guidelines from top management. Is about the organization <u>acting as leader in its ecosystem and being recognized as a benchmark place</u>

Where do we begin?

Action Cultural Learning

Planning Agile Strategies



A

P

engagement

trust

C

D

Contributory Performance Evaluation

Do Flexible organisations

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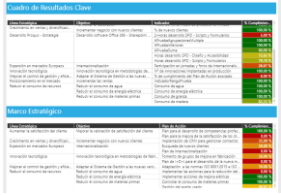
Where do we begin?

Action Cultural Learning

A

Planning Agile Strategies

P



engagement

trust

C

Contributory Performance Evaluation

D

Do Flexible organisations

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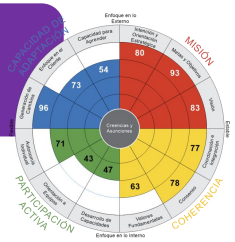
Action Cultural Learning

CULTURAL SURVEY



Analysing and understanding of the organisation's challenges

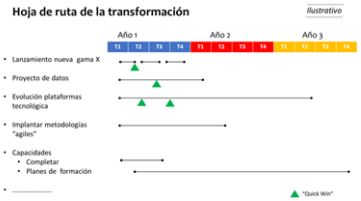
- STRATEGY
- PEOPLE MANAGEMENT
- VALUE PROPOSITION and BUSINESS MODEL
- MANAGEMENT MODEL
- LEADERSHIP

Exploring WHY and WHAT FOR

- Existing models and frameworks
- Expected/desired challenges (changes)
- Current results

IDENTIFICATION OF MAIN AREAS OF WORK

DEFINITION OF ACTIONS: ROADMAP



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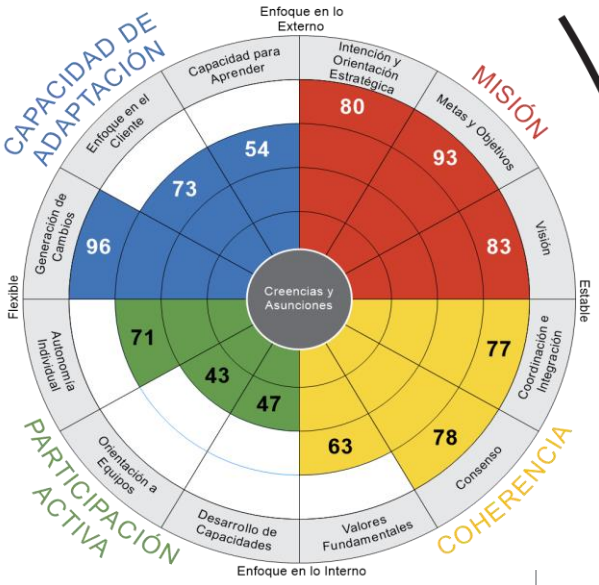
Action Cultural Learning: Denison Survey



denison™

2021 ArcelorMittal Overall

Total answers ➔94%

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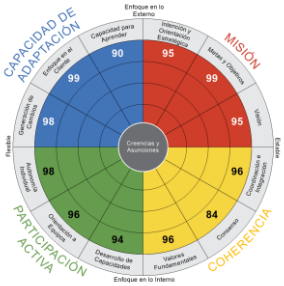
Action Cultural Learning: Denison Survey

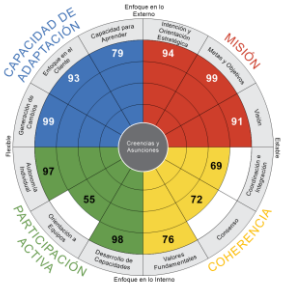
Section Segmentation

Two Cultural speeds

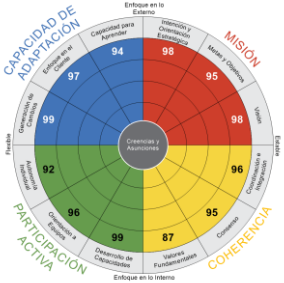
2021 Sección - Logisitca-IT



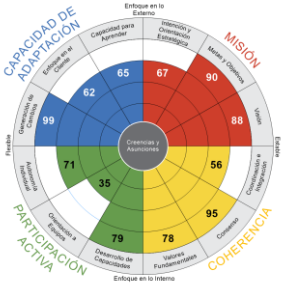
2021 Sección - Seguridad-Calidad



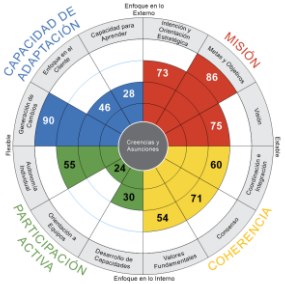
2021 Sección - Recursos Humanos-Finanzas



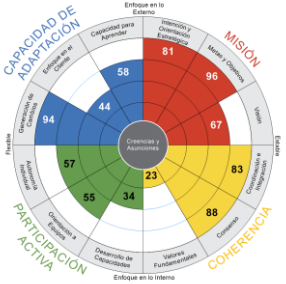
2021 Sección - Ingenieria



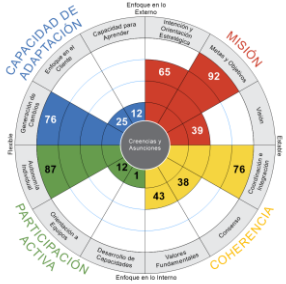
2021 Sección - Produccion



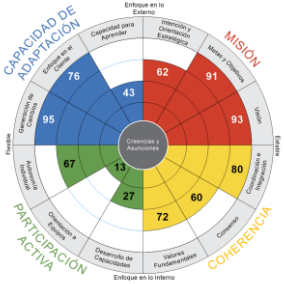
2021 Sección - Mantenimiento



2021 Sección - Corte



2021 Sección - Soldadura



Action Cultural Learning: Denison Survey

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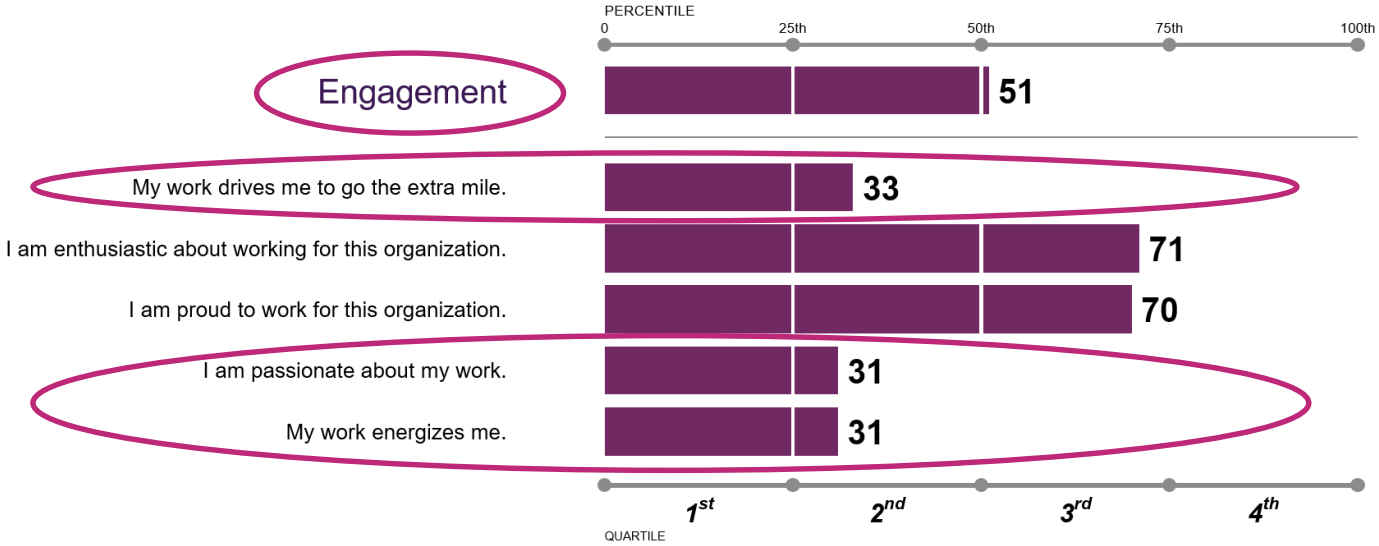
Action Cultural Learning: Denison Survey



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Main challenges:

Strategic

- More participatory strategic thinking

Customer

- Transferring the customer concept to internal customer, to gain focus

Values

- Defining values and behaviors for people performance evaluation

Scorecard

- Contributory scorecard: from strategy, through processes/areas to people

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Action Cultural Learning: Road Map definition: Improvement Plans from the Culture

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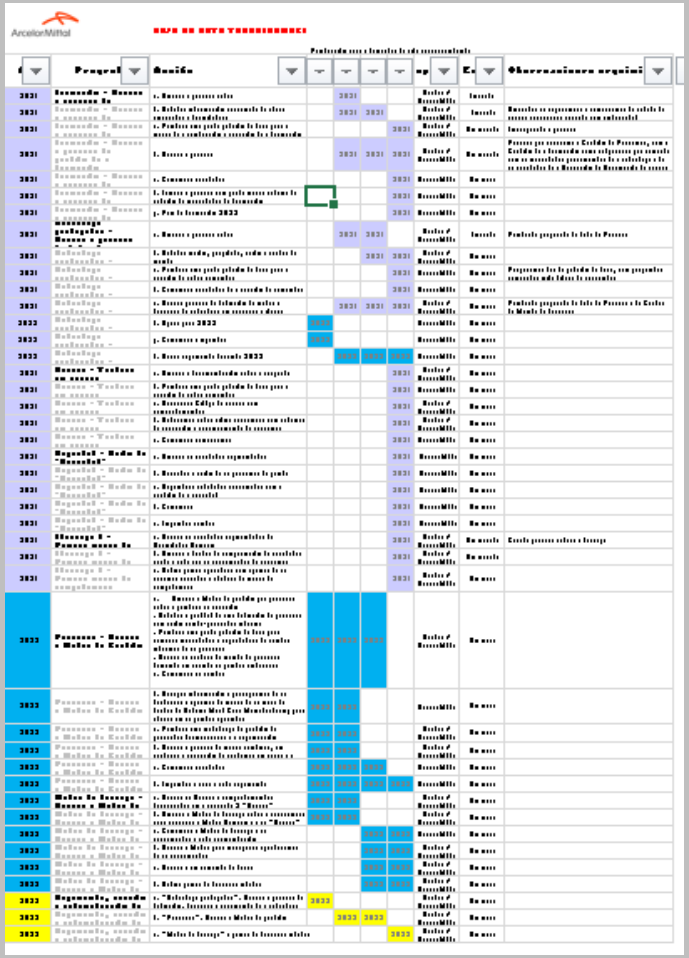
Año	Proyecto
2021	Formación - Revisar el proceso de gestión de la formación
2021	Estrategia participativa - Revisar el proceso de definición, despliegue y seguimiento de la estrategia
2021	Valores - Trabajar en valores
2021	Seguridad - Visión de "Seguridad"
2021	Liderazgo I - Primera mejora de competencias
2022	Procesos - Revisar el Modelo de Gestión
2022	Modelo de liderazgo - Revisar el Modelo de liderazgo
2023	Seguimiento, revisión y sistematización de aprendizaje de los proyectos de años anteriores



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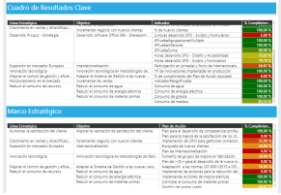
Where do we begin?

Action Cultural Learning

A

P

Planning Agile Strategies



engagement

trust

C

D

Contributory Performance Evaluation

Do Flexible organisations

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Planning Agile Strategies: More participatory strategy, in definition and deployment

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FICHA DE PROCESO
PROPÓSITO, VISIÓN Y ESTRATEGIA

MISIÓN	PROPIETARIO
FIJAR LOS OBJETIVOS ESTRATÉGICOS, A CORTO Y LARGO PLAZO, Y LAS LÍNEAS DE ACTUACIÓN NECESARIAS PARA SU CONSECUCIÓN, QUE PERMITAN LA SOSTENIBILIDAD EN EL TIEMPO DEL NEGOCIO Y LA MEJORA CONTINUA DE LOS RESULTADOS, ASÍ COMO GESTIONAR DE LA MANERA MAS EFICAZ Y EFICIENTE POSIBLE, LOS RIESGOS DE LA ORGANIZACIÓN QUE SE DERIVAN DE LA ESTRATEGIA, DE LOS PROCESOS Y DE LOS RECURSOS.	

ENTRADAS

Clientes del proceso (int y ext)...	Necesidades y expectativas
• Socios, dueños y accionistas • Personas de la organización	• Fijación y despliegue de objetivos que aseguren la sostenibilidad del negocio • Propósito que dote de significado a su trabajo diario, y conocimiento de su grado de contribución al mismo

SUBPROCESOS

- Definición participativa de la Estrategia
- Despliegue del Marco Estratégico
- Comunicación, implantación y seguimiento

ROLES PARTICIPANTES

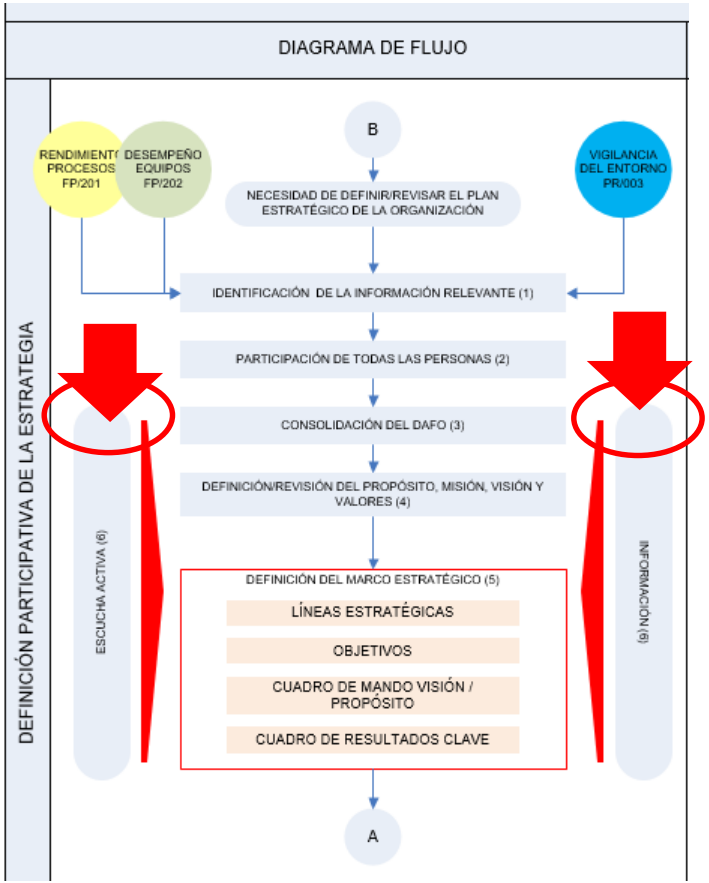
....
....

INTERACCIONES CON OTROS PROCESOS

- Vigilancia del entorno
- Seguimiento de rendimiento de Procesos
- Seguimiento desempeño personas / equipos
- Experiencia de cliente

SALIDAS

- Descripción participativa de la realidad actual de la organización, sus expectativas a largo plazo y principios de comportamiento; así como de las acciones, plazos, recursos y responsables que hagan de estas expectativas la realidad del futuro
- Definición de una Visión y Propósito compartidos que generen pasión y motivación en nuestros equipos
- Establecimiento de una relación clara entre la Visión y Propósito y su despliegue vía Procesos y áreas o equipos, de forma que cada persona entienda la relación que hay entre sus funciones y el logro de sus objetivos con la consecución de las metas de la organización



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Strategy – Objectives – Projects – KPIs (Results)

方針管理
hoshin kanri
Direction management, control

Projects

eGEDP

HIGH LEVEL -SHORT TERM INITIATIVES

THIS YEAR ANNUAL OBJECTIVES

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CRITIAL METRIX TO IMPROVE

LONG TERM OBJECTIVES 3-4 YEARS

Strategic

Projs

Pillar	Project	
H&S Pillar		
H&S Pillar	Healthy Workplace	
H&S Pillar	Healthy zone in healthy workplace	
H&S Pillar	Take Care	
H&S Pillar	Leadership	
H&S Pillar	Risk Perception thermometer	
H&S Pillar	FPA	
H&S Pillar	Truck driver	
H&S Pillar	Weightbearing system for stopping machinery in WL	
Customer Service Pillar		
Customer Service Pillar	Proyecto Fidelización Olicster - Step 1 CS	
Customer Service Pillar	WOW Experience: Visita virtual a clientes, vídeo-llamadas con d	
Customer Service Pillar	Cuadro de mando - AMTBZ Logística en Pesar El	
Customer Service Pillar	New Production Planning complete	
Customer Service Pillar	Transport and packaging cost reporting	
Customer Service Pillar	Return wooden pallet Magna	24.000
Customer Service Pillar	New Project -Potenciador de MAGNA-	
People Development		
People Development	5S - Almacén Blanking	
People Development	Control del Absentismo	
People Development	Reforzamiento Financiero y Herramientas de motivación	
People Development	Programa Sipal	
People Development	Smart Transformation Model	
People Development	Evaluación Skill Matrix y plan de acción de forr	
People Development	Mejora de skills en Área de Soldadura	
People Development	Lindgpath learning	
People Development	Sonic 3000 training	
People Development	Formación automatización líneas perfilado	
People Development	Duplicaje de AGS	
People Development	Engineering & Procurement department: Restructure	75.000
Preventive Maintenance		
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troqueladora	1.500
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel PSA K9E-PELLA	1.500
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel Pilar Punch SE	1.500
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel PSA 4920V21Pl	1.500
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel FIAT 9515E-B	1.500
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel BRAMOARD O3	1.500
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel PSA 4920V21Pl	2.900
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel BRAMOARD LH3	1.500
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel T-PSA4148LK-B	1.500
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel PSA K9E-PELLA	1.500
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel REN 4922V22 Lem	1.500
Preventive Maintenance	Zero Breakdown Máquina AA - BLK - Troquel REN 4922V22 Lem	1.500
Autonomous Maintenance		
Autonomous Maintenance	Implementación 5S Planta + Oficinas + Exterior	
Autonomous Maintenance	5S Zaragoza Ibar	
Autonomous Maintenance	Extender Nuevo PRENSA	
Cost Deployment		
Cost Deployment	Coil width tolerance management	14.300
Cost Deployment	Thickness tolerance management	
Cost Deployment	Production crop management	5.000
Focus Improvement		
Focus Improvement	ABL - Mejora Productividad	10.000
Focus Improvement	ABL - SMED CR	
Focus Improvement	BLK - Mejora disponibilidad	20.000
Focus Improvement	BLK - SMED CR	
Focus Improvement	BLK - Reducción 25% del tiempo de Cambio de bobina	15.000
Focus Improvement	BLK - Mejora 25% tiempo de cambio de pallet	6.000
Focus Improvement	WL - Mejora Productividad	25.000
Focus Improvement	LW2 - Incrementa Velocidad soldadura	6.000
Focus Improvement	LW3 - Incrementa Velocidad de soldadura	7.000
Focus Improvement	Hundred Tails of coils: Consumption reduction	70.000
Early Equipment		
Early Equipment	ABL - Reducción tiempo de cambio Pallet piezas NOK	1.500
Early Equipment	ABL - Mejora rendimiento máximo de la cinta	
Early Equipment	RETROFIT APILADOR BLK - REDUCCION IT-TOA	12.000
Early Equipment	BLK - Reducir 25% ajuster del molder	3.000
Early Equipment	BLK - Reducir ajuster de Calidad (3% scrap)	5.000
Early Equipment	Instalación de Nueva máquina Prensa	
Early Equipment	LW2 - SMED CR	5.000
Early Equipment	Reducir 35% tiempo de cambio Molder	2.500
Product Quality		
Product Quality	ABL - Optimización OOS	
Product Quality	Reducción de operaciones manuales de Metrolo	
Product Quality	(Zero On-hold) FORD MS-426 : Duraline sealant (Grase	2.000
Product Quality	(Zero On-hold) PSA BC-RH : Falta de marcaje de tinta.	
Product Quality	Auditor's Goal Magnetto	
Product Quality	Digitalización Plan de Control AMTBZ	
Product Quality	Percepción del Riesgo en Calidad	
Product Quality	EFOM (Preparación Auditor's)	
Product Quality	Gestión de retenidos	15.000
Product Quality	Auditor's TOA	
Product Quality	Control de calidad perfilado	
Environment and Social Responsibility		
Environment and Social Responsibility	RSC 2021	
Environment and Social Responsibility	Programa reducción ODS	
Environment and Social Responsibility	New Compressor: Electricity saving	4.000
Environment and Social Responsibility	Roof Solar Pack Electricity saving	40.000
Environment and Social Responsibility	RESPONSIBLE STEEL	

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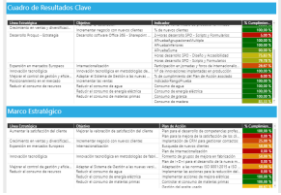
Where do we begin?

Action Cultural Learning

A

P

Planning Agile Strategies



engagement

trust

C

D

Do Flexible organisations

Contributory Performance Evaluation

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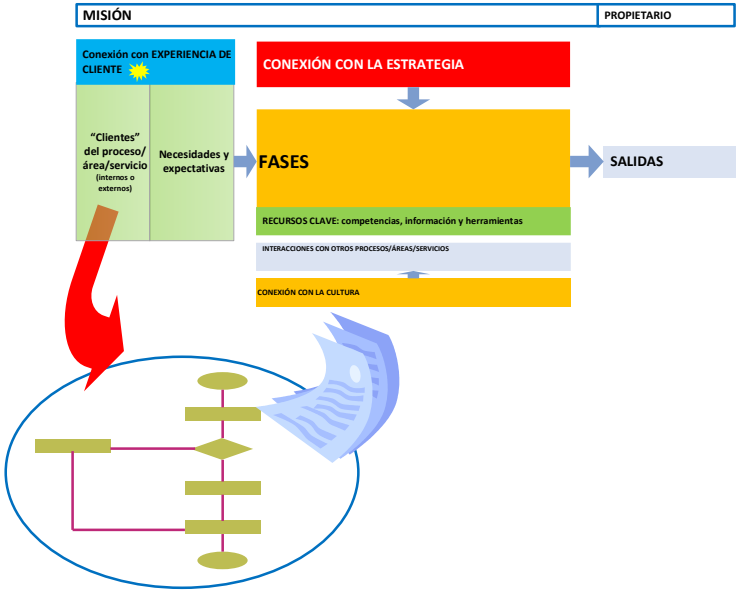
Do Flexible organisations: improvement of the Management Model: WHAT

Definition of the key information of the Processes: more CONTEXT and so AUTONOMY

WHAT

- CONEXION WITH THE STRATEGY (contributory performance)
- CUSTOMER VISION through shaping internal customer needs and expectations
- KPI`s of the process, including PREDICTIVE indicators from capabilities and performance of people



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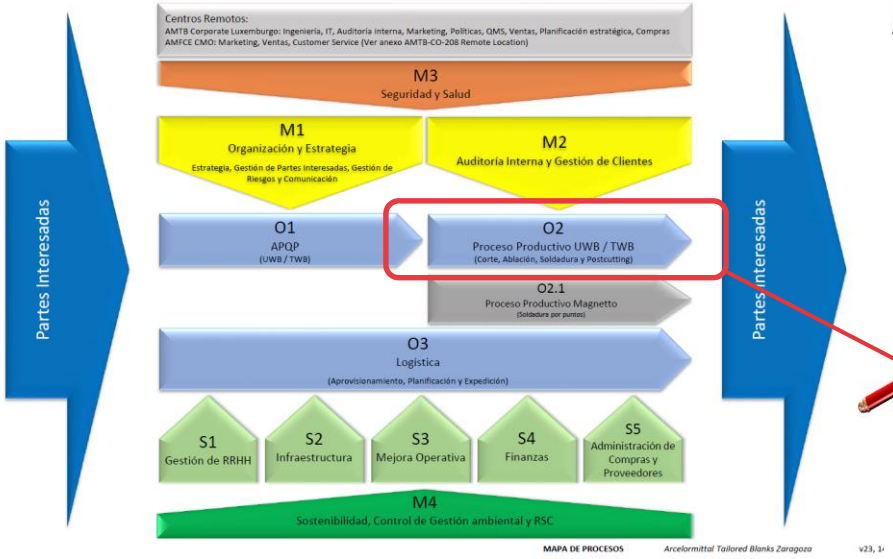
Do Flexible organizations: improvement of the Management Model HOW



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Material Flow

Information Flow

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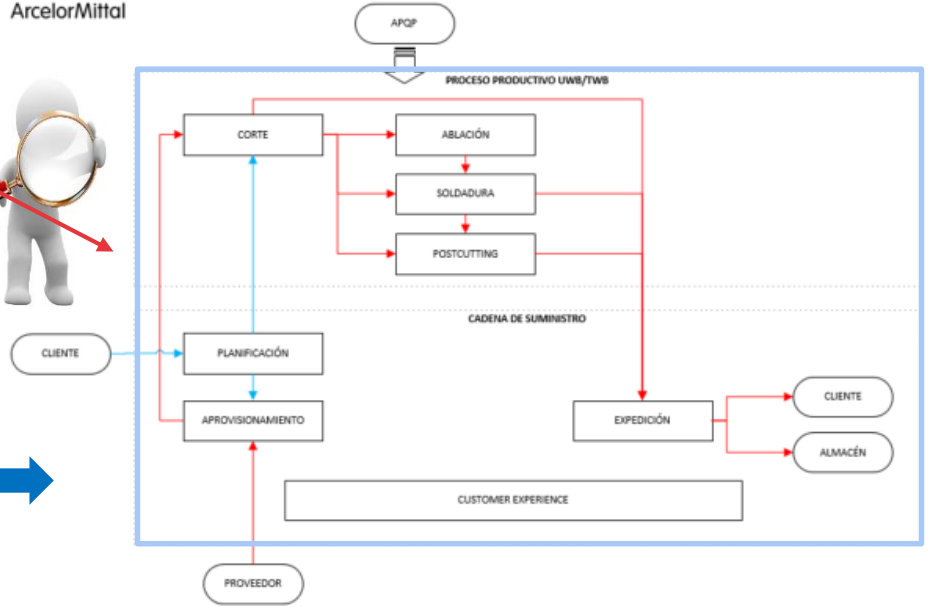

CUSTOMER VISION through shaping internal customer needs and expectations

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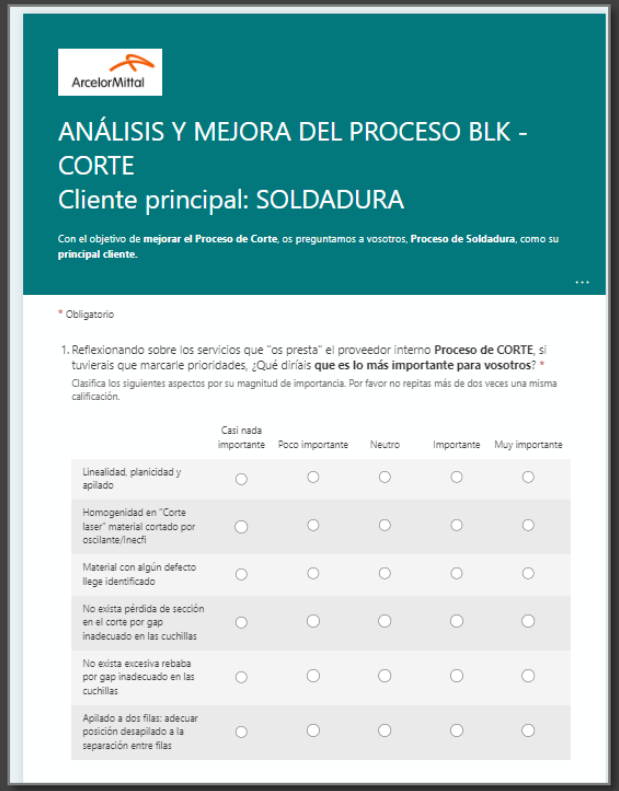
Do Flexible organizations: improvement of the Management Model HOW

Surveys (with "Forms") to know needs and capacities from one section to the others



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ANÁLISIS Y MEJORA DEL PROCESO BLK - CORTE
Cliente principal: SOLDADURA

Con el objetivo de **mejorar el Proceso de Corte**, os preguntamos a vosotros, **Proceso de Soldadura**, como su **principal cliente**.

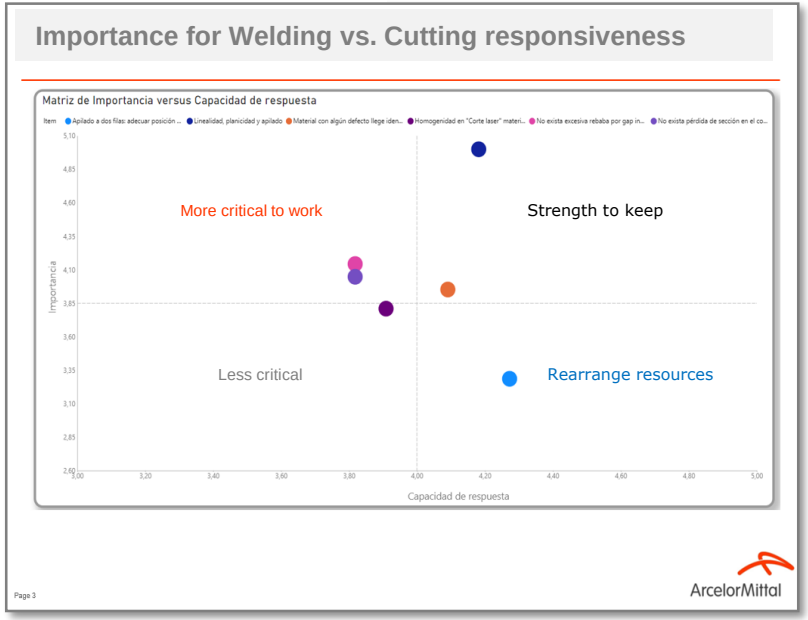
* Obligatorio

1. Reflexionando sobre los servicios que "os presta" el proveedor interno **Proceso de CORTE**, si tuvierais que marcarle prioridades, ¿Qué diríais **que es lo más importante para vosotros**? *

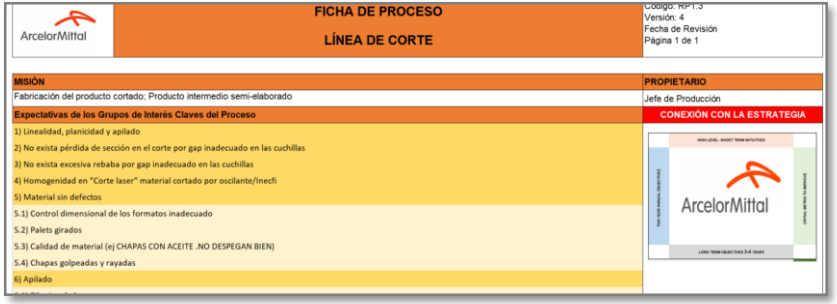
Clasifica los siguientes aspectos por su magnitud de importancia. Por favor no repitas más de dos veces una misma calificación.

	Casi nada importante	Poco importante	Neutro	Importante	Muy importante
Linealidad, planicidad y apilado	○	○	○	○	○
Homogenidad en "Corte laser" material cortado por oscilante/Inecfi	○	○	○	○	○
Material con algún defecto llege identificado	○	○	○	○	○
No exista pérdida de sección en el corte por gap inadecuado en las cuchillas	○	○	○	○	○
No exista excesiva rebaba por gap inadecuado en las cuchillas	○	○	○	○	○
Apilado a dos filas: adecuar posición desapilado a la separación entre filas	○	○	○	○	○

Results



internal customer needs and expectations



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FICHA DE PROCESO LÍNEA DE CORTE	Código: RP1.3 Versión: 4 Fecha de Revisión Página 1 de 1
MISIÓN	**PROPIETARIO**
Fabricación del producto cortado; Producto intermedio semi-elaborado	Jefe de Producción
Expectativas de los Grupos de Interés Claves del Proceso	**CONEXIÓN CON LA ESTRATEGIA**
1) Linealidad, planicidad y apilado	
2) No exista pérdida de sección en el corte por gap inadecuado en las cuchillas	
3) No exista excesiva rebaba por gap inadecuado en las cuchillas	
4) Homogenidad en "Corte laser" material cortado por oscilante/Inecfi	
5) Material sin defectos	
5.1) Control dimensional de los formatos inadecuado	
5.2) Palets girados	
5.3) Calidad de material (ej CHAPAS CON ACEITE .NO DESPEGAN BIEN)	
5.4) Chapas golpeadas y rayadas	
6) Apilado	

Where do we begin?

Action Cultural Learning

A

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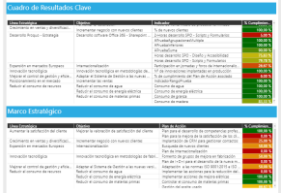
Planning Agile Strategies



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Do Flexible organisations

Contributory Performance Evaluation

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Contributory Performance Evaluation: creation of a Contribution Balanced Scorecard

SCORECARD FOR EACH PROCESS

STRATEGIC PERFORMANCE KPIs

CUSTOMER EXPERIENCE KPIs
TRANSFORMATION PROJECTS KPIs

OPERATIONAL PERFORMANCE KPIs

Performance assessment of individuals and teams
(variable remuneration)

Quantitative and qualitative assessment according to compliance with behaviours associated with our VALUES

Deployment of the Strategy

Predictive analytics

BSC	CRC	CMP	Despliegue por Sección	Stakeholders	CMD	WCM
X	X	M3- Seguridad y Salud	Todas	People		X
X		M3- Seguridad y Salud	H&S	People	X	X
X		M3- Seguridad y Salud	H&S	People	X	X
X		M3- Seguridad y Salud	H&S	People	X	X
X		M3- Seguridad y Salud	H&S	People	X	X
X		M3- Seguridad y Salud	Todas	People	X	X
X	X	S1- Formacion	H&S y HR	People		X
X		M3- Seguridad y Salud	Todas	People	X	X
X		M3- Seguridad y Salud	Todas	People	X	X
	X	S1- Liderazgo	H&S y HR	Suppliers		X
X		M1- Organización y Estrategia	HR	People	X	X
X		M1- Organización y Estrategia	HR	People	X	X
X		M1- Organización y Estrategia	HR	People	X	X
X		O2- Proceso Productivo	HR	People	X	X
X	X	S1- Motivacion	HR	People		X
X		S1- Motivacion	HR	People	X	X
X			HR	People	X	X
X		S1- Motivacion	Todas	People	X	X
		S1- Motivacion	HR	People	X	X
		S1- Motivacion	HR	People	X	X
	X	S1- Motivacion	Todas	People		X
X		Experiencia de cliente	QUALITY	Customers	X	X
X	X	M1- Organización y Estrategia	QUALITY	Customers		X

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Contributory Performance Evaluation: creation of a Contribution Balanced Scorecard

egy		BSC	CRC	CMP	Despliegue por Sección	Stakeholders	CMD	WCM
Safety	LTI + RWC	X	X	M3- Seguridad y Salud	Todas	People		X
	FR	X		M3- Seguridad y Salud	H&S	People	X	X
	FR'	X		M3- Seguridad y Salud	H&S	People	X	X
	F'	X		M3- Seguridad y Salud	H&S	People	X	X
	# Serious Occurences	X		M3- Seguridad y Salud	H&S	People	X	X
	# BBS	X		M3- Seguridad y Salud	Todas	People	X	X
	Take Care deployment	X	X	S1- Formacion	H&S y HR	People		X
	FPA level reached level 3	X		M3- Seguridad y Salud	Todas	People	X	X
	FPA level reached level 5	X		M3- Seguridad y Salud	Todas	People	X	X
	Safety Activities with Suppliers		X	S1- Liderazgo	H&S y HR	Suppliers		X
HR	FTE Unlimited EoP	X		M1- Organización y Estrategia	HR	People	X	X
	FTE Flexible Avg	X		M1- Organización y Estrategia	HR	People	X	X
	ULT (EoP) + Flex (Avg.)	X		M1- Organización y Estrategia	HR	People	X	X
	Productivity (KeB/month and FTE)	X		O2- Proceso Productivo	HR	People	X	X
	Absenteeism (%)	X	X	S1- Motivacion	HR	People		X
	Absenteeism < 6 months (%)	X		S1- Motivacion	HR	People	X	X
	SSGA FTE	X			HR	People	X	X
	eGEDP development plan	X		S1- Motivacion	Todas	People	X	X
	Seniority			S1- Motivacion	HR	People	X	X
	People developmet activities			S1- Motivacion	HR	People	X	X
	Voluntary participation (WCM / Paconica...)		X	S1- Motivacion	Todas	People		X
	Arch Claims	X		Experiencia de cliente	QUALITY	Customers	X	X
	Nb of quality claims and complaints	X	X	M1- Organización y Estrategia	QUALITY	Customers		X

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Where do we begin? AND WE DONT STOP

Action Cultural Learning

A

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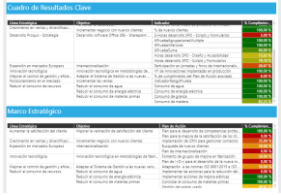
Planning Agile Strategies



engagement

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Contributory Performance Evaluation

Do Flexible organisations

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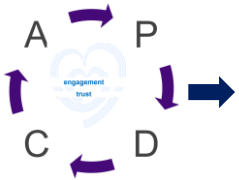
AND WE WONT STOP: Pro-active Culture and Leadership Management Process



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FICHA DE PROCESO
GESTIÓN DE LA CULTURA Y EL LIDERAZGO

DIAGRAMA DE FLUJO

GESTIÓN DE LA CULTURA

REFLEXIÓN ESTRATÉGICA

DEFINICIÓN DE UN MODELO DE CULTURA INTEGRAL (1)

ESTRATEGIA | GESTIÓN PERSONAS | PROPUESTA DE VALOR y MODELO DE NEGOCIO | MODELO DE GESTIÓN

Creencias y comportamientos

Análisis y comprensión de los retos de la organización (3)

ESTRATEGIA

GESTIÓN PERSONAS

PROPUESTA DE VALOR y MODELO DE NEGOCIO

MODELO DE GESTIÓN

LIDERAZGO

B

Exploración de POR QUÉS y PARA QUÉS

DIAGNÓSTICO SEGÚN EL ANTERIOR MODELO DE CULTURA (2)

IDENTIFICACIÓN DE PRINCIPALES ÁREAS DE TRABAJO (4)

DEFINICIÓN DE ACCIONES (5)

PP: Participación - Petición de ideas

C: Comunicación de acciones – Escucha activa

I: Información sobre evolución (indicadores y proyectos)

DSC: Despliegue y Seguimiento de la Contribución

HOJA DE RUTA DE TRANSFORMACIÓN DESDE LA CULTURA

EJECUCIÓN Y SEGUIMIENTO HOJA DE RUTA

A

OBSERVACIONES/ INFORMACIÓN COMPLEMENTARIA

1) La organización define o revisa su Modelo de Cultura. Para que este **Modelo de Cultura** sustente unos resultados de alto rendimiento, está demostrado que este Modelo debe de ser **integral**, basándose en el equilibrio de las cuatro dimensiones o grandes áreas de gestión comunes a toda organización: Estrategia; Gestión de Personas y Equipos; Propuesta de valor y Modelo de Negocio (incluyendo orientación a cliente y a la innovación); Modelo de gestión y valores.
De cada una de estas cuatro dimensiones se definirán las **creencias y comportamientos esperados**.
Nuestra Cultura nos llevará a mejores resultados sostenibles en el tiempo si la gestionamos evitando desequilibrios o tensiones entre estas dimensiones que la componen.

(2) Se procederá a la evaluación de las creencias y comportamientos reales relativos a las cuatro dimensiones definidas en nuestro Modelo de Cultura.

(3) De cada una de estas áreas de gestión, coincidentes con las dimensiones de nuestro Modelo de Cultura, se identificarán nuestros:
- Modelos y marcos existentes
- Retos (cambios) previstos / deseables
- Resultados actuales

(4) En base a los resultados de Cultura obtenidos en el Diagnóstico, así como a la clara identificación de los grandes RETOS o POR QUÉS y PARA QUÉS de la organización (necesidades de transformación), se identificarán las principales áreas de trabajo.

(5) Para la definición de Acciones se seguirá la Metodología PPCIDSC:
PP: Participación - Petición de ideas
C: Comunicación de acciones – Escucha activa
I: Información sobre evolución (indicadores y proyectos)
DSC: Despliegue y Seguimiento de la Contribución de:
- La Misión y Visión pasando por la Estrategia hasta sus resultados
- Los Procesos al trabajo diario de las personas y sus resultados
- La planificación de su formación con impacto en su proceso y en la consecución de la estrategia
- La evaluación del cumplimiento del código ético y sus resultados

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Some Lessons learned

Leadership is about management and results

Dave Ulrich

Leadership and Culture are two sides of the same coin

Dan Denison

Culture is about management and results

Tomas Ramos

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Thank you

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