UL Mission – *Promoting safe living and working environments for people.*
NEARLY 22 BILLION UL MARKS APPEAR ON PRODUCTS

104 COUNTRIES WITH UL CUSTOMERS

1,490 CURRENT STANDARDS FOR SAFETY PUBLISHED BY THE UL FAMILY OF COMPANIES

92,442 PRODUCT EVALUATIONS

39 COUNTRIES WITH UL EMPLOYEES

10,387 EMPLOYEES IN THE UL FAMILY OF COMPANIES READY TO SERVE UL CUSTOMERS

69,007 MANUFACTURERS PRODUCED UL CERTIFIED PRODUCTS

20,104 TYPES OF PRODUCTS WERE EVALUATED BY UL
Things to Do

- TRAINING
- COMMUNICATION
- LEAN
- ALIGN INCENTIVES
Things to Do

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Things to Do

- TRAINING
- COMMUNICATION
- LEAN
- ALIGN INCENTIVES

Keith Williams
CEO
2005 - present

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Keith Williams
CEO 2005 - present

Things to Do

- Training
- Communication
- Lean
- Align Incentives

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Things to Do

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Results From UL’s 7 year Lean Journey

- 60% faster service to our customers
- 67% more customers are promoters
- Improved financials
- Increased employee engagement
- 0.57 per 100 employees, safety cases
Successful Lean Framework

Not Just Tools, but Leader Standard Work
Align to Organization’s True North

Safety/Quality
- Preventable Mortality
- Medication Errors

Customer Satisfaction
- Access to care
- Turnaround Time
- Time with physician

People
- Employee Injuries
- Employee Health Score
- Employee Engagement Index

Financial Stewardship
- Operating Margin
- Productivity of staff

Continuous Improvement Aimed at True North Metrics

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Enable the Organization

Powerful Tools

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Empower via Lean Leadership Standard Work

Managers Work for the Employees

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Important Lean Thoughts

1. Lean is for employees, and thus the customers
2. The lean journey never really ends
3. Need management passion
4. People development & engagement surges
5. Go to the “the real place”
6. Lean is about behaviors (culture), not just tools
7. It’s daily Standard Work

Everyone, Everywhere, Everyday

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Healthy Life

NEXT EXIT
I'M FAT & LAZY.
You still
have a chance!
FREE!
India’s Showplace Lean lab

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Top 10 Why Lean Means Quality

1. Quality at the Employee, Not an Inspector
2. Standard Work
3. Pictorial Instructions
4. Consistent Tooling & Methods, Gage R&R
5. No Scrapped Batches
6. Faster Feedback
7. Reduced Waiting/Storage = Less Handling
8. Reduced Waiting/Storage = Less Loss
9. Continuous Improvement Daily
10. $6\sigma$ is Real Root Cause Identification
Successful Lean Framework

Align
- True North
- Tenacious Leadership
- Strategy Deployment
- Assessment

Enable
- Tools
- Flow
- DMAIC
- Best Practice Sharing

Empower
- A3s
- CI Huddles
- Leadership Standard Work
- Sensei Support

Not Just Tools, but Leader Standard Work

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Thank You