

Presentation by Stephen Childs

The Culture **Rebelution**



**Winning the War on Talent with a ‘Great Place to Work’
Organizational Culture**

Stephen Childs, GTML™

CHRO/VP - Panasonic Automotive



LinkedIn

Zoom camera in on QR Code



20+

Years in HR

2x

American Business
Awards® HR Executive
of the Year (2016/2018)

Personal Information

- Global Fellow in Talent Management from the Wharton School
- Certified Global Talent Management Leader GTML™
- Global Keynote Speaker
- Forbes Contributor
- On a few CHRO Exchange groups – IBM, Emory, etc.
- Multiple Boards – MAC, RBC, Non-Profits, Start Up, etc

Company/Team Awards

2019 101 Best and Brightest Companies to
work for in the Nation.
"Elite Award for Communication/Shared Vision"

2018 101 Best and Brightest Companies to
work for in the Nation. *"Best of the
Best Award"*

2018 101 Best and Brightest Companies to
work for in Atlanta.
"Best of the Best Award"

2016 and 2018 American Business Award for
HR Team of the Year
(Gold/Silver)

2016 and 2018 American Business Award for
HR Department of the Year.
(Gold/Silver)

**When you think
Panasonic,
what is one
product that
you think about
the most?**

Star Wars Galaxy's Edge @ Disney



Smart Cities. City Now in Denver, CO



SunTrust Park / Atlanta Braves



Panasonic/Facebook Cold Storage



Panasonic/Tesla Partnership



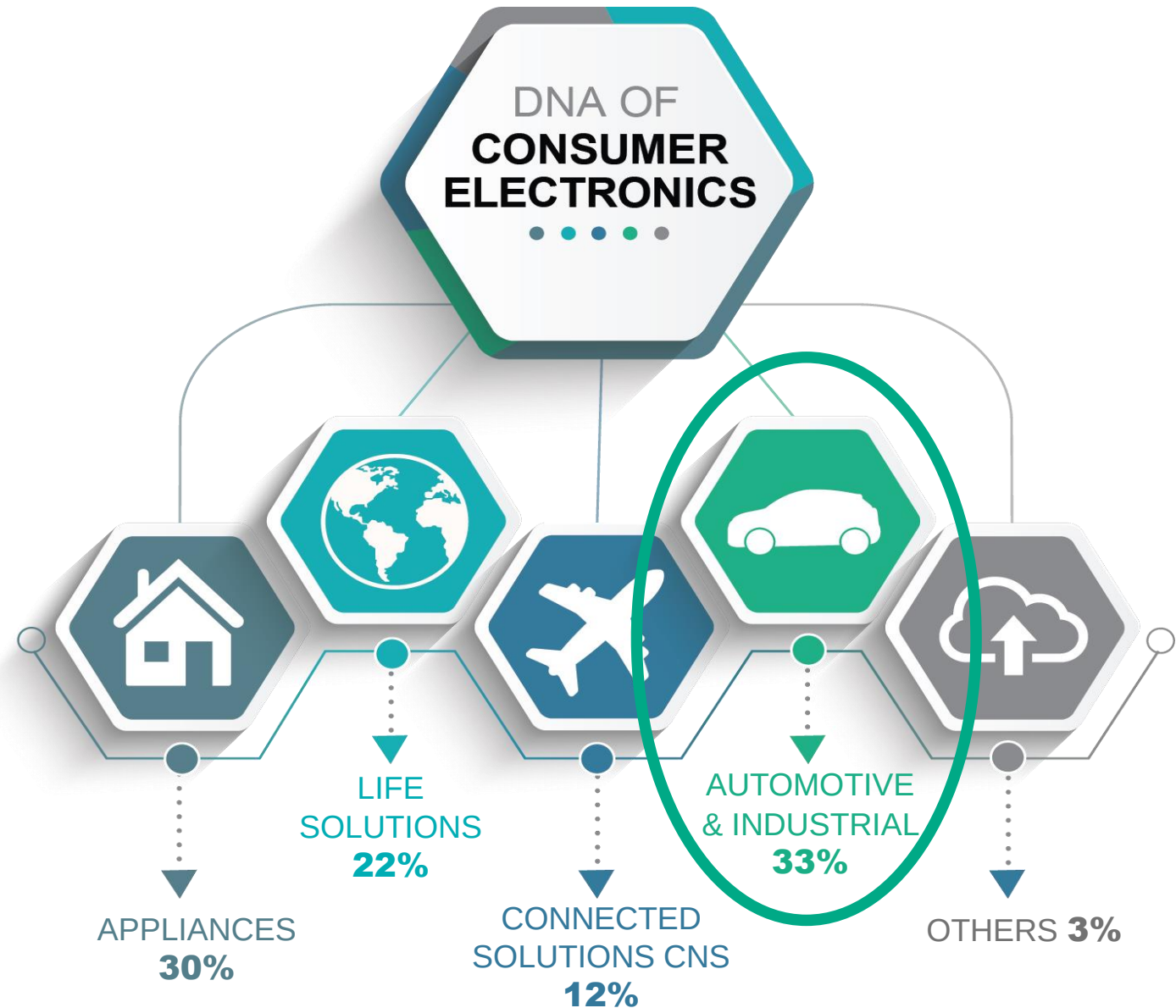
Inflight Entertainment Systems



A better view: Ranked 131 Global Fortune 500 List in 2019, 272,000 Employees Globally, \$72B in Revenue

KEY BUSINESS SEGMENTS

-  **Appliances**
Air conditioners, refrigerators, washing machines, beauty products.
-  **Life Solutions**
Creating comfortable environments, generating and managing energy
-  **Connected Solutions (CNS)**
B2C, B2B broadcast and communications technology
-  **Automotive & Industrial**
Infotainment, eco-car related technology, semiconductors, optical devices and batteries



*Percentage breakdown based off of FY2018

Panasonic Automotive Systems Company of America

Company Founded
April, 2003

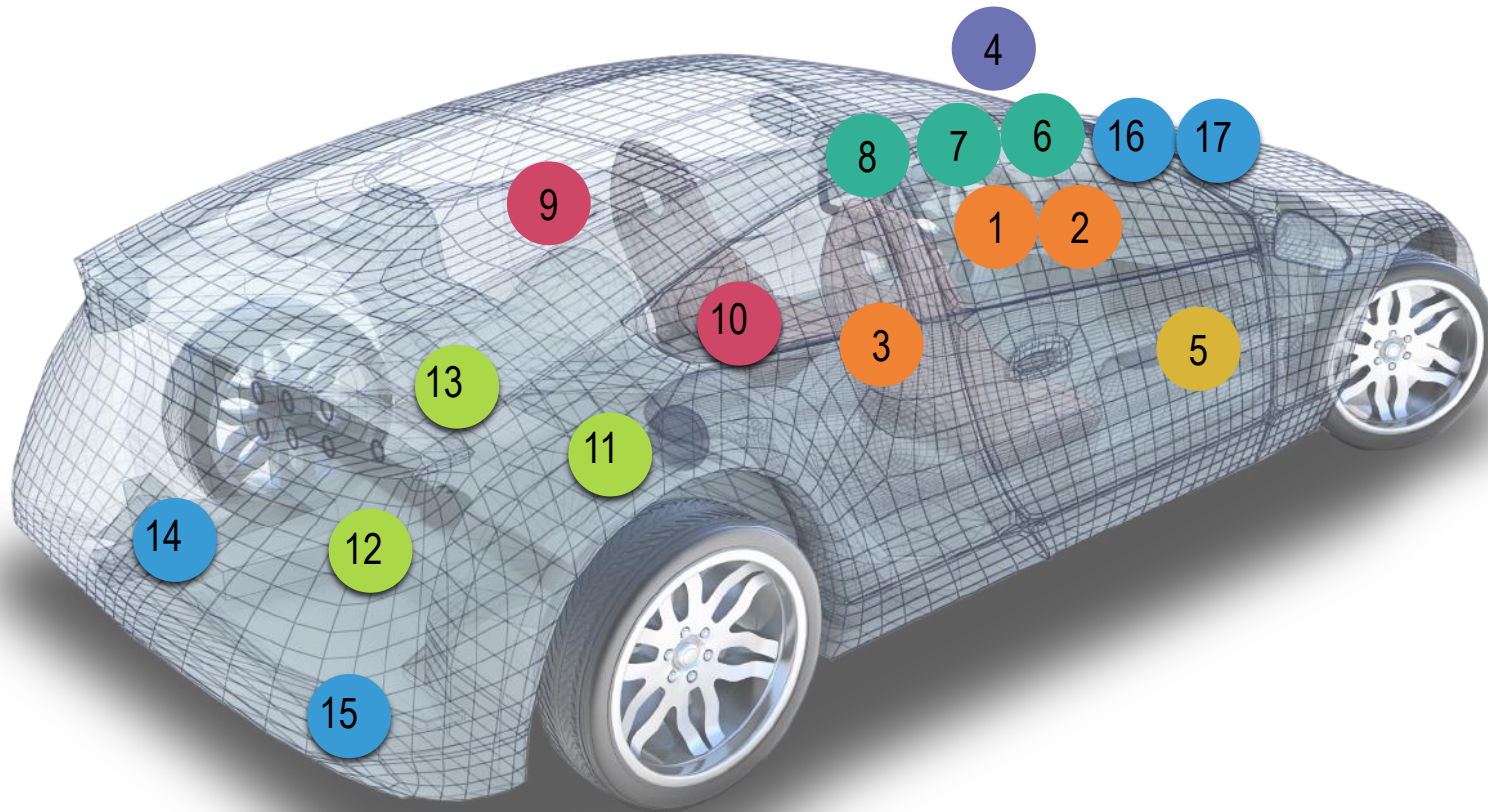
Employees / Locations
9,000 + / 15

Headquarters
Peachtree City, GA

Sales
\$2 + Billion



TOTAL SYSTEM CAPABILITY



INFOTAINMENT

1. DISPLAY AUDIO
2. NAVIGATION
3. REAR SEAT ENTERTAINMENT



CONNECTIVITY

4. ONECONNECT



AUDIO SOLUTIONS

5. PREMIUM AUDIO



eCOCKPIT VISION

6. HUD
7. SMART DISPLAY
8. COCKPIT SYSTEM



COMFORT & SAFETY

9. SMART ENTRY SYSTEM
10. SEAT/HANDLE HEAT



ENERGY

11. ONBOARD CHARGING SYSTEM
12. BATTERIES
13. ELECTRIFICATION COMPONENTS



ADAS & SECURITY

14. CAMERAS
15. SENSORS
16. ADAS COMPONENT
17. MIRROR

PARTNER PORTFOLIO



Innovation and a sharp focus on values in service and quality strengthen relationships

Let's talk Culture

“

A strong culture can overcome almost any set of poor technical decisions. A weak culture can't be saved by using the best technology. Culture is also what brings people to your company. It beats everything else.

”

Etsy

**When you think
about the best job
you ever had,
what was the one
thing that made it
so awesome?**

**When you think
about the best boss
you ever had, what
is one word that
describes what you
loved about working
for him/her?**

What we're trying to solve for

Manage Growth
Navigate Rapid Change
Mend a Broken Culture



Digital Transformation

Skills GAP

High Potential Turnover

Below Standard EOS

2.8 out of 5 Rating



We learned from the best

We went out and talked to many of the top Best Places to Work Organizations



Culture Lessons Learned

Bean Bag Chairs and Happy Hour do not create a Best Place to Work Culture

Bean Bag
Chairs



Ping Pong
Tables

**We learned very quickly what
is and is not Culture**

Happy Hour



“By developing the holistic Accountability Business Model, **GE Healthcare** was able to more than triple the operating margin, generated 30 million in performance improvement savings, and improve Their engagement score by 281%.”





Great Place to Work® and Fortune Name WWT as One of the 100 Best Workplaces for Women

Vibrant culture, workplace flexibility and commitment to gender equity are top factors in WWT's #53 ranking.



Rebecca Morrison



September 30, 2015 • 5 minute read

ST. LOUIS – September 30, 2015 – World Wide Technology, Inc. (WWT), an award-winning systems integrator and supply chain solutions provider that brings an innovative and proven approach to how organizations discover, evaluate, architect and implement technology, is

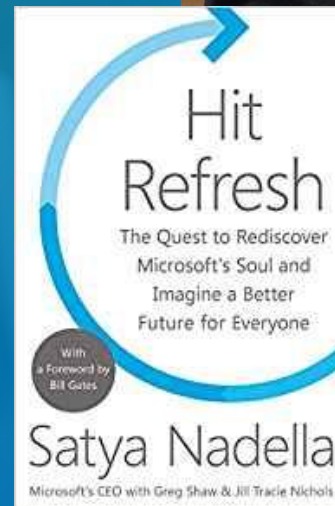
announce that after surveying more than 135,600 female employees, Great Place



Five years ago Satya Nadella took the helm at **Microsoft**. Under his leadership, the value of the company has tripled.

Some think it could be the first company worth a trillion dollars.

The story of the culture and strategy refresh is told in a new book titled [Hit Refresh](#).





The PROS and CONS of Culture Styles

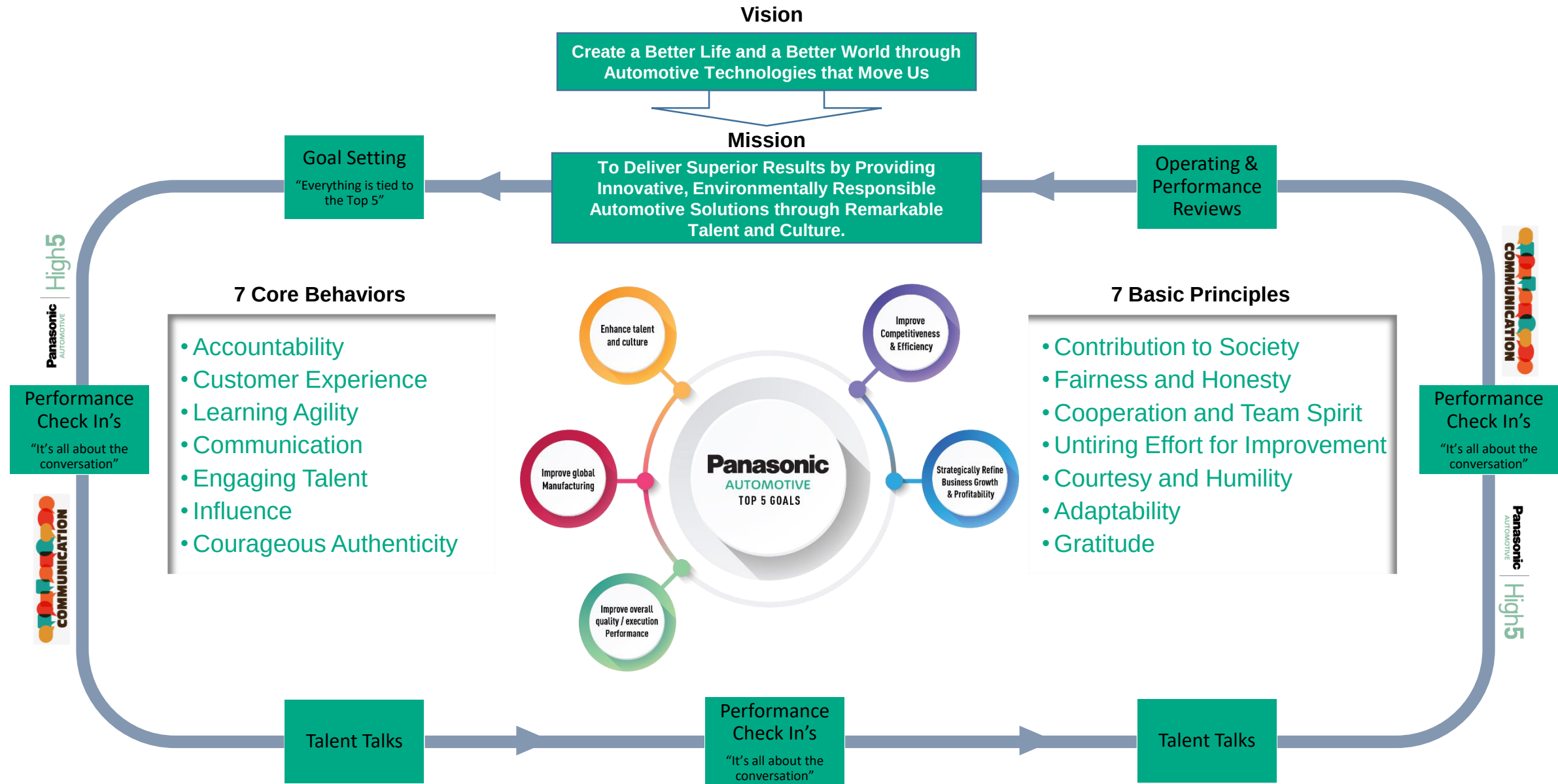
Harvard Business Review

**Which one of these
Culture Styles best
describes your current
organizational
culture?**

My Take on Organizational Culture

The ability to drive the right **behaviors** and **values** into the organization to ensure people want to come to work every day (to work on cool/challenging things) because they want to, not because they have to. This is a recipe to becoming a **Great Place to Work** Culture.

PASA's Culture Driven Performance Model





PRINCIPLES

Contribution to Society

Fairness & Honesty

Cooperation & Team Spirit

Untiring Effort for Improvement

Courtesy & Humility

Adaptability

Gratitude

BEHAVIORS

Accountability

Customer Experience

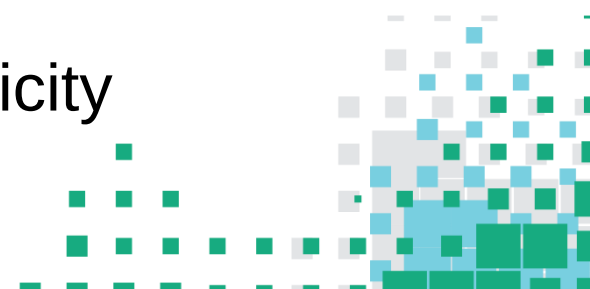
Influence

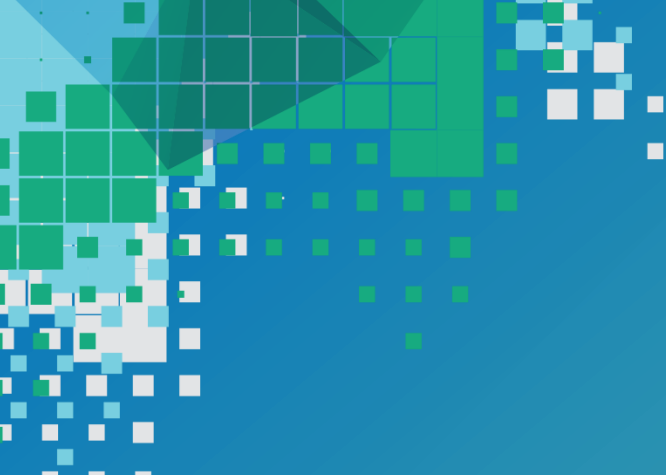
Communication

Talent Engagement

Learning Agility

Courageous Authenticity

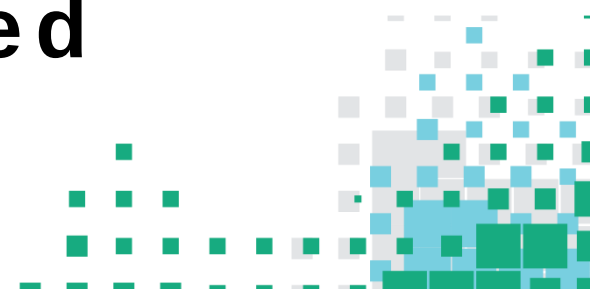




Leaders

Everyone needs to be involved

**Individual
Contributors**





What Now?

We added our Mission and Vision and incorporated the Basic Principles and this became the PASA Culture Model.

Next, we needed to look at the skills of the Leadership Team as they needed to change to support and drive this Culture Change.

New Leadership Model

The Leadership Model has to match the Culture

Regular
Check In's.

Build a
relationship
with your
team

Build your
Business /
Financial
Acumen

Objective
Setting /
Role Clarity

Succession
Plans

Career
Paths for
your team

Identify High
Potential &
Disproportionately
Train
Develop

Integrated Organizational
Design

Coaching to the strengths and
weaknesses

It is all about the conversation

New Leadership Model

The old skills don't always translate to the new role. Leaders needed to decide if they remained in the role



What now?

Hire to it.

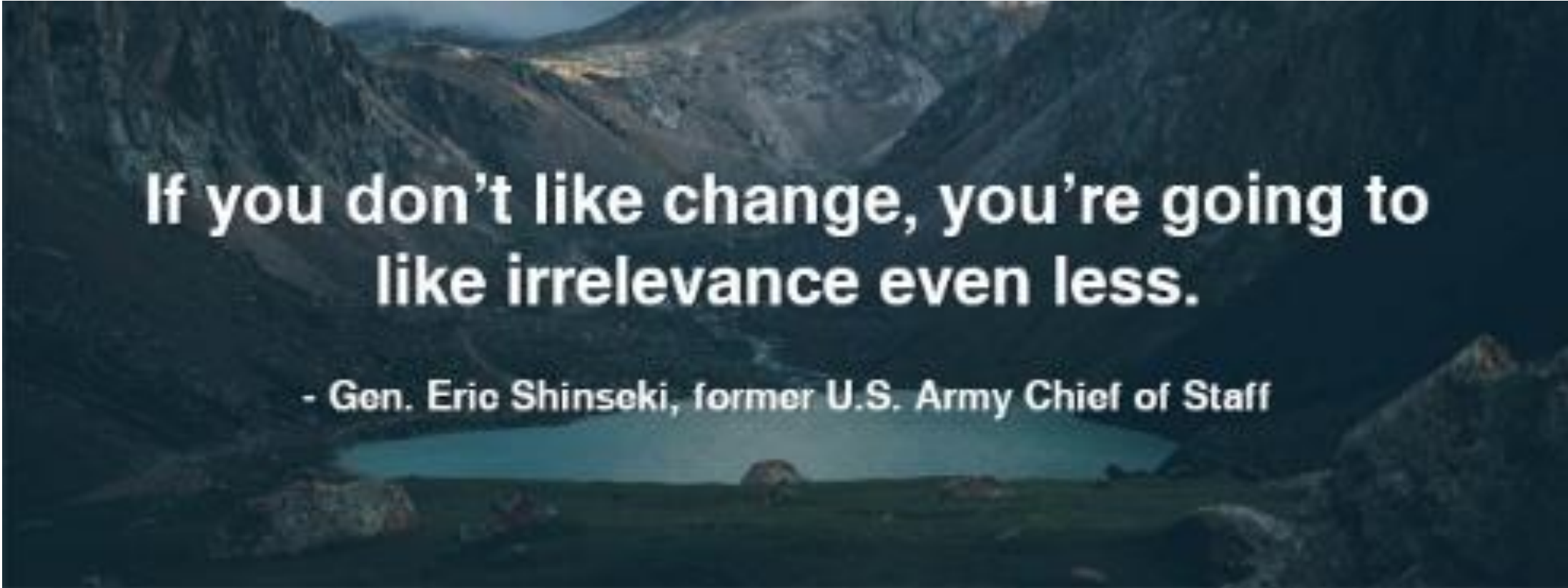
Develop to it.

Fire to it.



After we created a Best Place to Work Culture Model, we mapped all our innovative, Best Practice PEOPLE processes to our Culture Model.

- Talent Acquisition
- Candidate Experience
- Performance Engagement
- Succession Planning
- High Potential
- Development
- Training and Development
- Total Rewards
- Employee Engagement
- Diversity & Inclusion

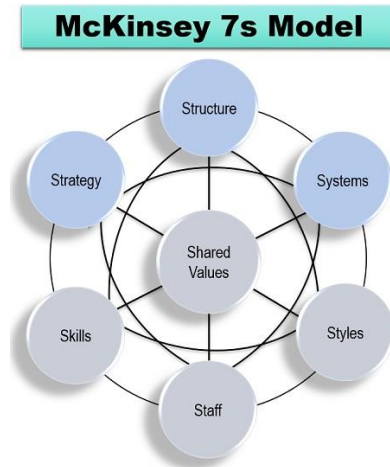
A dark, moody landscape featuring a calm lake in the foreground, surrounded by steep, rocky mountains. The scene is dimly lit, with some light reflecting off the water and the mountain peaks. The overall tone is somber and contemplative.

**If you don't like change, you're going to
like irrelevance even less.**

- Gen. Eric Shinseki, former U.S. Army Chief of Staff

Change is freaking hard so have a plan

It doesn't matter the change model, you just need to have a formal change plan in place



Priorities

Outline the desired changes



Habits

New habits create change



Systems

Helps cement new habits

“Kotters Eight Steps of Change”

“How Culture Change Really Happens”
By David Rock, Heidi Grant and Mary Slaughter

Organizational Change Strategy



100% Transparency in our processes



Panasonic Automotive Culture Journey Video



“One of our core behaviors is to show courage, and I ask you to demonstrate that by raising opportunities that need to be addressed”

“ Marvin Ellison, CEO of Lowe’s”

Culture

Diversity/Inclusion/Equality

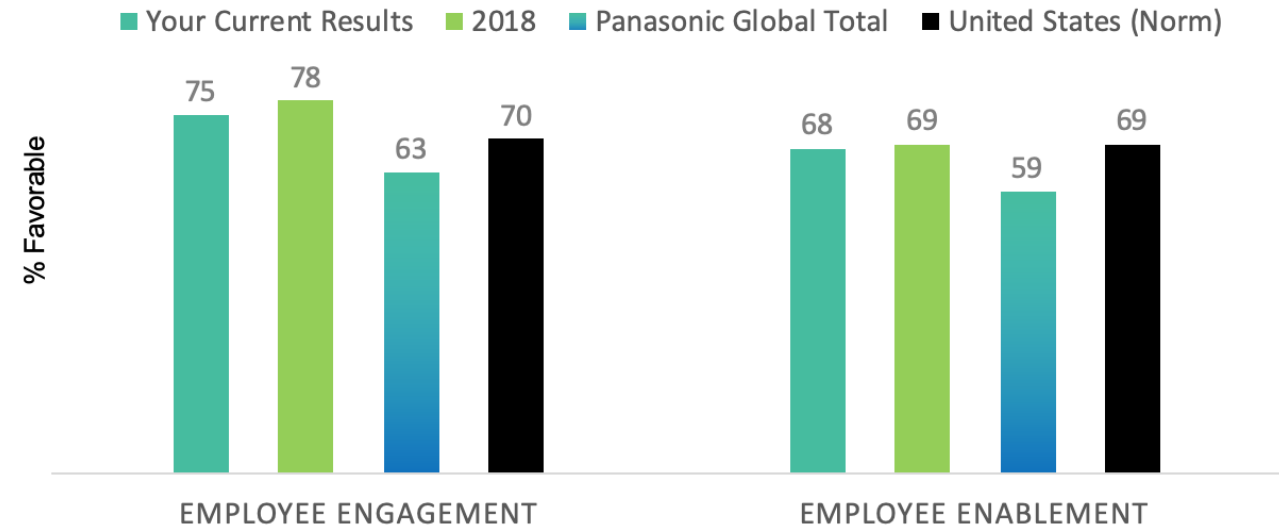
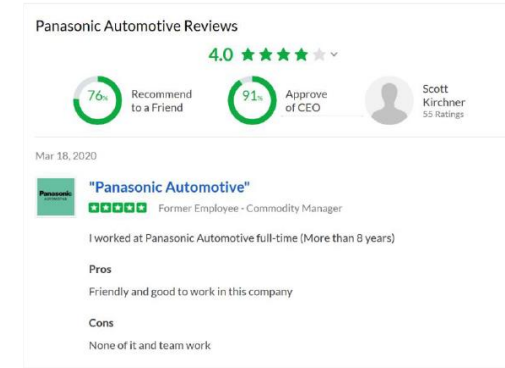
We Stand Together.

Panasonic AUTOMOTIVE



What changed for us?

- **Best in class** employee engagement and empowerment (EOS Turnaround)
- **# 1 101 Best and Brightest Companies** to work for in Atlanta and the Nation.
- High Potential Turnover from **9% to 1%.**
- We've received **local and national recognition** for the work we have done on transforming our Culture
- Our Employer Branding & US Glassdoor score has dramatically improved from **2.8 to 4.0.**
- **Strengthened Trust** in our Leaders
- Moves **faster than ever before** because we have more advanced change management skills/processes



Closing Thoughts

- **Focus on Culture First.** It should be a major focus of your overall Business Strategy.
- **Include Everyone.** Don't try to implement from the Executive Team or from Human Resources. Get everyone involved.
- **Remember. Change is freaking hard.** Have a Organizational Change Management Plan.
- **Prioritize.** Narrow the focus and shrink the change. Only work on the most impactful things.
- **Don't give up.** It takes time. Commit for 3 years. You will see the results.

Resource Page

[Why Organizations Need to Focus On Culture First](#)

[The Secret To World Wide Technology's Success From CEO Jim Kavanaugh](#)

[Four Keys To Transform Your Organization Into A Great Place To Work](#)

[Why The Candidate Experience Matters To An Organization](#)

[Microsoft's Leadership Development Transformation](#)

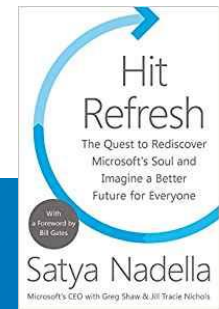
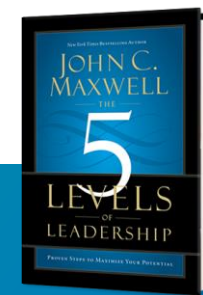
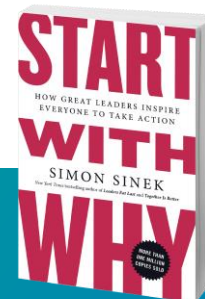
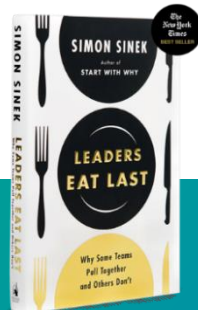
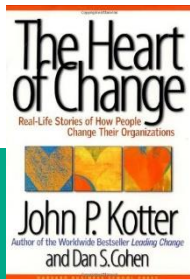
[What We've Learned About Culture at Workday](#)

[Intuit's New CEO: Culture And Customer Focus Remain Top Priorities](#)

[How Change Really Works – The NeuroLeadership Institute](#)

[Why Growth Mindset Should Be a Part of Your Overall Business Strategy](#)

[Microsoft reveals secrets to superior succession planning](#)





THANK YOU!

Presentation by Stephen Childs