Culture & Behaviors
The Foundation of Reliability

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• Culture is a complex whole including beliefs, knowledge, rituals, morals, customs, and other habits and capabilities of people. It is a traditional way of behaving or doing something that is specific to a particular place, time or society.
Do You Understand Yours?

• What is your Company or site culture?
• Is it different between sites?
• How does it feel?
• Does it change frequently?
• Is it exclusive or inclusive?
The Elements of Culture

• Symbols – every culture is filled with symbols or things that stand for something else
• Language – perhaps our most important set of symbols is language
• Norms – cultures differ widely in their norms or standards and expectations for behaving
• Values- the things that they believe in and the way they work
Do You See This?

The Four Dimensions of Culture

1. Power Distance – the extent to which the less powerful members of organizations accept and expect that power is distributed.

2. Uncertainty Avoidance – a society tolerance for ambiguity which people avert or embrace an event.

3. Individualism vs Collectivism – the degree to which people in a society are integrated into groups.

4. Masculinity vs Femininity – a preference in society for achievement, heroism, assertiveness and material rewards for success
People Don’t Like Change

WHY

1. Comfort Zone
2. We Have Always Done it This Way
3. I get Paid the Same, So It Doesn’t Matter
4. They Don’t Know, What They Don’t Know
What’s In It For Them

1. Calm the insanity
2. Move away from reactive environment
3. The majority of work will be planned & scheduled
4. Being able to spend time with family and friends
5. Eliminate forced and mandatory overtime, extended work hours
6. Have fun at work
7. Etc.......
Perception is Reality

Valuable lessons learned early in my career

• Wyeth 2\textsuperscript{nd} Shift Supervisor Story at Grocery Store
• As a Leader you are being watched all the time, especially when not at work in public environments
Do you Have Ambassadors

1. **Why is this so important to your success?**
   - They have a passion for the cause, spokesperson of the future state

2. **Who is helping you?**
   - Why having cross-functional ambassadors is so powerful

3. **Who are your Nay-sayers?**
   - Story of an Old Timer: Larry Lilly
What are the Qualities of a Leader

1. Leaders create a vision of a better state - Managers create goals
2. Leaders are change agents - Managers maintain the status quo
3. Leaders are unique - Managers copy
4. Leaders take risks, Managers control risk
5. Leaders are in it for the long haul - Managers think short term gains
6. Leaders grow personally - Managers rely on the existing
7. Leaders build relationships - Managers build systems and processes
8. Leaders coach & mentor - Managers have employees
BOSS vs LEADERS

Take advantage

Empower
1. Emotional Intelligence - do you self check or 360 feedback
2. Do you get out on the floor and listen?
3. Failures are the biggest life lessons to improve oneself and how you will lead
   – Story: Wyeth Packaging controlled substance and vendor visit
North Star

1. Dream big – you must inspire others to look forward
2. Be clear in explaining the future state
3. Have a purpose
4. Be inclusive

Be the North Star: the brightest star that can be seen that people can look to for direction and clarity. Help them navigate to be successful and create future leaders.
Conclusion

Are your Company’s or Site’s Culture & Behaviors a catalyst or roadblock to your Reliability Success?
Q & A time

Thank You

Ron