

Presented by Julia Kalenberg & Manuela and Steffen Herz



# Overview of our workshop

- How it all began
- What happened in and in between the workshops
- Small steps and success stories
- .... and more small steps to come
- Your questions and comments





# Introducing each other



Manuela and Steffen Herz



Julia Kalenberg





- First meeting UBS Health forum November 2012
- Manuela thrilled by SF approach ©
- Steffen as "technical nerd" quite sceptical
- Meeting Julia and Manuela August 2013
  - i-o stones
- Julia individual coaching sessions with Steffen





# Workshop I July 2014 "Teamwork at Herz Company"

Telephone Interviews before WS

(= Bouquet of flowers)

Introduction round (Ressource gossip)

Highlight: Walk in pairs "Constructive frog" ☺



Modelling the future



Scaling walk "team work"



Next small steps

Highlight: ORCHID Mail



Looking at what works: folding yard stick





## Workshop II March 2015 "SF as turbo at Herz Group"

Best hopes for the workshop

Success stories since last WS ©

Problem vs. Solution talk → coaching each other ... and ....



Preferred future exercise: imagining winning the germanys Top 100 innovative companies price → Julia writes imaginary press article



Coaching each other with ressource detective



Mentoring vs. Coaching:
Asking questions vs. telling

How can we continue this spirit in the company and create a ripple effect?





### What is happening in between the workshops

- All managers feel responsible how Herz Group is perceived from outside
- Managers begin to be proud of "their company"
- Manuela 1 day coaching session with Julia
  - Regular meetings Manuela with Managers (platform for development instead of "extinguishing fires")
  - All talks start with "what's better" © or SF similar questions
  - Managers begin to prepare these meetings





# Workshop III "Successfull opening of plant 2 and 3" October 2017



Riding TO the workshop: collecting resources....



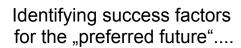
... And feeding them back to the team



Introducing "beanexperiment"



My best holiday ever



.... scaling question for each success factor ....

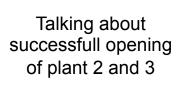
....and again: small next steps



Again: SF Circle

Julia talking about her preferred future: SF worldconference









# The preferred future coming true in small and BIG steps



Do you remember? Talking about our preferred future "winning the Top 100 price" back in 2015



... And winning it in 2016 and 2017

Many small signs of progress and small steps in between .... See next slides





### Reinhold Schatz: Complaint-management



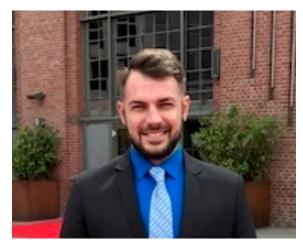
Direct impact after SF Workshop:

New meeting-rules

Do not ask for the problem, ask what can I do to solve it!

More and open communication

Steffen Maier: Production 1



Intense Teammeetings with strong outputs.

The team made suggestions to optimize the process flow.

And after release through our CEO we changed it. Successful integration of employees in decision-making processes.





### Matthias Junger: QMB / Head of Quality Management



We have learned how important it is to work with the small development steps and not to lose sight of the goal.

Using the "Frog" – Talk to calm down tensions immediately (Jenny Clark/John Brookers exercise "constructive rant )

### Alexander Hermann: UMB, EnBW, Produktion 2 / environmental&energie – management,



#### **Production 2**

Small steps with the team are much better then talking about the big approach in the future (and not doing anything)

Also visualize your success with scaling questions.





### Nadine Schwende: Leitung Einkauf / Head of Procurement



Working with SF means:

Look forward to solving problems without discussing the cause!

Teamwork . Use all point of views ! Be open for other opinions

Positive Feedback : A motivated employee identifies himself with the company and powers it up.





Angelika Rieder: Leiterin Arbeitsvorbereitung, Lager/CAD, Repro



Head of work preparation, storage, CAD and Repro

Using scaling question to define the current state together with all employes of my departments.

For example: Reorganisation of the storage area.

After two internal workshops we are now:

- Faster
- More focused
- Clear responsibilities and powers
- More flexibel based on a new developed time model

Short meeting at the end of every week with focus on :

What was good this week and what can we do better next!





### Harald Müller-Josten: Produktionsleiter / Head of production



My impression is we have a high identification with the team, with our work, the company Herz, joy of success and progress. Our activities have become more flexible and focused, I think the solution-oriented thinking and work has become almost self-evident to us without consciously using any tools.

#### Two examples:

Decision making Distribution / QA / Production on the topic of handling drawing features / position dimensions. On this issue, we had in the past many discussions, shifting responsibility between departments, but now we quickly agreed on a common, concise, constructive approach and established it at once.

Second example is the rapid decision-making in the emergency situation high reject rate from customer XXXX. There we quickly and flexibly decided the preliminary changeover to cut-sheet / acura format and implemented it smoothly. This also in energetic support from Mr. Wagner as "non-executive team member





Markus Götze: Vertriebsleiter / Head of sales

He will tell his personal success story with his own words ©







# Thank you for your attention



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