Title: Building Cross-functional Support for Culture Change using an Interactive Learning Experience

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Principle: Reliable operations hinge upon a culture in which all functions within an organization own and actively engage in anticipating, minimizing the number, or mitigating the impact of unplanned events.

Situation: Within TDCC, the culture pointed to the maintenance function as the primary owner for reliability. As such, the focus was typically limited to mechanical reliability. Other functions did not see the need for a change in the culture towards shared ownership for reliability issues as an enabler for reducing unplanned events, including those events not aligned to mechanical issues. A new approach to teach awareness of a common set of shared values and appropriate behaviors that enable this culture shift was needed – a culture that the company leaders believe would successfully bring value and enable the culture change and that the employees could support.

Methods of Implementation: A core team used an interactive visual metaphor learning method to introduce the concepts of shared values and behaviors, different reliability culture states, enablers and barriers to change, and a cultural change model. To create a demand for these materials, this team led informational sessions with business, site, and functional leaders globally across TDCC. These sessions explained the objectives of this learning opportunity and recommending a delivery method based on facilitated cross-functional, fully participative learning experience. These learning sessions were offered on a “pull” basis with the advice that the learning should not be implemented unless the organization was truly ready for the culture change. Once leaders determined that their organizations were ready to begin, and needed the culture change journey, they appointed a local team, mentored by the original development team, to deliver the workshops within their groups. The delivery team organized workshops to assure cross functional participation in the learning events. During the workshop, multiple tables of seven to ten individuals with a facilitator explored these culture change concepts using a self-paced and self-directed discussion format based on the visual metaphor. Each workshop was opened and closed by a leader sharing their vision of, the need for, and benefits of a true cross-functional shared ownership model for building a more reliable culture, and hence, bring value to the company and to individuals.

Results: Within one year of introducing the culture change materials, over 9,000 employees across the globe participated in a workshop exploring six values key to shifting the TDCC towards a reliability culture focus: strategy driven operations, facilities designed for reliable operation, solution focused, competent and accountable people, quality data, integration and teamwork. The participants use the visual metaphor to
discuss and explore the concepts presented. These discussions are often lively and provide an opportunity to share the variety of views the different functions have. Exhibiting behaviors reflective of these six values, employees now create value and minimize unplanned events as evidenced in this first year by initiatives to increase awareness, identify and remove obstacles to reliable operations, improving equipment history data, recognizing and rewarding early identification and mitigation of pending issues, driving the tenets of highly reliable organizations into their individual sub-cultures. This level of participation was not mandated by senior leadership but rather by the ‘pull’ the perceived value of the learning materials provided to set the stage for culture change. Subsequent to the training, early signs of culture change are evident across the organization. The language of highly reliability is being used broadly; the principles are being taught beyond the initial group and presented as an avenue to achieve our goals of reducing the impact of unplanned events

**Conclusion:** The long culture change journey can begin with leadership vision and then simple facilitated discussions where participants share, find, and meld different views into a shared vision for a reliability-focused culture.