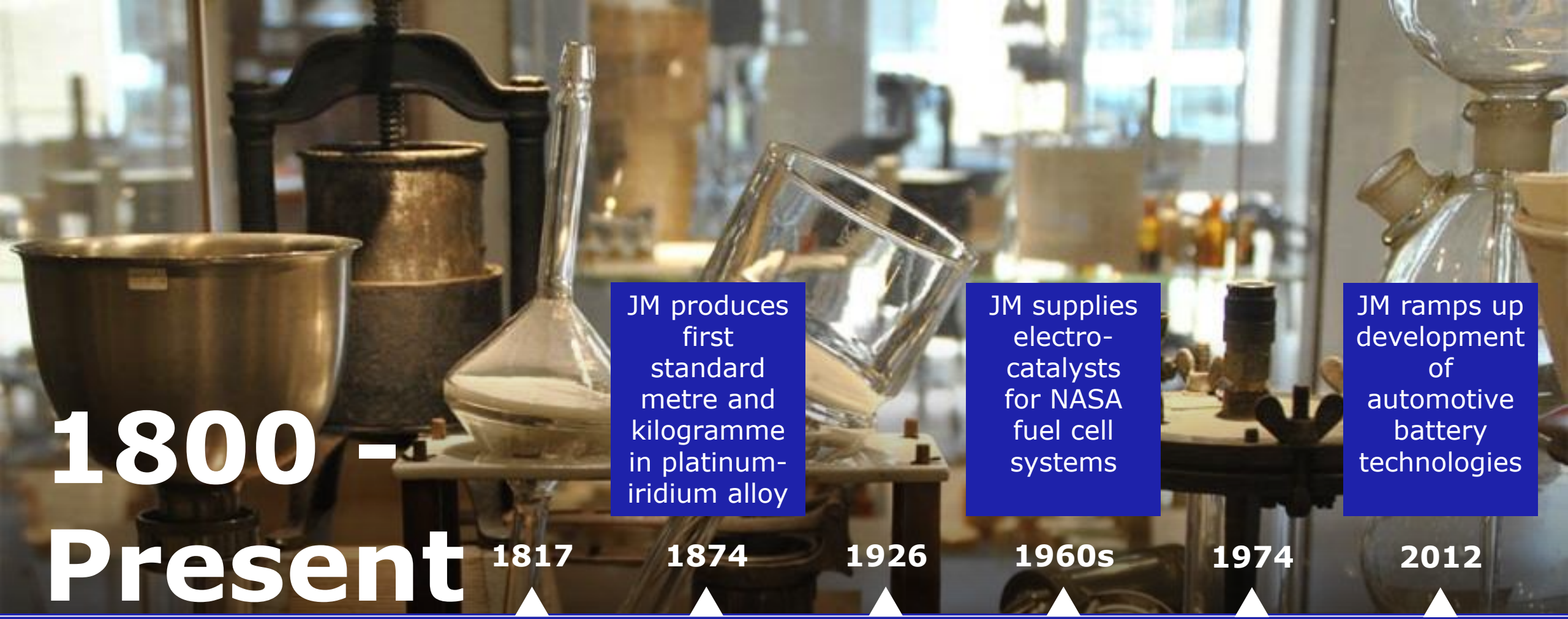
Johnson Matthey
From Compliance to Culture

Dr. Gary Baker

Principal Technical Risk Specialist



1800 – Present

1817 Percival Norton Johnson sets up gold assaying business in London

1874 JM produces first standard metre and kilogramme in platinum-iridium alloy

1926 JM develops and patents first method for extraction of platinum

1960s JM supplies electro-catalysts for NASA fuel cell systems

1974 JM introduces first autocatalysts

2012 JM ramps up development of automotive battery technologies

Inspiring Science Enhancing Life

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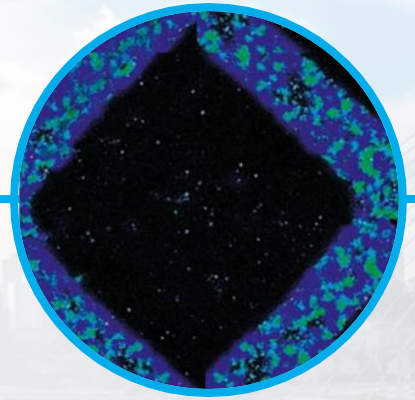
Inspiring science, enhancing life

Cleaner air



Surface chemistry and coatings

Emission control catalysts

Preventing the emission of 40 tonnes of pollutants every minute of every day

A Bit About Me

Dr. Gary Baker

Principal Technical Risk Specialist

Used to be a Process Development Chemist

Now helps Chemists and Engineers from multiple sectors using FMEA and Problem Solving techniques

Actually enjoys FMEA and Problem Solving!

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Workshop Aim

Demonstrate a method to engage your colleagues in Quality tools to make your life easier

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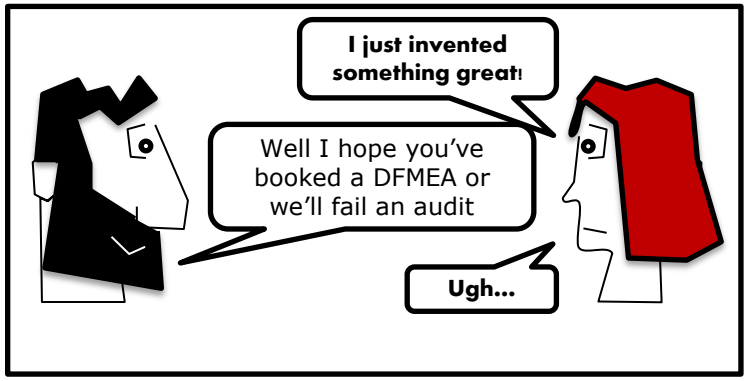
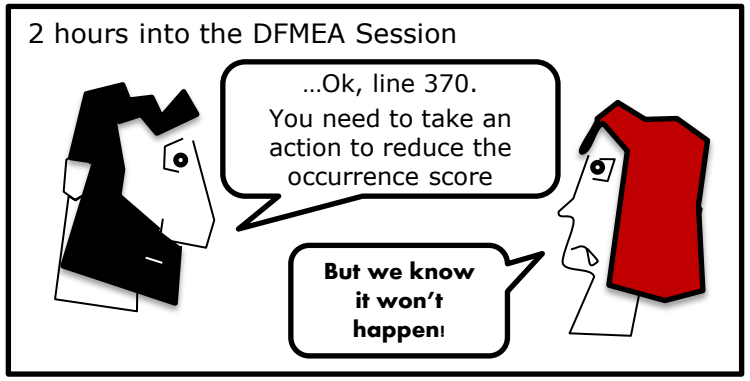
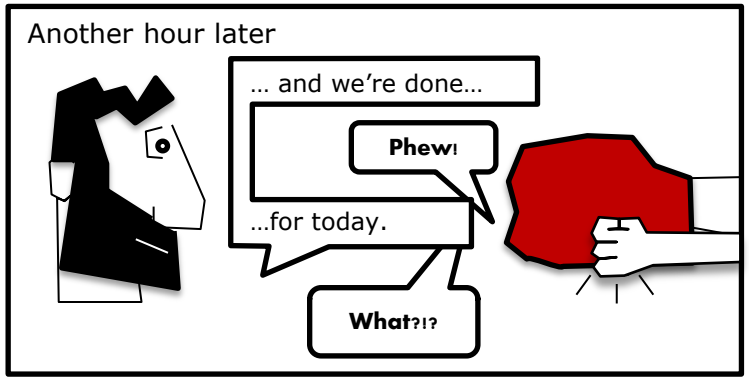
Comic Strip

Create a simple comic strip, telling a typical story of you trying to get your most difficult colleague to achieve compliance

- Think of a real person (don’t name names!)
- Highlight the key points of the story







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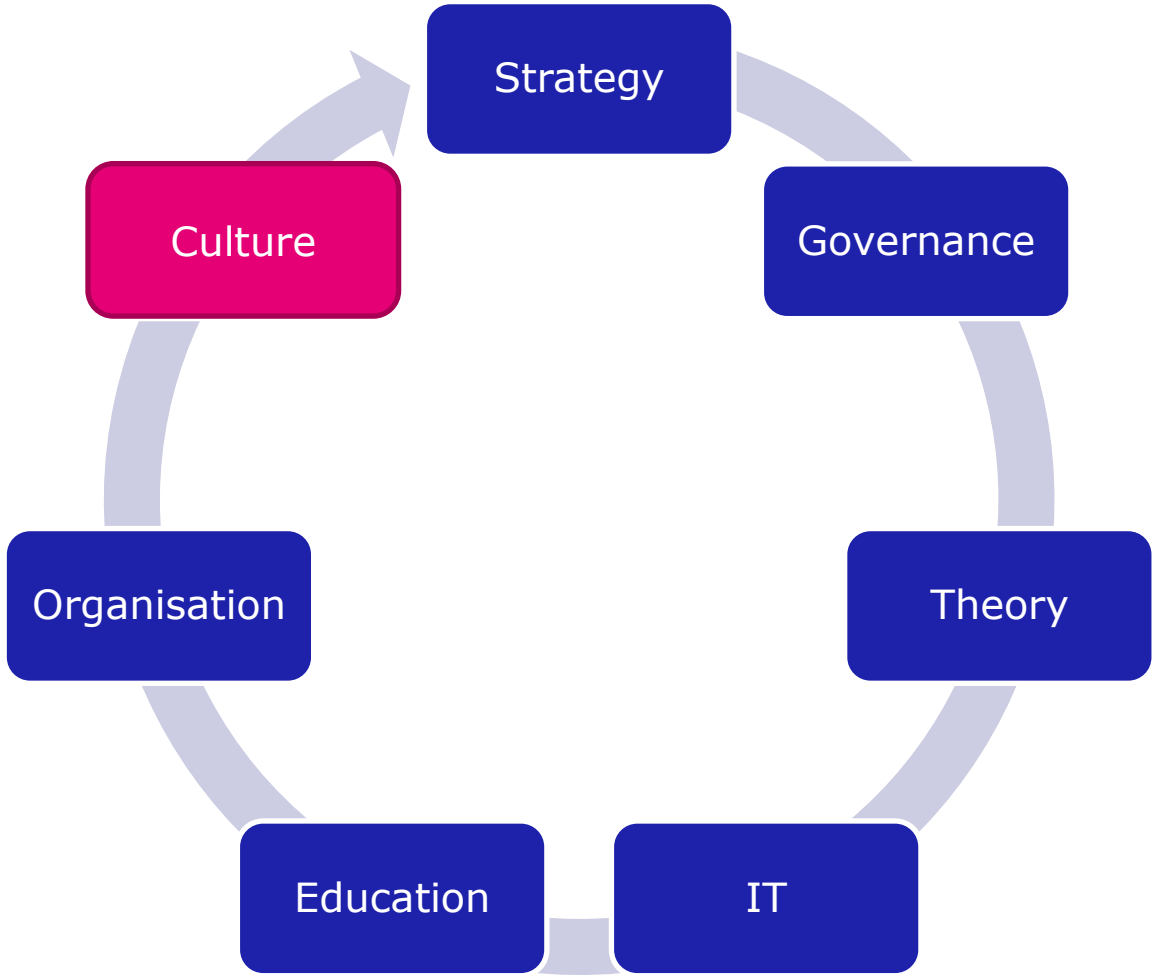
What it takes to succeed

Implementing a new business system well requires a multi-faceted approach

People need to be **Engaged** and **Enabled** to do a good job

Missing any one of these elements increases the risk of failure, which is how we started…



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Culture

Enforce or Shepherd

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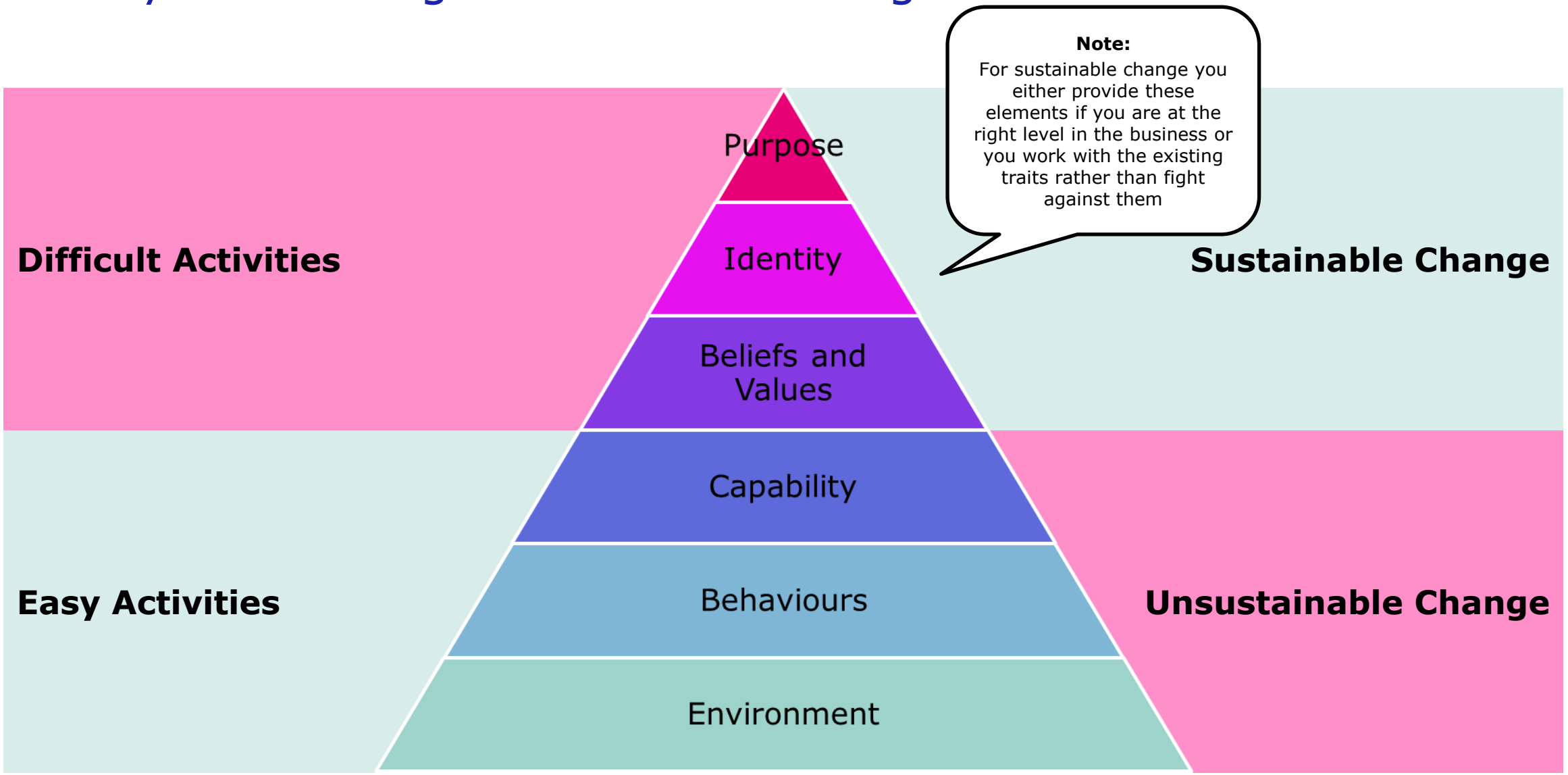
Dilts' Pyramid – Logical Levels of Change



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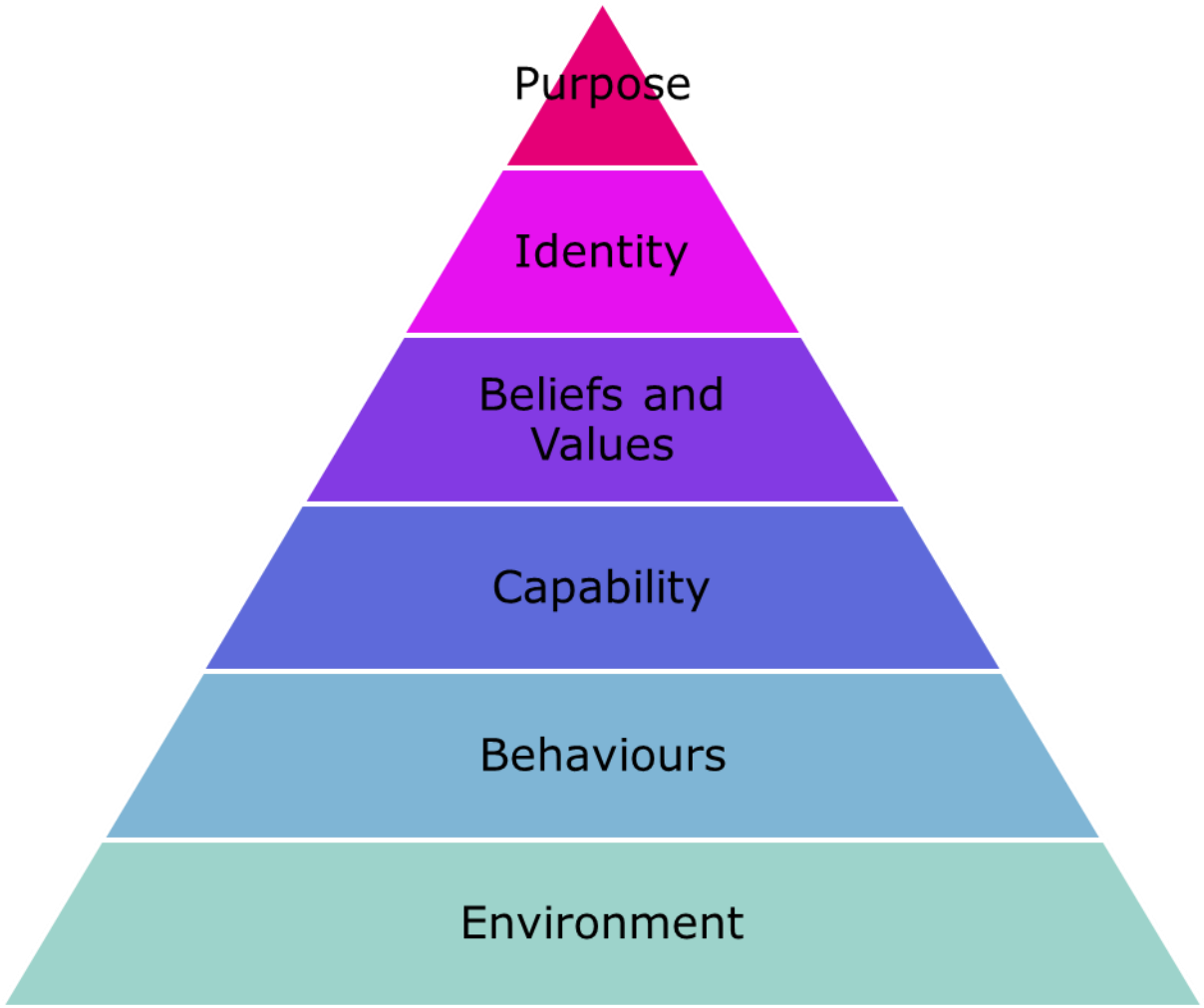
My Colleague's Pyramid



Win as much SCR catalyst business as possible

A true scientist and a world expert in SCR
Loves creating new technologies, being in the lab and throwing around ideas with others
Very sociable, 9/10 you'll see him in the pub on a Friday

Believes in himself and believes he knows his inventions inside and out
If you need to know something you should just ask him
Values joined up thinking and wants to help

Knows SCR chemistry extremely well (probably discovered a lot of SCR chemistry)
Knows the needs of his customers better than they do

Very open and willing to talk chemistry
Will act quickly and get frustrated at those that sit and ponder or those that don't ask for help
Also gets frustrated at things that get in the way

Is always in his PPE, the lab is his environment
Surrounds himself with literature. Messy desk and disorganised lab area
Always has something nearby to scribble on

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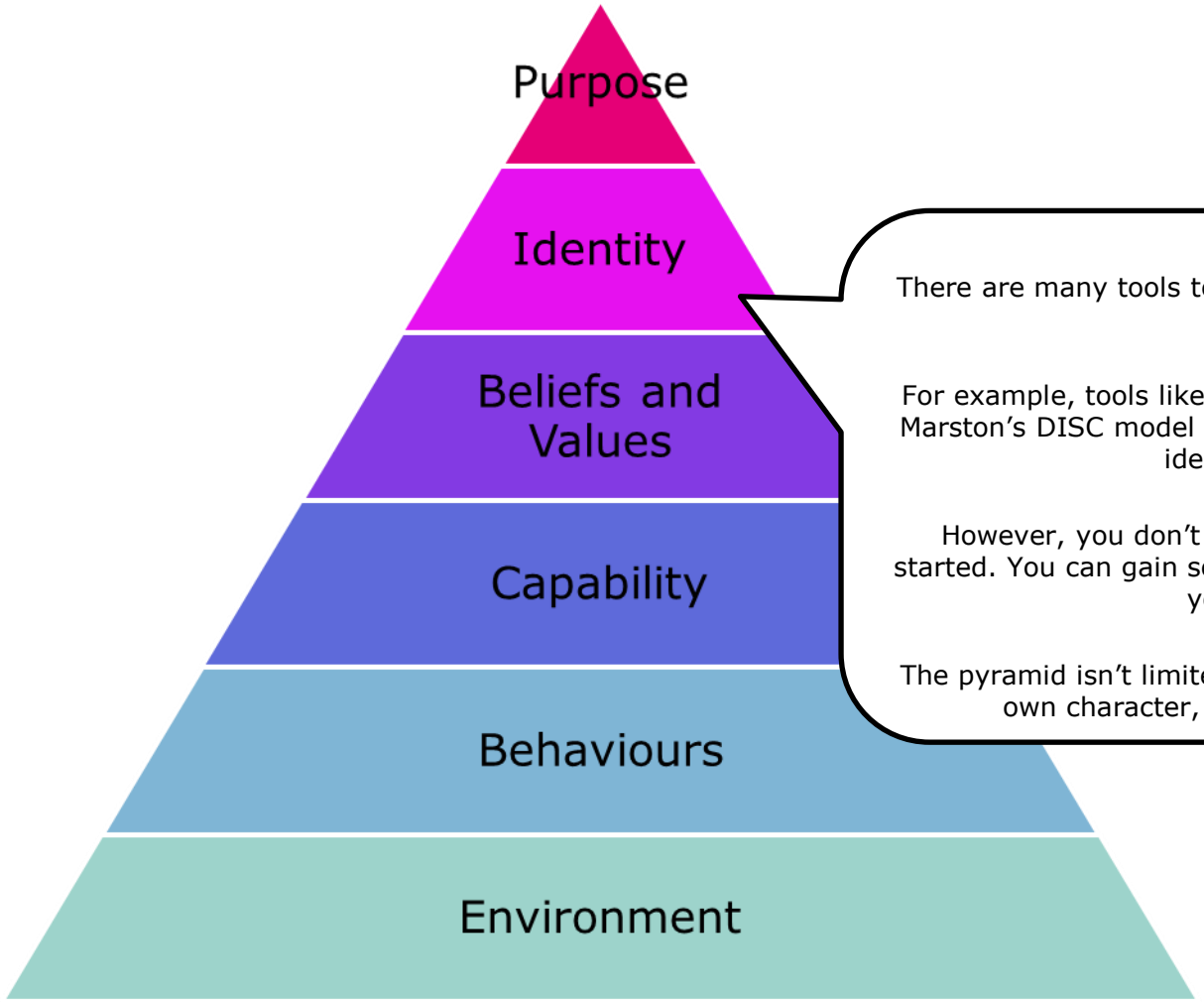
Draw Dilt’s Pyramid for Colleague



Note:

There are many tools to help you identify the traits of your colleagues.

For example, tools like Myers-Briggs and William Moulton-Marston’s DISC model will help you understand someone’s identity and values

However, you don’t need to be a psychologist to get started. You can gain so much insight from just listening to your colleagues

The pyramid isn’t limited to a person. A team will have it’s own character, as will a whole organisation

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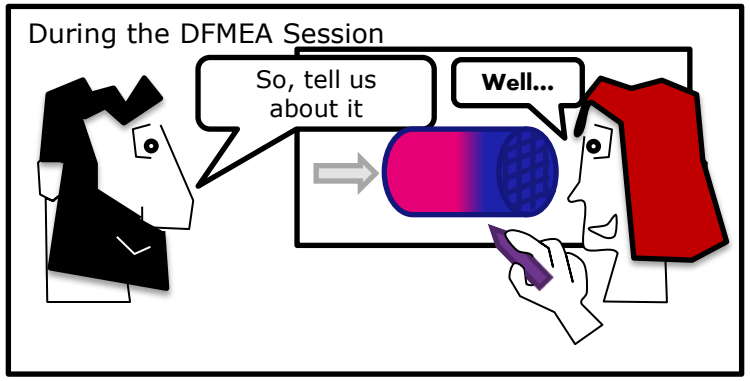
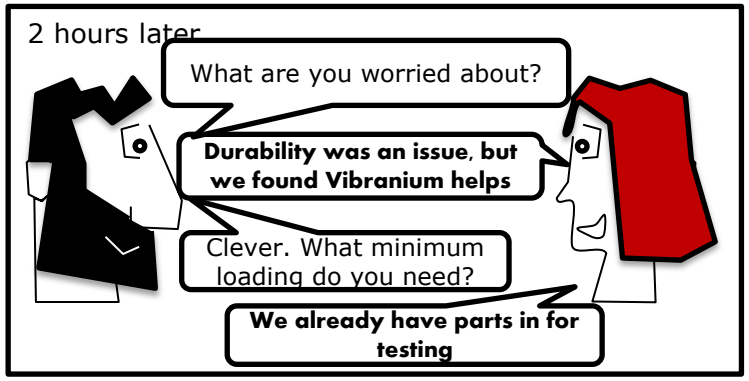
New Comic Strip

Use your newfound appreciation of your colleague to work with them to get a better outcome

- Same person, but you understand them better
- Same scenario, but you’re going to tailor your approach to them
- Highlight the key points of the whole story from asking them to do something to the end result





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Culture

Tactics

Everyone knows their **Purpose**	A chemist is required to provide information on the product
The **Purpose** needs to match their **Identity**	A chemist is a good chemist, who works hard to understand the product
Their **Identity** dictates their **Beliefs**	The information the chemist holds is valuable
Their **Capability** stems from their **Beliefs**	The chemist is able to discuss openly and present data confidently
Behaviours match the **Capabilities**	The chemist accepts challenges and isn't defensive
The **Environment** follows	Sessions are trusting and cohesive, with scientifically rigorous discussion

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Culture

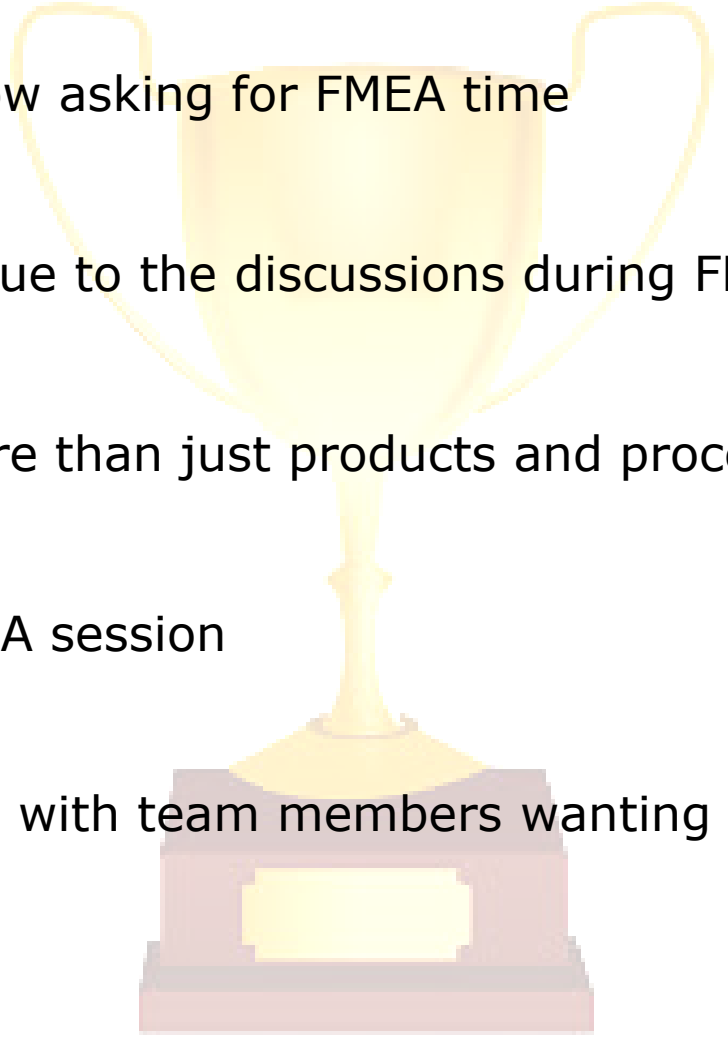
Staunch opponents of FMEA are now asking for FMEA time

Design decisions are being made due to the discussions during FMEA sessions

FMEAs are being conducted on more than just products and processes

People used to dread a 2 hour FMEA session

Now we hold much longer sessions with team members wanting more



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Final Thoughts

Some of your colleagues don’t care as much about Quality as you do

Spend the time to get to know your colleagues to get the best out of them

Work on culture and you’ll no longer need to be the enforcer

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