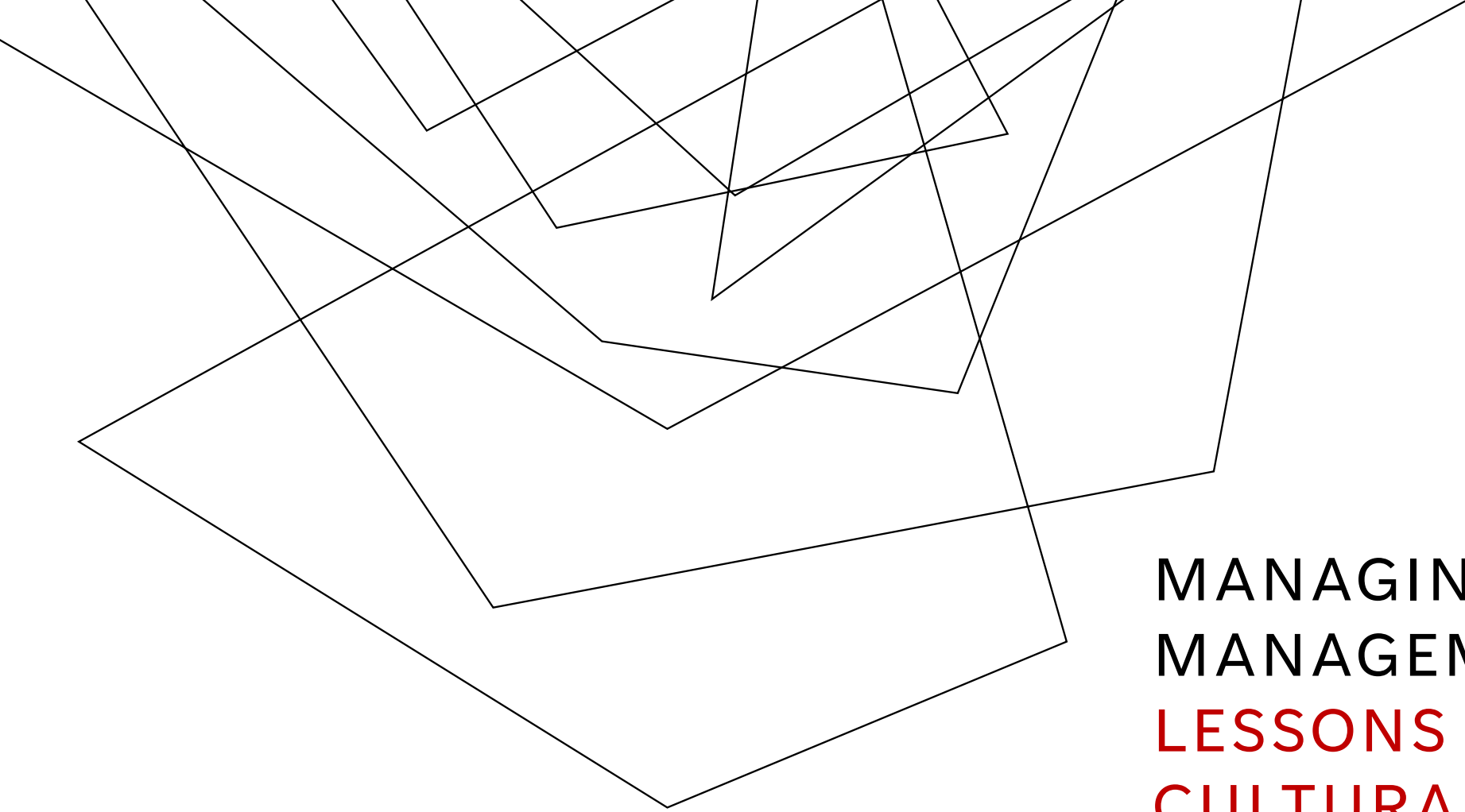


Abstract geometric lines in black, forming various overlapping polygons and shapes, primarily located in the upper left and center of the slide.

MANAGING THE MANAGEMENT: LESSONS IN DRIVING CULTURAL & PROCESS CHANGE

Celeste Ayers, CPIM-F, CSCP-F, MBA

Sr Manager – Operations Learning & Development

E & J GALLO WINERY

- Founded in 1933
- Headquartered in Modesto California
- Employ approximately 8,000 people worldwide
- Largest winery in the world
- 20 Wineries throughout California, Washington, Wisconsin, and New York
- Vertically integrated from vineyard to distribution
- 100+ brands
- California's largest single site user of recycled glass, diverting 175,000 tons of glass from landfill annually



OUR JI JOURNEY

Started - July 2020

Train 100+ Operators in less than 3 months

Launch new products & production lines

Directive – Faster, Better, Bigger



TRAINING WITHIN INDUSTRY (TWI) JOB INSTRUCTION (JI) OVERVIEW

A thin horizontal line is positioned above the text. A thin diagonal line starts from the bottom right corner and extends towards the top right, intersecting the horizontal line.

TRAINING WITHIN INDUSTRY (TWI) OVERVIEW



Provides a **foundation** for developing **organizational excellence** and **transforming business culture**

Complement Lean solutions by providing your frontline personnel with skills to establish a **culture for change, improve methods** and **facilitate Standard Work**

Drive stability create a sustainable improvement culture

TWI “J” PROGRAMS

Job Relations (JR)

Teaches supervisors how to handle problems and prevent them from occurring.

Developing a logical and people-centric view for positive employee relations.

Job Instruction (JI)

Trains leaders on how to instruct.

Follows a 4-Step Method for training that develops in the leader the skill of instructing

Drives to consist training methods and training results.

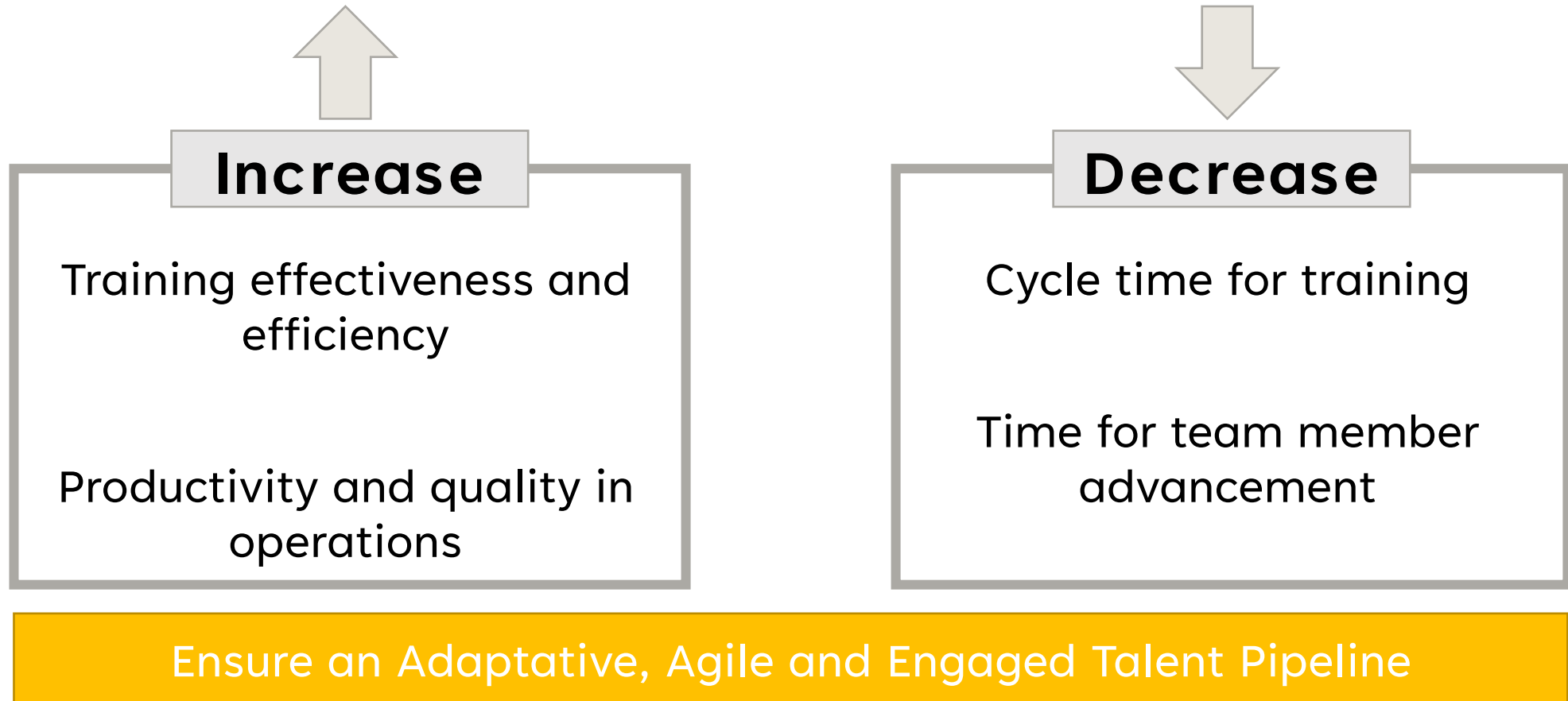
Job Methods (JM)

Focus is on work process and procedure improvement.

Greater quantities of quality products in less time and best use of the people, machines, and materials currently available.

Foundation for true continuous improvement and job enrichment

WHY TWI JOB INSTRUCTION?



TWI JOB INSTRUCTION (JI) ELEMENTS

JIB

- Train to the standard
- Used by On-the-Job Trainers only
- Overview of repeatable steps explaining the key point and why the step is important
- The only official training document used
- Written by JI Trained team members and validated by Operations leadership

E&J Gallo Winery		Job Instruction Breakdown/Work Instruction															
Document No.:	DRAFT		Revision No.:														
Process Owner:			Revised By:														
Date Initiated:	Date reviewed:		Date Revised:														
Operation		Filler Operator – Bottle Jams from Sorter															
Target Audience		L23 Filler Operator															
Purpose		This job instruction is to provide Filler Operators a step-by-step process of addressing Bottle Jams from Sorter.															
Materials Needed		<table border="1"><thead><tr><th>Description</th><th>Quantity</th><th>Location</th></tr></thead><tbody><tr><td>Safety Glasses</td><td>1</td><td></td></tr><tr><td>Safety Gloves</td><td>1</td><td></td></tr><tr><td>Ear Plugs</td><td>1</td><td></td></tr></tbody></table>				Description	Quantity	Location	Safety Glasses	1		Safety Gloves	1		Ear Plugs	1	
Description	Quantity	Location															
Safety Glasses	1																
Safety Gloves	1																
Ear Plugs	1																
Step	Key Points	Why?															
1. Filler Jams	a. NEVER put your hands into a machine that is running (ON). b. Push the red "Stop" button. c. Turn off main power supply and put LOTO in place. d. Determine where jam is located. e. Remove safety guards from jam area. f. Clear jam by using a metal rod. a. Remove jammed bottle.	a. Prevent injury. b. Stops the machine. c. Prevents machine from being turned on accidentally. d. Allows the jam to be cleared. e. Allows access to area. f. Allows removal of jammed bottle without putting hands in machinery.															
2. Bottle Bin Jams	a. Close Air valve. b. Remove bottle(s).	a. Safety b. Clears jam.															
3. Restart Machine	a. Replace safety guards. b. Turn on main power supply. c. Clear safety tab (LOTO) on red "Stop" button. d. Yell "Clear" e. Listen for Response f. If there is a response – wait until the equipment area is clear. g. If response – continue to next step. a. If no response, yell "Clear" again and listen for response. h. Push "Green" start button. Note: Run in "low speed" for one round, ensuring filler is "in-time" and operating correctly.	a. Prevents body parts from being caught in machine. b. Allows machine to be started. c. Removes LOTO. d. Let's everyone around machine know machine is about to be started. e. Verifies others have heard. f. Prevents anyone from getting caught in machine. g. Ensures safety. h. Starts machinery.															

4 Step Process

- Method of instruction
- Proven to support the trainee and the trainer
- Repeatable and sustainable training method
- Used to evaluate On-the-Job Trainers

JOB INSTRUCTION POCKET CARD HOW TO INSTRUCT

STEP 1 – PREPARE THE WORKER

- Put the person at ease
- State the job
- Find out what the person already knows
- Get the person interested in learning the job
- Put the person in correct position

STEP 2 – PRESENT THE OPERATION

- Tell, show and illustrate – one IMPORTANT STEP at a time
- Stress each KEY POINT and its REASON
Instruct clearly, completely, and patiently giving no more than they can master at one time

STEP 3 – TRY OUT PERFORMANCE

- Have the person do the job – correct for errors
- Have the person do the job – explain KEY POINTS and REASONS
*Make sure the person understands
Continue until YOU know THEY know*

STEP 4 – FOLLOW UP

- Put on own
- Who to go to for help
- Check frequently
- Encourage questions
- Taper off coaching

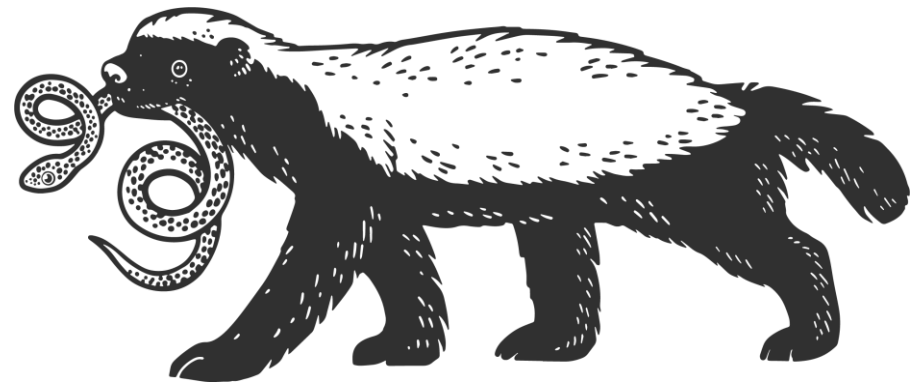
**IF THE PERSON HASN'T LEARNED,
THE INSTRUCTOR HASN'T TAUGHT**



MANAGING THE MANAGEMENT: LESSONS IN DRIVING CULTURAL & PROCESS CHANGE

LESSON 1: EXTREME OWNERSHIP

- Live the mission
- Expect resistance
- Supply lines of support



LESSON 2: CHANGE MANAGEMENT

- Cultural change is harder than process change
- Eradicate the 6D's
- Evangelize
- Engage the conversation



LESSON 3: PRESERVE & PROTECT

- Know your role
- Preserve the team
- Protect the method
- Discipline creates freedom



LESSON 4: RECALIBRATE & CELEBRATE

- Lose the battle to win the war
- Iterate on approach not the method
- Celebrate progress





HERE AND NOW

- Focus on leadership development
- Build habits that lead to resilience



THANK YOU

Celeste Ayers

Celeste.Ayers@ejgallo.com

(209) 281-9937