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Kraft Foods, Inc., headquartered in Northfield, Illinois, is the North American food business of Philip Morris Companies, Inc. Kraft’s history traces back to three of the most successful food entrepreneurs of the late 19th and 20th centuries; J. L. Kraft for cheese, Oscar Mayer for meats, and C. W. Post for cereals. Today Kraft operates through eight business divisions and is the largest U.S.-based packaged food company in the world. Kraft employs approximately 37,500 people in North America and has a retail sales force of 3,000. Kraft has 50 manufacturing facilities and 14 field distribution centers in the United States supported by a network of plant-based warehouses. In Canada, there are 12 plants and four distribution centers.

Kraft’s North American financial background includes 1998 revenues of $17 billion. The company reorganized in 1995 into one operating company. High Performance Work Systems (HPWS) became the change management tool for creating a consistent management philosophy for the goal of operating as one company after the reorganization. It became a way of determining such factors as total inventory, cost of production, and measurement of productivity for all of the new plants and distribution centers throughout North America.
Creating a Business Case for HPWS at Kraft

Since 1995, Kraft has spent time and effort divesting of businesses, acquiring more profitable businesses, and organizing into one operating company. This new approach led to the current Kraft vision to become the undisputed leader in the food industry by the year 2001. In order to contribute toward the 2001 vision, the Operations Division in particular had to reduce manufacturing and distribution costs, increase productivity, and integrate many change initiatives to streamline processes and reduce waste. After research and a proven track record, the Operations Division chose HPWS as the best way to include all necessary elements that would contribute to the vision of undisputed leadership. Kraft opened three “greenfield” or start-up plants and chose to implement an HPWS design at these locations from the beginning. This method proved to be very successful. The focus now turned to the existing plants and how to help them become just as successful. The major issues impeding their success were costs, waste, and productivity. Many of the plants had high manufacturing and distribution costs, low asset effectiveness, less than aggressive productivity targets, and organization deficiencies, such as jobs specifically designed to correct mistakes, decision making at high levels, and nonvalue-added costs.
Design of HPWS Process

HPWS is designed to align systems and people to produce dramatic business results (increasing productivity while maintaining quality and cost reduction) and achieve the Kraft vision of becoming the undisputed leader in the food industry by 2001. To achieve this end, there are three essential components of HPWS:

Redesign of People and Work Processes

Most effective method of streamlining processes that increase efficiency and reduce costs enabling Kraft companies to remain competitive.

- Eliminates nonvalue-added work
- Drives work and decision making to the lowest appropriate level in the organization
- Allows salaried employees to focus on moving from core work to process improvement and growth initiatives
- Maximizes utilization of people, physical assets, and materials

Empowerment of Employees

Employees are provided the opportunity to increase their skill level in order to own the core work. Then employees are given the authority to respond to changing business needs, resulting in their ability to create extraordinary value that supports customers and stockholders. Before HPWS, employees would have to talk to managers in order to stop the line. After the implementation of HPWS, line employees are able to stop the line when they notice a problem.
Alignment of Systems and Generating “Buy-in”

HPWS aligns work and people systems to achieve the vision. The buy-in of the HPWS process from senior management was achieved through the creation and presentation of a business case. A business case was developed by senior leaders of the operations staff that laid out the expected overall benefits of the process and the expected benefits from an increased investment in employee training.

Some of the ultimate outcomes of the HPWS process are:

- Increased productivity/output per employee
- Improved morale/decreased absenteeism
- Improved safety/workers compensation costs
- Increased number of improvement initiatives
- Decreased inventory cost
- Faster cycle times
- Waste reduction
- Increased customer satisfaction

In 1998, each plant was given a set of aggressive targets to hit over the next three years. After the financial analysis, it was determined that investing in HPWS could potentially save $15.2 million in the first year, $42 million in the second year, and $57.2 million in the third year. This savings would be achieved through the performance categories of quality, cost, delivery, safety, and employee morale. The business case was approved at the executive level required to obtain funding.

In order to achieve the benefits from implementing HPWS, the Operations Division had to make an additional, incremental investment in training of 25 hours per employee. An HPWS continuum, one to five, was developed to show senior managers how an increased investment in training can help plants can evolve from current state to a high performance state. Once programs and people skills are more fully developed, the on-going training investment will decrease.
The HPWS Continuum

**Stages 1–2: Non-HPWS/Beginning the Journey**
Benefits from training

- Some improvements in Utilization/Maintenance
- Some consolidations in Quality and Safety positions

**Stages 2–3: Making Progress**
Benefits from systems & training

- Cost reductions generated by an increase in ideas implemented
- Supervisor/management begin to understand role change from current style to a coaching capacity
- Increase in employee ownership and business knowledge
- Improved consistency of technical and process skills
- Continued consolidation of Quality and Maintenance activities

**Stages 3–5: Well Down the Road/Fully Practicing**
Benefits from redesign, alignment of systems, and training

- Fewer functional resources necessary, technical absorbs functional roles and responsibilities
- Several jobs combined into one
- Increased job flexibility and “nimbleness”
- Workers make decisions to react quickly and save money
- Process steps are followed in a logical order
- Work and decisions are performed at the appropriate level
- Reduction of conversion costs
- Reduction of waste/nonvalue-added work
- Improved first-pass at quality of output
- Sense of valuable contribution dramatically improves employee morale
- Fewer supervisors necessary—role becomes a coach
- Improved/flexible scheduling

Each plant interested in beginning the HPWS implementation process is eligible for the additional training funds from the HPWS Business Case funding process. The first step is to develop and have approved, their own business case that ensures linkage of training plans to the achievement of strategic plans. They must track the delivery of training and increased productivity then submit quarterly data reports. When developing a business case, plants must consider the basis for HPWS in that it aligns work and people systems to achieve the business results. Some work systems include work flow and processes, technology, organization structure, and information systems. Some people
systems are the selection system, performance management, rewards and recognition, people and organizational development, stakeholder collaboration, and quality of work life.

Implementation: The Four Phases of Implementing HPWS

Kraft Foods applies a four-phase approach to HPWS implementation that usually completes in 24 to 30 months. The phases and the activities in each phase are as follows. The first three phases are planning steps and phase 4 is execution.

Phase 1: Organization Assessment
- Assess the degree to which the plant’s business functions and its employees are receptive to change.

Phase 2: Business Case for Change
- Develop and align strategic plans to implement selected initiatives.
- Conduct a gap analysis for each critical success factor.
- Assess stakeholders (those people who could make or break the HPWS implementation, local and elsewhere).

Integration of Strategic Change Initiatives
- Determine appropriate change initiatives to build systems and capabilities needed for closing the gaps.

Phase 3: Design
- Design optimal work and people systems.

Phase 4: Implement Change and Monitor & Improve
- Implement the new design.
- Make sure all systems are aligned to support an HPWS environment.
- Continuous improvement of the new design once implemented.
- Continued education of all employees.

Beginning the Process

The manufacturing facility has the responsibility to decide when they will embark on the HPWS process. When the plant makes the commitment, a Champion is appointed. The HPWS Champion is most often a full-time position with responsibility for leading the initiative by facilitating meetings, conducting workshops, and leading the Design Team.
through redesigning the work processes. An HPWS Champion is typically an individual chosen from the plant’s workforce because of their unique ability to understand the business, lead groups, and facilitate meetings. Hiring an existing plant employee to be the Champion saves time and prevents pain that occurs when this new position is trying to establish credibility among plant employees. The Champion is not left to work alone leading the initiative for their facility. Each plant is assigned an Area Organization Performance (OP) Manager from the Organization Performance & Development group, a headquarters-based function. The Area OP Manager manages the performance and development from strategy to execution for all manufacturing facilities in a given geographical area (region). These individuals hold a great deal of expertise and experience in sociotechnical redesign methods. The Area OP Manager initiates the process prior to Phase 1 by working with the plant manager and the plant management staff. The Area OP Manager leads some of the more strategic and/or complicated workshops as a way to guide the process and help set direction and while showing the Champion how to manage their role.

A comprehensive tool kit is supplied to the plant via the company intranet with separate tools for each HPWS phase. The HPWS principles were used to design some of the tool kits. The Area OP Managers met with the HPWS manager who led the effort to determine what types of tools would be the best to include for the HPWS Champions. Six OP Managers, each with 10–15 years of experience, contributed to the content of the tool kits. In mid-1997, the previous contributions were synthesized, and tool kit strategy was designed, called the Champion Tool Kit. Combining contributions from Organization Performance and Operations, five tool kits are now available—one for each phase and one called “Introduction to HPWS.” Each Champion must complete a certification process that assures he or she understands the tools and that the tools will be consistently applied throughout the Operations Division facilities. The certification process includes role clarification, certification on facilitation skills, applying knowledge and application of all tools in demonstrations, and participation in simulations designed around working through each HPWS phase. In keeping with HPWS principles, all tools undergo continuous improvement revisions. Since the OP Managers are actually in the facilities observing, and sometimes using the tools, they are in the best position to make suggestions on how the tools could be improved. Tool kits for the Introduction, Organization Assessment, Business Case for Change, and Design phases each have between 45–55 tools. Some tools are designated as core tools, or tools that must be applied during the process to ensure success. Other tools are designated as noncore tools, or optional tools, and are used according to the individual business needs of a particular facility.
Description of Stages and Key Tools

The High Performance Work Systems process consists of five phases:

1. Organizational Assessment (OA)
2. Business Case for Change (BCC)
3. Design
4. Implementation
5. Monitor and Improve (M&I)

The five phase process begins with a facility self-assessment of skills, attitudes, and systems. In the second phase, a business case for change is developed. Vision and strategic direction are established and reasons for change are communicated to the work force. Work and people systems are designed (redesigned) in phase three, using socio-tech and participative design tools. Appropriate tools for change are selected from the tool kit based on the previous assessment and presented to the workforce. In phase four, change is implemented and the way people work is redesigned. Phase five is evaluation and continuous improvement. Each facility monitors and evaluates for effectiveness, improvement, and problems. Successful initiatives are benchmarked and unsuccessful initiatives are continually improved upon. The following table (1) illustrates the activities involved in the five phases of HPWS.

<table>
<thead>
<tr>
<th>Event</th>
<th>Week Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Organization Assessment Phase (OA)</strong></td>
<td></td>
</tr>
<tr>
<td>Area Organization Performance Manager and Facility/Function Manager hold initial discussion</td>
<td>1</td>
</tr>
<tr>
<td>Area Organization Performance Manager and Steering Team hold initial discussions</td>
<td>1</td>
</tr>
<tr>
<td>OA Implementation plan formulated</td>
<td>1</td>
</tr>
</tbody>
</table>

**TABLE 1** Calendar of HPWS Events
### TABLE 1  Calendar of HPWS Events (continued)

<table>
<thead>
<tr>
<th>Event</th>
<th>Week Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>OA Survey administered</td>
<td>2–3</td>
</tr>
<tr>
<td>OA Data Analysis and Recommendations presented</td>
<td>4</td>
</tr>
<tr>
<td>Update presentation given to the workforce</td>
<td>5</td>
</tr>
<tr>
<td>Steering Team evaluation of the OA phase success</td>
<td>5</td>
</tr>
<tr>
<td>OA phase culmination report completed</td>
<td>6</td>
</tr>
<tr>
<td><strong>2. Business Case for Change Phase (BCC)</strong></td>
<td></td>
</tr>
<tr>
<td>Steering Team completes Guiding Successful Change Workshop</td>
<td>6</td>
</tr>
<tr>
<td>Steering Team develops and implements a facility-wide communication plan</td>
<td>7</td>
</tr>
<tr>
<td>Steering Team develops and implements a facility-wide education plan</td>
<td>7</td>
</tr>
<tr>
<td>Site visits are conducted to other high performance companies</td>
<td>7 and beyond</td>
</tr>
<tr>
<td>Celebrate progress</td>
<td>7 and beyond</td>
</tr>
<tr>
<td>Continue education of Steering Team and work force</td>
<td>7 and beyond</td>
</tr>
<tr>
<td>Activity logs kept current</td>
<td>7 and beyond</td>
</tr>
<tr>
<td>Develop Business Case Workshop (1st session)</td>
<td>8</td>
</tr>
<tr>
<td>• Introduction and Gaining Approval tips</td>
<td></td>
</tr>
<tr>
<td>• Steps 1 and 2 (of 9)</td>
<td></td>
</tr>
<tr>
<td>Strategic Document Workshop (Part 1)</td>
<td>8</td>
</tr>
<tr>
<td>• Mission Statement</td>
<td></td>
</tr>
<tr>
<td>• Vision Statement</td>
<td></td>
</tr>
<tr>
<td>• Critical Success Factors fully defined</td>
<td></td>
</tr>
<tr>
<td>Develop Business Case Workshop (Session 2)</td>
<td>11</td>
</tr>
<tr>
<td>• Steps 3 and 4</td>
<td></td>
</tr>
<tr>
<td>Strategic Document Development Workshop (Part 2)</td>
<td>12</td>
</tr>
<tr>
<td>• Core Values identified and defined</td>
<td></td>
</tr>
<tr>
<td>• Driving value identified and defined</td>
<td></td>
</tr>
<tr>
<td>3-month mark</td>
<td></td>
</tr>
<tr>
<td>Develop Business Case Workshop (Session 3)</td>
<td>13</td>
</tr>
<tr>
<td>• Step 5</td>
<td></td>
</tr>
<tr>
<td>Facility-wide Vision Communication and Validation</td>
<td>14</td>
</tr>
<tr>
<td>• Strategy validated and “signed-off” by work force and other key stakeholders</td>
<td></td>
</tr>
<tr>
<td>Event</td>
<td>Week Number</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Develop Business Case Workshop (Session 4)</td>
<td>16</td>
</tr>
<tr>
<td>Steps 7, 8, and 9</td>
<td></td>
</tr>
<tr>
<td>Gaining approval tips</td>
<td></td>
</tr>
<tr>
<td>Business Case (including high-level implementation plan) presented and approved</td>
<td>20</td>
</tr>
<tr>
<td>Steering Team develops an overall HPWS Implementation Plan</td>
<td>21</td>
</tr>
<tr>
<td>Update presentation to the work force</td>
<td>22</td>
</tr>
<tr>
<td>Steering Team evaluation of the BCC phase success</td>
<td>23</td>
</tr>
<tr>
<td>BCC phase culmination report completed</td>
<td>24</td>
</tr>
<tr>
<td>3. Design Phase</td>
<td></td>
</tr>
<tr>
<td>Steering Team clarifies roles (Kraft uses a Role Clarification Workshop)</td>
<td>25</td>
</tr>
<tr>
<td>Facility-wide communication and education plan updated</td>
<td>26</td>
</tr>
<tr>
<td>Steering Team completes their own long term charter</td>
<td>27</td>
</tr>
<tr>
<td>Steering Team completes Design Team charter template</td>
<td>27</td>
</tr>
<tr>
<td>Design Team Selection process (using a selection tool)</td>
<td>28–30</td>
</tr>
<tr>
<td>Design Team and Steering Team clarify how they will work together (Kraft uses an Initiation Workshop and Inter-team Relationship Building Workshop)</td>
<td>31</td>
</tr>
<tr>
<td>Steering Team and Design Team complete an Introduction to Star Point Systems workshop (facilitated by Area Org. Performance Manager)</td>
<td>32</td>
</tr>
<tr>
<td>Design Team receives education on the Design phase and the process of redesigning work</td>
<td>33–35</td>
</tr>
<tr>
<td>Design Team provides update to Steering Team</td>
<td>36 to final approval</td>
</tr>
<tr>
<td>Steering Team and Design Team provide update to Headquarters</td>
<td>37 to final approval</td>
</tr>
<tr>
<td>Steering Team and Design Team update the work force</td>
<td>37 to final approval</td>
</tr>
<tr>
<td>Final approval of the new design</td>
<td>59</td>
</tr>
<tr>
<td>4. Implementation</td>
<td></td>
</tr>
<tr>
<td>Steering Team evaluation of the Design phase success</td>
<td>60</td>
</tr>
<tr>
<td>Design phase culmination report completed</td>
<td>61</td>
</tr>
</tbody>
</table>

*Kraft Foods*
### TABLE 1 Calendar of HPWS Events (concluded)

<table>
<thead>
<tr>
<th>Event</th>
<th>Week Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility-wide communication plan updated</td>
<td>64</td>
</tr>
<tr>
<td>Facility-wide education plan updated</td>
<td>64</td>
</tr>
<tr>
<td>Overall HPWS Implementation plan updated</td>
<td>64</td>
</tr>
<tr>
<td><strong>15-month mark</strong></td>
<td></td>
</tr>
<tr>
<td>Design Implementation Team receives education on team initiation, inter-team relationships, and how to implement the new design</td>
<td>67–68</td>
</tr>
<tr>
<td>Design Implementation Team p provides update to Steering Team</td>
<td>69 to final approval</td>
</tr>
<tr>
<td>Steering Team and Design Team provide update to Headquarters</td>
<td>70 to final approval</td>
</tr>
<tr>
<td>Steering Team and Design Team update the work force</td>
<td>70 to final approval</td>
</tr>
<tr>
<td>Final approval of new design Implementation Plan</td>
<td>74</td>
</tr>
<tr>
<td><strong>17-month mark</strong></td>
<td></td>
</tr>
<tr>
<td>Pilot new design Implementation Plan</td>
<td>3 months</td>
</tr>
<tr>
<td><strong>5. Monitor &amp; Improve</strong></td>
<td></td>
</tr>
<tr>
<td>Evaluate pilot</td>
<td>3 more months</td>
</tr>
<tr>
<td>Expansion Plan complete</td>
<td>2 more weeks</td>
</tr>
<tr>
<td><strong>23.5 months</strong></td>
<td></td>
</tr>
</tbody>
</table>

## Introduction to HPWS

This is not a true phase, but a tool kit was developed to explain the specific Kraft Foods strategy behind the HPWS initiative. Slides from the initial business case presented to senior managers, an introductory narrative, and phase charts, along with multipurpose tools, are included in this kit. Multipurpose tools are applied throughout the process in any phase. Examples of multipurpose tools are creative thinking techniques, how to create effective presentations, and change management information.

## Phase 1—Organization Assessment (OA)

This phase determines how ready and able the organization is for the type of change that occurs when introducing and implementing an HPWS. The OA phase takes approximately six weeks. A fundamental tool uses data collection and analysis through the administration of a survey to all facility employees. Survey questions fall into four major change areas for analysis: Leadership, Systems & Processes, Job Design, and Dealing with Change. Employees are asked to read the question and use a numerical scale to answer in two ways: first, their view of the world today and second, their perception of the ideal future state. In addition to the four major change areas, the data is
analyzed according to core values that were established by the design team. Table 2 provides a sample of a question per core value category:

**TABLE 2  Phase 1 Key Tool: Organization Assessment Survey Excerpts**

Each question begins with: *The working environment in my organization...*

<table>
<thead>
<tr>
<th>Core Value Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborative Efforts</td>
<td>seeks a lot of input for decisions that impact the whole organization</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>wants employees to suggest changes to the way things are done</td>
</tr>
<tr>
<td>Cost Effectiveness</td>
<td>thinks of cost-saving ideas when making decisions</td>
</tr>
<tr>
<td>Customer Conscious</td>
<td>has a process for external customers to tell us their requirements</td>
</tr>
<tr>
<td>Empowering Practices</td>
<td>wants all employees to willingly own their tasks</td>
</tr>
<tr>
<td>Innovative Practices</td>
<td>wants employees to question the way things are done</td>
</tr>
<tr>
<td>Job Structure</td>
<td>has jobs designed that support the way work is actually done</td>
</tr>
<tr>
<td>Long-Term Orientation</td>
<td>helps employees plan to achieve long-term goals</td>
</tr>
<tr>
<td>Open Communication</td>
<td>gives timely information about the organization's performance</td>
</tr>
<tr>
<td>People Concerns</td>
<td>wants everyone to be treated fairly</td>
</tr>
<tr>
<td>People Development</td>
<td>wants workers to cross-train and rotate jobs</td>
</tr>
<tr>
<td>Productivity</td>
<td>gets the most use out of all equipment and resources</td>
</tr>
<tr>
<td>Quality</td>
<td>uses procedures that make sure quality goals are met</td>
</tr>
<tr>
<td>Safe Practices</td>
<td>expects safety hazards to be fixed quickly without approval from a manager</td>
</tr>
<tr>
<td>Sense of Urgency</td>
<td>allows workers closest to a problem to make decisions</td>
</tr>
<tr>
<td>Teamwork</td>
<td>helps people participate in cross-functional teams</td>
</tr>
<tr>
<td>Technological Awareness</td>
<td>increases the organization’s technical skills by using technology and training</td>
</tr>
<tr>
<td>Trust</td>
<td>wants everyone to share good and bad news; the messenger is not punished</td>
</tr>
</tbody>
</table>

Overall, results from the survey measure employee responses in several areas:

1. Whether or not they believe the current environment is consistent with HPWS behavior

2. The level of perceived need (high or low) for change

3. How significant the gaps are in the general understanding of HPWS concepts

Survey data may be manipulated for analysis in many different ways and can (and should be) used throughout the entire HPWS process. The Area OP Manager, along with the
Champion and plant management, prepare a culmination report from the data and deliver the results to the work force. The survey data is also used to prepare the business case.

The Organization Assessment has six steps (see Exhibit 1):

1. *Initial Management Awareness*

   The purpose is to develop awareness and definition around HPWS and gain support from Management. A tool is provided to facilitate discussion between Management and the Area OP Manager.

2. *Data Collection*

   This tool helps the Area OP Manager and the Steering Team collect and analyze data that determines the change factors for implementing HPWS. The tools used for this process are:
   - HPWS Systems Survey
   - OA Survey
   - Interviews and focus groups
   - Data Analysis and determination of next steps

3. *Data Analysis*

   This tool documents the Organizational Assessment Phase for the facility or function. It is a guide for preparing a culmination report after all data and survey results have been compiled.

4. *Conclusions and Recommendations*

   See above. The results of the data analysis help determine the conclusions and recommendations for the facility or function.

5. *Planning Next Steps*

   The facility or function tracks its progress through the Organizational Assessment Phase as the information becomes available. An activity log provides sound documentation of activities and knowledge gained during the OA Phase.
6. **Initial Workforce Awareness**

This step creates awareness of HPWS and gain support from the entire workforce. Most often this takes place in the form of a presentation that introduces and expounds the benefits of moving to an HPWS environment.

**Phase 2—Business Case for Change (BCC)**

The BCC phase has a two-fold purpose:

1. The facility develops a long-range plan for implementing HPWS and prepares an education/training plan reflecting the development needs of the workforce.

2. The facility develops business reasons that help it acquire the necessary funding to meet the long-range plan and the training needs.

This phase takes approximately 18 weeks to complete. During this time, a Steering Team is chartered. This is the group that oversees the process and usually consists of facility management and representatives from the hourly work force. This group also sets the strategic direction for the HPWS process. The HPWS Champion is a member of the Steering Team, and the Area OP Manager works very closely with this group to help keep everything on track. The Steering Team drives the activities that build the business case.

There are nine steps involved in developing the BCC.

1. Define the facility’s mission, vision, values, and critical success factors and how these strategic documents correlate to the Kraft Foods mission, vision, values, and critical success factors.

2. Identify and develop the rationale for the change actions required to achieve the facility’s mission, vision, and critical success factors.

3. Determine the strategic direction and timing of the change effort.

4. Estimate a financial break-even point.

5. Perform a “reality check” with corporate stakeholders, those people who have a vested interest in the success of HPWS.

6. Define changes in roles and responsibilities for stakeholders due to changes that naturally occur when moving to a high-performance environment.

7. Identify barriers to achieving the critical success factors.
8. Identify and define implementation support needs.

9. Present BCC to management and corporate stakeholders.

Step 1 is the foundation for this phase where facility-wide plans for communication, education, and implementation are developed. Other strategic documents to develop include a mission statement and a vision statement. The data on core values from the assessment survey in Phase 1 is drawn upon to define values that are the fundamental principles that guide the actions of individuals. In addition, critical success factors are developed that are intermediate steps critical to achieving the vision. Critical success factors provide specific, intermediate milestones for the employees to focus on, thus making the journey more manageable.

**Phase 2 Key Tool: Developing Strategic Documents**

The Mission articulates the facility or function’s “reason for existence.” The Vision articulates “the long term direction.” The Critical Success Factors spell out the “intermediate steps critical to achieving the Vision.” Lastly, the Values are the “written and unwritten rules that govern the behavior of all employees.” Developing the strategic documents is just as important as the final documents themselves. The Steering Team spends a great deal of time (upto one week) formulating, debating, and validating these key documents to “make them their own,” specific to their facility or function. It continues to strengthen their sense of being a team and helps everyone focus on the same goals. This cannot happen if they just copy another facility or function’s documents.

The strategic documents form the core of the facility or function’s BCC. They define the direct and indirect business results expected. Direct business results are typically measured such as sales, share, volume, consumer complaints, ROI, and so on. Indirect business results are focused more on the people aspects, for example, job satisfaction and turnover.

Each Kraft facility reviews the results from the Organization Assessment phase to develop the framework around which the Strategic Documents are built. The Steering Team looks at each value category in the assessment for insight into what things are like now and what they could be like.

**Developing a Mission Statement**

The mission statement articulates why the organization exists. This statement is a simple set of statements that focus on today. The key components of a mission statement are:

- primary justification for existence
- line(s) of business
• customer

• products/services provided

• how products/services are provided

_steps to create the mission statement_

1. Brainstorm key components

2. Determine what “we” worry about every day (customers, quality, employees, cost)

3. Determine why we exist

4. Develop a draft statement

5. Discuss

6. Finalize

_developing a vision statement_

A vision statement has a long-term focus and describes the organization in its ideal state. It provides a clear goal for members of the organization to work toward over the long term. The key components to a vision statement are:

• market share

• profitability

• impact on competition

• impact on employees

• impact on customers

_steps to create a vision statement_

1. Work on one component at a time

2. Determine the defining characteristics—does it instill passion, communicate a clear, visual image, align with the future external market? Are the goals bold and outrageous, but possible? Does it contain a specific timeframe, and is it easy to remember?

3. Develop a draft statement
4. Discuss

5. Finalize

**Developing Critical Success Factors (CSF)**
Critical success factors are the intermediate steps that provide specific milestones critical to achieving the vision. Components of critical success factors are:

- What is critical to achieve our vision?
- What can we do to achieve our vision?
- What will drive us to excellence?

Critical success factors have quantifiable measures such as a percentage, a completion date, or hard numbers. Some examples of CSF’s include:

- Maximize customer service
- Provide exceptional quality and service
- Produce at lowest imaginable cost
- Develop an effective tea-based organization
- Increase the growth of product volume
- Implement and maximize use of all technology
- Maximize quality of worklife, diversity, job satisfaction, and community involvement

**Directions for Developing Critical Success Factors**
1. Brainstorm no more than eight and no fewer than four factors that are driving your business to change.

2. Put the change factors through a gap analysis of where the organization is now versus where it needs to be to reach the vision or the ideal.

3. The gaps form the basis for the critical success factors.

4. Write out no more than eight critical success factors.

5. Discuss, finalize, and test.

6. Define by: target action, goal, time, measure.
**Critical Success Factor Test**

- Is it critical to make the vision happen?
- Does it support the mission?
- Does it contain specific, understandable goals and measures?
- Will it drive us to excellence (at least 25% better than where we are now)?
- Is it something we can do?
- Do we have control over the implementation barriers?
- Is it easily understood and remembered?
- Does at least one critical success factor leverage the employee as an asset?
- Will it last more than one year?

**Defining the Values**

Defining the values helps toward understand the rules, both written and unwritten, that govern behavior. Begin with determining what these rules could be. Then identify the core values for your organization. Refer to the 18 core values in the Organization Assessment phase. Gain agreement among employees, management, and the Design and Steering Teams. Communicate the core values to the organization.

Before concluding the BCC, the Steering Team makes recommendations for the reward and recognition system. Careful consideration should be given to this piece due to the volatile nature of the subject among employees. Kraft is not at a point where teams are at a mature-enough level to manage total self-management, including peer evaluation, compensation decided by team members, discipline decided by team members, and so on. An alternative compensation system is usually implemented when teams are well into the fully practicing stage on the continuum.

**Phase 3—Design**

The purpose of the Design phase is to build on the information from all of the strategic documents and apply that toward the new design of a work process. The new design will include sociotech concepts that align people and work systems in a process of planning how the organization will look. Significant and lasting results from a new design come from using an approach that considers all of the elements of the system and creates alignment among those elements. With this in mind, Kraft’s high performance
methodology believes heavily in the team approach to job performance. A facility may choose from two design methods:

1. **Whole System Design**—A method that utilizes a critical mass of about 40–100% of facility employees as the initial design team. Whole System strives for direct and full participation of all employees during the process of redesigning their own work and people systems in two two-day workshops led by an Area OP Manager. The first workshop is focused on analyzing technical or work systems and the second workshop analyzes the social or people systems to create a high level design that jointly optimizes all systems. The Whole System approach uses simple but powerful tools and concepts that provide an opportunity for employees and their managers to collaboratively self-manage their way through the redesign process. After completing the two workshops, the Steering Team charters a smaller core design team to finalize, move forward, and implement the work from the two workshops. The smaller design team works very closely with the people who attend the workshops. This process creates democratic structures where workers are directly involved in analyzing and redesigning their own work and relocates responsibility for design with those who will make it work. The Whole System approach is a faster implementation because a “critical mass” is involved in creating their future and they have a vested interest in seeing the new design succeed. This approach provides a unique opportunity for employees to understand and visually see how their work impacts other departments. The only real downside to this approach is the four-day commitment for a large number of employees.

2. **Design Team Method**—The most familiar method where the Steering Team selects and charters a Design Team whose members represent a diagonal slice of the organization being redesigned. The Steering Team uses interviewing techniques when selecting the 8 to 15 Design Team members. The same sociotech principles are applied in this method—aligning work and people systems to create the design. Input and data are gathered from employees and stakeholders not on the Design Team in order to provide a vehicle for involvement and input into the new design. The Design Team method generally takes from 4–10 months to finish, depending on the complexity of the process being redesigned. The benefits of this method are the low number of employees required to be away from their jobs for months at a time and the amount of in-depth knowledge they gain about the facility. However, the Design Team and the Steering Team are the only people heavily involved in the 4–10 month period of intense design work. This situation can cause anxiety among the workforce waiting for (and sometimes speculating) about the results. It is crucial that the communication plan is administered frequently.

Work and People Systems (Table 3) also include business systems of revenue, expense, and asset utilization.
TABLE 3 Differences in Systems

<table>
<thead>
<tr>
<th>Work Systems</th>
<th>People Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>The design is created to put systems in place:</td>
<td>The systems are designed to do these things:</td>
</tr>
<tr>
<td>• organization &amp; flow of work</td>
<td>• organization structure</td>
</tr>
<tr>
<td>• tasks and activities</td>
<td>• organization design</td>
</tr>
<tr>
<td>• use of technology, software, or equipment</td>
<td>• decision making</td>
</tr>
<tr>
<td>• physical layout</td>
<td>• team design</td>
</tr>
<tr>
<td></td>
<td>• performance improvement</td>
</tr>
<tr>
<td></td>
<td>• training &amp; development</td>
</tr>
</tbody>
</table>

Phase 3 Key Tool: Design Phase Activities

Regardless of the method chosen, there are universal activities in the Design phase:

1. Design team selected—This begins in the BCC phase. The Steering Team identifies and interviews candidates.

2. Update the Steering Team charter—As the HPWS process moves into the Design phase, revisions may be made based on what has been learned during the BCC phase.

3. Clarify the role of the Steering Team—After the Design Team is in place, the Steering Team reviews the two charters for unclear areas or points of conflict, then finds solutions.

4. Design team initiation—This step helps the members understand their new role as well as how to work effectively as a team. The Steering Team clarifies expectations, deadlines, and the commitment required.

5. Education—This is an ongoing process for both the Design Team and the Steering Team to help strengthen their understanding and knowledge of HPWS. Education can be accomplished through outside workshops on change management, teamwork, business skills, management; by reading books, or by site visits to other companies already practicing HPWS.

6. Analyze technical systems and social systems, create the design, and gain approval—This is the heart of the Design phase, redesigning a process. Specifically, this process includes gathering data on the “as-is” state or what the process looks like now. For example, mapping the current process in a flow chart by interviewing the workers, identifying the variances from the process map, and brainstorm possible solutions. The next step is to determine the “to-be” state, or the way the process should look. This includes developing a preliminary design, preliminary team analysis, making sure that both work and people systems are included in the
preliminary design. After preliminary analyses are complete, a final design is agreed upon, including teams and what work each team will perform. The Star Point tool is an introduction to the concept of transferring more responsibility for managing a total work process from management and/or functional groups to process operators.

7. **Commitment**—To the HPWS process, this is an ongoing activity among Design Team and Steering Team members and the workforce who will live the new design.

**Phase 3 Key Tool: Variance Analysis**

Another key Design Team tool is the variance analysis. Data from the analysis is applied from initial development through final design.

**Purpose**

- To take data from process maps and subject matter expert interviews and uncover, prioritize, and analyze variances that occur in each step
- To determine how the process could be changed or managed differently so a new work process can be developed that eliminates or reduces the number of times the variance occurs
- To begin brainstorming possible solutions to the variances that can transition to the development of a new design for the process
- A variance is a difference in an outcome or result other than what is expected. It can occur across the process or in very specific areas
- A variance is either an information gap, a recurring error, or a recurring issue that holds up work and negatively impacts quality, cost, delivery, safety, or morale.

**Description**

- Design Team members develop a shared understanding of the current system through interviews and their own knowledge. They then begin to identify changes in the system that will eliminate or reduce the occurrence of variances and allow for a correction closer to the source.
- Begin with process owner interviews and brainstorm sessions. Work with several variance analysis and variance solution worksheets to develop solutions.
The Variance Analysis Process

1. *Brainstorm and collect the variances*

   Some variances will come directly from the process maps and subject matter expert (process owners) interviews. Involve the process owners as much as possible to gain buy-in for the new design along the way. Make sure they are clear. For example, “communication” is not a variance. Ask what it is about communication that is causing the problem.

2. *Categorize the variances according to organizational system (people, work, business).*

   Examples of where to look for work system variances:
   
   - core technology
   - facility/department design
   - equipment
   - production layout
   - work flow
   - work area layout
   - skill requirements

   Examples of where to look for people system variances:
   
   - management philosophy
   - organization/department design
   - organization/department structure
   - levels of hierarchy
   - roles and responsibilities
   - decision making procedures
   - skill level classifications

   See Table 4 for more information.
### TABLE 4  Variance Classification Worksheet

<table>
<thead>
<tr>
<th>Variance</th>
<th>Technical Systems</th>
<th>Social Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inconsistent performance of same task</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Process has rework or overlap in machine work</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

3. *Identify the Key Variances*

Rank the variances in order of their importance against the critical success factors developed in the BCC. This procedure allows the Design Team to determine the most important variances. Apply the 80/20 rule when determining the most important variances to select—80% of the problems come from 20% of the variances.

It will be up to the Design Team as to how many key variances they choose to work with. Whatever is left over should be stored for later work that could be performed by either the Design Team or the individual employee work teams. The ranking session (see Table 5) is lead by the HPWS Champion.

### TABLE 5  Variance Ranking Worksheet

*Ranking Scale*

0 = No impact  
1 = Very low impact  
2 = Low impact  
3 = Some impact  
4 = High impact  
5 = Very high impact

<table>
<thead>
<tr>
<th>Variance</th>
<th>Critical Success Factor #1</th>
<th>Critical Success Factor #2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Secured Customer Confidence</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(list quantitative details here)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Delivery of products for customers (x)% or schedule</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multiple schedule changes</td>
<td>4</td>
<td>5</td>
<td>Average</td>
</tr>
</tbody>
</table>
4. *Analyze the Variances*

A critical cause is the most frequent cause of or has the largest impact on the variance. Work with one variance at a time. Write the variances and the associated critical cause in the spaces provided (see Table 6). Use two worksheets—one for work system variances and one for people system variances.

**TABLE 6  Variance and Critical Cause Worksheet**

<table>
<thead>
<tr>
<th>Variance</th>
<th>Critical Cause</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Next use the worksheet and look at all of the variances and their causes to determine where the variance controlled and how it could be moved closest to the source. Use the worksheet (Table 7) for work system variances then people system variances.

**TABLE 7  Determining Variances and Their Sources Worksheet**

<table>
<thead>
<tr>
<th>Key Variance</th>
<th>Cause</th>
<th>Where it's found</th>
<th>Where it's fixed</th>
<th>How to move it closest to the source</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. **Develop Possible Solutions**

The Champion, Design Team, and process owners meet to make sure everyone is clear on the information from all of the variance analysis worksheets before they begin to use the worksheet to brainstorm possible solutions (see Table 8). Look at these areas when brainstorming:

- organization (department) and work flow
- tasks and activities performed
- use of technology, software, and equipment
- physical layout
TABLE 8  Brainstorming Worksheet

<table>
<thead>
<tr>
<th>Variance</th>
<th>Possible Solution</th>
<th>Barriers to the Solution</th>
</tr>
</thead>
</table>

You are now ready to create the new design. Make sure to align work and people systems; to determine current responsibilities of each job affected and the time it takes to perform the tasks of the job; to plan out how the facility or department being redesigned would function in a team environment, the team structure, and member roles and responsibilities.

**Phase 4—Implementation and Monitor and Improve**

The Implementation phase takes the new design and aligns all activities and support processes. The major output of the Implementation phase contains:

1. A transition hand-off plan
2. The role and accountabilities of the Steering Team during the phase
3. Preparation of employees for the changes that will take place as a result of the new design
4. A project management type plan for “phased” implementation of the new design
5. How to measure the performance of the new design

After the new design is approved, the Design Team must determine the best way to implement it. A transition hand-off plan helps them determine how to implement the new design and is a critical element to successful implementation.

**Phase 4 Key Tool: Transition Hand-Off Plan**

Use this tool to develop a plan for transferring work from one team or individual to another team or individual. Use the feasibility tool as an audit to determine whether the plan is possible.

A hand-off plan is a systematic process for deciding which tasks can be transferred. It’s called a hand-off plan because tasks are “handed-off” to teams or individuals who can perform them. There are usually two separate hand-off plans: one for the work performed
by the management, and another for the work performed by support departments like shipping, quality, human resources, or purchasing.

A *Hand-off Feasibility* analysis should be used in conjunction with the transition plan to determine if the plan to hand off tasks can actually work, based on the current work environment.

The HPWS Champion has primary responsibility for seeing that the hand-off plan gets developed. The Design Team and subject matter experts play a key role in developing the actual plan.

The Activities Analysis Log (Table 9) determines the activity, the time it takes, and its strategic importance. (The arrows in the “other” category refer to hierarchy—above/below.)

**TABLE 9  Activities Analysis Log Worksheet**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Strategically Important</th>
<th>Automate (A)</th>
<th>Eliminate (E)</th>
<th>Transfer (T)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self</td>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td>↑↓ —</td>
</tr>
</tbody>
</table>

Write the strategically important task and to whom it should be transferred on the disposition of tasks worksheet (Table 10). These categories will be area, department, and company specific. Write an “X” in the appropriate box.

**TABLE 10  Disposition of Tasks Worksheet**

<table>
<thead>
<tr>
<th>Task</th>
<th>Team Member</th>
<th>Outside of Team</th>
<th>Team Leader</th>
<th>Management</th>
</tr>
</thead>
</table>

Look for whether the plan overloads one individual, or if a time consuming task is given to someone already burdened with value added, but time consuming activities. Also confirm that all tasks should be performed and not eliminated or automated. Make sure the individual or team receiving the task demonstrates understanding of how performing the task effects the business.
Monitor and Improve is the process of applying continuous improvement once the design is implemented. In most cases, this is an audit of the current situation as compared with the new design. One example of an audit is the Work Team Self-Assessment tool that can be administered quarterly or as needed. The purpose of this tool is to provide the team a view of how each team member rates working with the other team members. By sharing the results, the team gains better team communication that leads to higher productivity because the team focuses on how it interacts.

### Phase 4 Key Tool: Work Team Self-Assessment

The following excerpts are questions answered by each individual team members. Results are analyzed by either the HPWS Champion or the Team Leader. Team effectiveness is rated on a scale of 1 to 5, with 5 being the best rating. Ratings are placed next to each phrase.

**Role Clarity**
Team members clarity around their roles

Team members clarity around responsibilities

Team members clarity around authority (clear or ambiguous)

**Priorities**
Team meets on a regular basis to discuss priorities

Team meets on a regular basis to discuss work objectives and ways to manage changes in priorities as they occur.

**Planning and Goal Setting**
The team sets goals and develops a detailed project plan.
**Decision Making**

Decisions are made as a team through group participation and input.

**Feedback**

Team members share their perception of the behavior of others and its effect on the team performance. The team has a proven system for team members to receive timely, clear, and accurate performance feedback.
Evaluation

Kraft measures HPWS to include business system results as well as people and work system results. Kraft expects to improve bottom line financial performance by 30–50% over a 3 to 5 year period. Expectations are that high performing organizations improve bottom line financial performance 3–7% faster than “traditionally” designed organizations. Kraft also expects improvements after redesign to average at a 6.8% greater improvement per year. In one facility where production was decreasing and costs were increasing, they managed to increase employee training and still save money. For example, salaried positions were reduced by 8%; the policy on overtime pay was re-evaluated and changed resulting in continuous cost savings and outside support was eliminated (for example, clerks, technical writers). In addition, through redesign they realized a $.25 per case cost reduction. Another facility who used the Whole System approach to design is reporting significant improvements in line efficiency, down time, and ability to meet case counts. They are confident that they will be a facility of choice for new product lines. All of these results were goals and objectives stated in their business case.

Kraft also sees proof that by implementing their best practices around the tool kits, additional positive results are achieved. By consistently applying the tools across Operations, Kraft is assured that people and work systems are aligned during the redesign process. Consistent application of the tools has resulted in HPWS Champions developing skills to become internal consultants for the company. To date, 22 plants have progressed to a point in the process where they can claim the Champion as an internal consultant, therefore relying less on outside support that quickens the process and reduces costs. Another area where Kraft has seen the tools contribute to the success of the HPWS initiative is the annual Organization Performance and Development Conference. Attendance increased to 185 participants in 1999, up from 92 participants in 1998. The attendees included hourly HPWS representatives, human resource staff, plant and corporate management, and area vice presidents. The majority of topics were focused on facility and function employees presenting best practices being applied around the HPWS process. The level of excitement and interest generated at these types of conferences instills the commitment that will sustain the momentum needed to continue the success of HPWS.
EXHIBIT 1: Organizational Assessment—Phase I

Initial Information Exchange
- Area OP manager with Facility/Function Manager
- Facility tour/Function discussion “tour” with Manager
- Presentation to Management Team
- Agree on next steps/roles & responsibilities
- Review Learning Evolution Chart

Data Gathering
- Organization Assessment Survey
- Management/staff interview
- Focus groups
- HPWS systems assessment with management team

Data Analysis
- Develop conclusions, recommendations and next steps
- How can you use the Organization Assessment to help your employees become ready, willing and able to change?

Data Presentation
- Clarification and buy-in with Manager
- Clarification and buy-in with Management staff
- Inform the work force
- Agree on next steps

Transition
- Evaluate OA success
- Culmination Report
- Reward and Recognition

Phase II
About the Contributors

Iris Lemmer (ilemmer@kraft.com) has more than 18 years of experience in human resources, organization development, change management, and consulting for high performance work systems. From 1993–96, Lemmer helped to start up Kraft’s first self-directed work team as the manager of the HPWS team. In her current role as associate director, field organization performance, operations, Lemmer is responsible for managing the design and implementation of High Performance Work Systems throughout field operations. She has also held the positions of regional organization performance manager and project manager for high performance work systems, operations at Kraft. For the first 7 years of her career, Lemmer designed and delivered training and OD interventions in the retail industry. In 1987, Lemmer joined Helene Curtis where her key focus was implementing people involvement and total quality management. Lemmer led the first sociotechnical redesign teams at Helene Curtis, which resulted in a 40% productivity improvement in high speed shampoo lines. In 1991, Lemmer joined Kraft Foods to help Kraft implement TQ efforts.

Jane Brent (jbrent@kraft.com) has more than 18 years of experience in customer service, sales, training, and performance management and development. Brent joined Kraft Foods in 1999 as a performance and development manager specifically focused on designing the strategy and tools for the continued growth of the HPWS process. She worked in customer service and sales for Owens-Corning Fiberglas for 7 years, exceeding sales goals, helping customers plan business strategies, and educating their employees and the general public on fiberglass products. During the next 7 years, Brent was with the commercial printer R. R. Donnelley & Sons where she focused on developing curriculum, designing and implementing development programs, and working as an internal consultant on strategy. In addition, Brent spent time participating and leading several design teams in the corporate headquarters functions. In 1996, Brent became an independent consultant, taking on contracts that included everything from introducing a new technical system to employee development strategy.