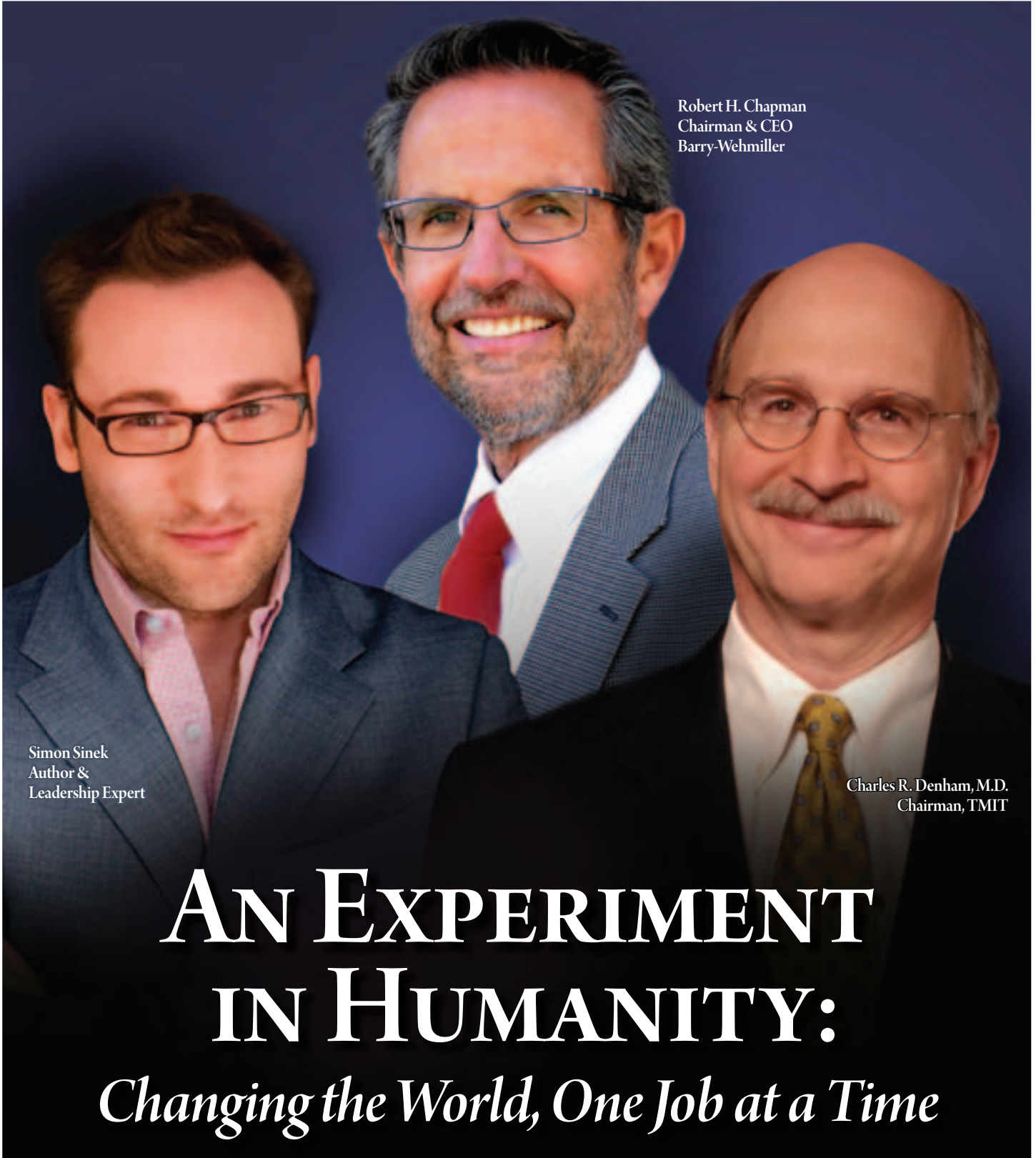


Barry-Wehmiller

PERSPECTIVE

SPRING 2011



Robert H. Chapman
Chairman & CEO
Barry-Wehmiller

Simon Sinek
Author &
Leadership Expert

Charles R. Denham, M.D.
Chairman, TMIT

AN EXPERIMENT IN HUMANITY:

Changing the World, One Job at a Time

Barry-Wehmiller

Uniting the Brands You Know and Trust

Accraply Stanford Trine
CMS Graham Engineering
Barry-Wehmiller International Resources
think3 Engineering Services Division
Design Group Stahlman Group
Delphey-Gerdes Engineering
FleetwoodGoldcoWyard Wiebe AMBEC
CBI I&H Jetstream ABC Conveyor
Meyer Conveyair CVC Systems
HayssenSandiacre Wright Machinery
Rose Forgrove MarquipWardUnited VortX
Apollo PCMC F.L. Smithe Webtron
PneumaticScaleAngelus Delamere & Williams
Zepf Mateer Burt Consolidated Pfaudler
Akron Packaging Carr Centritech IAC
Thiele Technologies Frontier
Bemis Packaging Machinery Edmeyer
Slidell SWF Streamfeeder Dyna-Pak
McDowell International Padlocker Tri-Sterling
Salwasser Tisma Master Palletizer
GSMA Systems Nigrelli Systems Ro-An
Hudson-Sharp

Through a series of strategic acquisitions over the past two decades, Barry-Wehmiller has united some of the most recognized names in the capital equipment and services industry. From Accraply to Zepf, these are the brands you know and trust.

With annual revenues surpassing \$1 billion, the combined strength of these businesses has allowed Barry-Wehmiller to emerge as a diversified global supplier of engineering consulting and manufacturing technology solutions across a broad spectrum of industries, with more than 5,500 team members serving the global marketplace in over 65 locations worldwide.

www.barry-wehmiller.com

Barry-Wehmiller



Barry-Wehmiller PERSPECTIVE

SPRING 2011



A team of manufacturing associates in Phillips, Wis., gathers for its daily touch meeting—one of several leadership practices observed by Dr. Charles R. Denham, who reflects on his experiences on **page 6**.



COVER: In this issue, two distinguished thought leaders share their reflections on the unique power and potential of Barry-Wehmiller's people-centric vision.

FEATURES

- 4 **Living Legacy of Leadership**
- 5 Letter from the **Chairman & CEO Robert Chapman**
- 6 **An Experiment in Humanity**
Changing the World, One Job at a Time
- 8 **Barry-Wehmiller University**
Exploring New Horizons
- 9 **Honoring Our Heritage**
Lou Umsted, 30-Year Director of Barry-Wehmiller
- 10 **Building Our Future**
Spotlight on Acquisition Growth
- 11 **Walking the Walk**
The Power of L³ to Create Leaders, Strengthen Teams
- 12 **What We Believe**

Barry-Wehmiller

L³ LIVING LEGACY OF LEADERSHIP

The convergence of the Guiding Principles of Leadership and Lean Enterprise

We commit to a sustained leadership model that creates a culture where each of us returns home with a sense of fulfillment.

- Share the vision of a vibrant future, driven by empowered individuals working in teams, committed each day to continuous improvement.
- Chart our progress in a way that reflects our passion for people.
- Daily communication, sharing, and listening:
 - Connects team members to the vision;
 - Recognizes, encourages, and inspires people.
- A partnership of trust fosters an environment of responsible freedom.
 - In an environment of responsible freedom, we are inspired to contribute our gifts and talents, have a bias for action, and are accountable for the outcome.
- By coming together in cross-functional interaction, we leverage our collective knowledge and build empathy for others, resulting in improved processes.
 - When we have empathy, we understand, respect, and value others' perspective.
- As leaders, we encourage others to discover, develop, and apply their talents, enabling them to reach their full potential.
 - Each of us has the capacity to lead and inspire others through our actions.
- Through recognition and celebration of individual and team achievements, we strengthen the heart and soul of the organization.

As we move forward on this journey, we will be inspired to engage our head, heart, and hands to create habits that result in extraordinary levels of achievement and fulfillment.

Among the various adjectives often used to describe Barry-Wehmiller—diversified, global, disciplined, high-performing, people-centric—the most significant to us has been perhaps one of the most simple: *human*.

As we have continued to build on our four decades of rich leadership experiences, this profound opportunity to define and inspire “humanity” in American business has continued to drive our leadership vision and related initiatives.



Being Human

Our emphasis on making a positive and sustained impact on people’s lives has begun to resonate well beyond the walls of our company, and we are encouraged by the repeated affirmation of our leadership model by other experts. Without question, this organically developed people-centric model has been of considerable interest to university professors, health care advocates, Lean practitioners and a broad spectrum of other parties.

In this issue of Perspective, we will introduce two such thought leaders, Simon Sinek and Dr. Charles R. Denham, whose endorsements to our message are two of the most powerful that I could ever imagine. We are humbled and amazed at the depth of their feelings as to how our leadership model could improve the world. We will also explore several key initiatives in the wide range of programs and practices that define our leadership model and help to underpin our success.

We continue to believe that our cultural initiatives and strong performance disciplines—executed in *balance*—will create an organization that truly measures success by the way it touches the lives of *all* stakeholders. This focus has allowed Barry-Wehmiller to successfully navigate the ever-changing economic landscape while remaining true to our leadership purpose and will enhance our ability to achieve purpose-driven growth throughout our organization for years to come.

Bob

Robert H. Chapman



An Experiment Changing the World,

“Imagine a world in which we all go to work and come home feeling fulfilled. We come home feeling like we contributed to something bigger than ourselves. Imagine a world in which we felt a collective pride for being a part of the companies we work for and have a genuine love of the people with whom we work. These are not the ramblings of a crazy idealist. There is precedence for this world, and it’s called Barry-Wehmiller.”

SIMON SINEK, Author & Leadership Expert

For more than 10 years, Barry-Wehmiller has pioneered unique leadership practices that have challenged the perception of the role of business in American culture. Our emphasis on making a positive and sustained impact on our team members, families and communities has resonated well beyond the walls of our company, and other leadership experts have begun to take notice. One such leader is a man named Simon Sinek, author of the book *Start with Why: How Great Leaders Inspire Everyone to Take Action*. Intrigued by the parallels in our leadership vision, Simon visited several Barry-Wehmiller facilities throughout the U.S. and returned home profoundly moved by his experience. His reflections have served as an important confirmation of and encouragement to our leadership journey.

“I stand here profoundly moved by what I have experienced the past two days. I’m a nutty idealist, and I have this ridiculous notion that it’s possible to change the world. And by ‘change the world,’ I mean live in a world in which absolutely every single person goes home at the end of the day feeling fulfilled by the work they do.

ABOUT SIMON SINEK

A sought-after speaker and advisor, Simon Sinek teaches leaders and organizations how to inspire people. His model begins with knowing *Why* you do what you do. It is the clarity of *Why*—that purpose, cause or belief that drives every one of us—that makes the most inspiring people and organizations so successful and influential. From the Pentagon to Hollywood, Simon has been invited to talk about the power of *Why* across the U.S. and around the world. He advises a wide variety of leaders and organizations, including small businesses, multinational corporations, nonprofits, military and politicians. He has appeared on MSNBC and National Public Radio, has commented for national publications such as *The New York Times* and *The Wall Street Journal*, and teaches a graduate-level class in strategic communications at Columbia University.

The statistics are real that over 90% of Americans go home at the end of the day and don’t feel fulfilled by their work. They might make a lot of money; they might *be* successful, but they don’t *feel* successful. I imagine a world in which that statistic is completely reversed. And it’s a simple reason: Because people who go home at the end of the day feeling fulfilled and who love their jobs treat their spouses better; they treat their kids better; they go back to work the next day and treat their colleagues better and treat their customers better. And *those* people go home happier and more fulfilled, and they treat *their* spouses better and they treat *their* kids better. And, my goodness, what we have is world peace.

I’m profoundly moved because, for the first time ever, I’ve met a company that is proof that this world is possible. It’s called precedent, right? I can no longer be called a crazy idealist because this company exists in reality. And that is *this* company.

I’ve met people over the past two days who genuinely care about each other. I’ve met people over the past two days who genuinely listen to each other. What I’ve met is a company filled with *humility*, a company where every single person shows up and is genuinely interested in the ideas of others no matter what they do in the business. It is remarkable.

In your words, there is no us and them; there is only us. It’s about looking after your employees, giving them the freedom to implement their own ideas as if they owned their own businesses and allowing them to go home every day fulfilled because those are the ‘unalienable rights’ that are granted to everybody who works in this company. It is a *distinctly* American company.

What you are doing is a blueprint for absolutely every single company and every single person who believes in these unalienable rights. And each company that changes in this country will change like each person in your own company is changing. We’re not just building a great company here; we’re building a great *country*. And that one country, if we get it right, will serve as an example to other countries. That doesn’t mean because we’re big. That doesn’t mean because we’re powerful. That doesn’t mean because we’re rich. That means because we *inspire*. It is not idealism; it is reality. Thank you for letting me in to see what is truly possible.”

in Humanity: One Job at a Time

“Great care and safe care occur at the intersection of leadership, practices and technology. While we’ve made incredible progress in the practices and technologies, we believe that inspired leadership is the critical missing link in our mission to prevent health care harm in our medical institutions. Put great people, with open minds and hearts, in a wonderful environment, charged with finding a way to work together on a compelling and inspirational vision, and great things will happen.”

CHARLES R. DENHAM, M.D., Chairman, TMIT



The past 10 years have been an incredible leadership journey for Barry-Wehmiller as we have continued to explore people’s capacity to respond to great leadership. Along the way, we’ve had the unique opportunity to engage with many distinguished individuals in the world of leadership. At the invitation of Tom Patterson of our board of directors, we met with Dr. Charles R. Denham, a gifted radiation oncologist, inventor and pioneer in patient safety and high performance care solutions. Through a series of meetings and intense dialogue, Dr. Denham was introduced to our leadership model and has become a champion of our people-centric vision and its unique potential to enhance his initiatives to inspire change in the lives of patients and caregivers alike. We are encouraged by his affirmation of our leadership model and by the reaction of leaders outside the manufacturing industry to our potential to make a difference in this world.

“Every story has heroes, victims, villains, a crisis and a resolution. Our health care villains are not bad people; they’re bad systems: leadership systems, practice systems and technology systems. We’re treating sicker and sicker patients faster and faster, and our systems just can’t keep up. Unreliable care systems are robbing the very lifeblood of our families and our nation’s companies. In the last few years, we came to the conclusion that Dennis Quaid articulates in our Discovery Channel documentary: ‘A real sweet spot or safety envelope for high performance care is the intersection of three systems: leadership, safe practices and technology. When these support systems are functioning within the right organizational culture, we get great care and we get safe care.’

We realized that we had to go out of our industry to find the best of the best and that was why I was there with them, with Barry-Wehmiller. In the calls and meetings that we’ve had with Bob Chapman and his team, followed by joint work sessions and our attendance of leadership courses and our site visits with employees at plants, we’ve found something very special: a method and *people* that can be some of the heroes we need to heal our hospitals. Their systematic approach at bringing true fulfillment to their

employees through the Guiding Principles of Leadership and Lean Enterprise is exactly what we need in U.S. hospitals and health care. They have synchronized the head and the heart and moved the hands to action. They’ve created a path to transformation.

What I found in this extraordinary team of Barry-Wehmiller leaders was a passion for excellence and a *systematic* design for success that I believe is absolutely translatable to health care. Faith is the belief in the substance of things not yet seen, and we had faith that we could find heroes and solutions to help us resolve our crisis in health care. Our caregivers are desperate to have a systematic approach to put the care back into health care and the trust back into the public trust.

The 30 deaths an hour in our U.S. hospitals, the 100,000 deaths from infections we give patients, the many caregivers that are suffering after they harm people who trust them—they’re not statistics. They’re husbands, wives, moms, dads and kids. I thank God for Bob’s vision and for the terrific team that he’s built to support him. To those who have been given much, much is expected. Our nation needs us *now*.”

ABOUT CHARLES R. DENHAM, M.D.

Charles R. Denham, M.D., is founder and chairman of the Texas Medical Institute of Technology (TMIT), a medical non-profit organization and national research test bed. He co-chairs multiple programs of the National Quality Forum, which establishes standards for all U.S. hospitals, and is a senior fellow in Advanced Leadership at Harvard University, where he serves on the teaching faculty in the School of Public Health. Dr. Denham has published more than 100 scientific articles, co-authored books and book chapters, and produced numerous multimedia productions on subjects relating to patient safety, leadership and technology adoption. Through his work, Dr. Denham continues to drive the accelerated adoption of high performance care measures, standards and practices that save lives, save money and build real value in communities across the nation.



EXPLORING NEW HORIZONS

It has become increasingly clear that Barry-Wehmiller University has made a significant and enduring impact on our more than 1,200 graduates since the program began in 2007. As we listened to their stories and witnessed the transformation taking place in people's lives, we began to explore the opportunity for a complementary program that would allow us to touch exponentially more lives by expanding key learning opportunities outside the organization. Toward that end, university leaders partnered with Cynthia Chapman, wife of Barry-Wehmiller Chairman and CEO Bob Chapman, to introduce Communication Skills for the community, which premiered in February to a pilot group of 12 MarquipWardUnited spouses. We recently sat down with BWU Academic Director Sara Hannah to learn more about the background and anticipated potential of this new initiative.

Q What motivated Barry-Wehmiller's interest in expanding our university offerings outside the organization?

A While our initial focus was on leadership skills that our associates could employ to touch the lives of their colleagues, our students consistently reflected back to us the value of their new skills in improving their relationships with their spouses and children. It was a natural transition for us to offer those same core concepts directly to family members. Cynthia Chapman was equally inspired by her own interactions with our team members and was a driving force in establishing a nonprofit organization, Phillips LISTENS (Life-changing Impact Skills To Engage, Nurture and Sustain), to support this initiative.

Q Why was Communication Skills selected as the debut course for this community effort?

A Strong communication skills are vital to *all* of our relationships both at work and at home. This foundational BWU offering addresses "common sense" topics—such as listening, effective confrontation and nonverbal communication—that are not always commonly practiced. We believe the potential of this training to strengthen our families and communities is powerful and will continue to be truly life-changing for participants inside and outside of our organization.

Q What groups will initially be invited to participate, and why?

A A pilot offering of Community Communication Skills took place in February at MarquipWardUnited in Phillips, Wis. We extended an invitation specifically to spouses of our Communication Skills graduates at that location, and 12 students were selected to participate in a session hosted by Cynthia Chapman. We intend to focus on spouses of graduates in our initial deployment phase so that our students will speak a common language and can challenge each other to practice their skills. We anticipate offering a second pilot in a different city later this year.

Q How has the curriculum or learning format been tailored for this audience?

A Much of the original content has remained the same. However, we have tailored many of the activities and role-playing scenarios to focus on the challenges a family might face. We've also written one new module on Family Dynamics that synthesizes the material for families at the conclusion of the course. Through stories and class discussion, it's about understanding how all of these tools they've learned work together at home.

Q Who will be involved in leading the community component of our university program?

A Great credit goes to Maureen Schloskey of MarquipWardUnited in Phillips, Wis., and to Donn Boyer of the Barry-Wehmiller Organizational Empowerment team for stepping up to serve as our first two professors of Community Communication Skills. Earlier this year, Maureen was rated by our graduates as one of the Top 5 active university professors since BWU was founded, while Donn has an extensive background in organizational development, training and leadership. We're very grateful to have their expertise and look forward to engaging other BWU professors as the program grows. Likewise, Cynthia Chapman will continue to champion our interests in community outreach as we explore how these unique learning opportunities might evolve to include other BWU courses and other community groups.

Phillips LISTENS Vision Statement

"Every individual has a desire to hear and to be heard. Opening the lines of communication between parents and their children leads to enhanced communication in the community at large. In a time when omnipresent electronic devices make communication easier and faster than ever, interpersonal connection seems to have been diminished. Giving the community this proven program *will strengthen our community one relationship at a time.*"

Honoring Our Heritage

Lou Umsted, 30-Year Director of Barry-Wehmiller

An accomplished leadership executive and investment entrepreneur, Louis F. Umsted has served as an integral member of the Barry-Wehmiller board of directors for three decades. As the former vice chairman of American National Can Company, Lou's extensive expertise in the beverage industry helped Barry-Wehmiller from the early days of its leadership under Chairman and CEO Bob Chapman to transform its position as a specialized provider of bottle washers and pasteurizers for the brewery industry to a diversified \$1 billion supplier of equipment and services to a broad range of industries and markets worldwide.

A chance pairing with Bob's wife, Cynthia, during a tennis doubles match at the 1978 United States Brewers Convention, began a mutually admirable association between Lou and Bob that would prove instrumental in Barry-Wehmiller's ability to navigate the changing marketplace that would challenge the company's promising future in the coming decade.

At the dawn of the 1980s, while Barry-Wehmiller continued to enjoy a period of rapid growth focused on new markets and expanded product lines, Lou agreed to join the company as vice president of sales and marketing to establish a soft drink division designed to diversify its industry profile. At the center of the initiative was Barry-Wehmiller's new operation in Clearwater, Fla., a joint venture with an Italian manufacturer that specialized in high-speed can fillers for the Western beverage industry.

"Lou joined us during our growth spurt and made a tremendous contribution," Bob said. "I was so impressed with Lou and his knowledge of the beverage industry. He knew every major soft drink account in the United States, and he had a way with people that was very supportive of our early initiatives as we worked to penetrate new markets to complement our historic brewery business."

In 1982, for personal and professional reasons, Lou returned to National, but he accepted Bob's invitation to continue in a formalized role on the Barry-Wehmiller board. Lou became the third founding

member of a growing team of directors that included Warren Shapleigh of Ralston Purina Co., Robert Lanigan of glass maker Owens-Illinois and, soon, Dick Ford of Centerre Bank and Centerre Bancorporation of St. Louis.

Throughout the early 1980s, while a series of market and technology challenges began a period of critical financial stress and uncertainty for Barry-Wehmiller, Lou's confidence in the company's future remained absolute.

"Lou joined the board when the situation and outlook were not very strong," Bob Lanigan recalled. "Yet, he never wavered. Lou represents everything our company stands for—integrity, intelligence and loyalty—and he continues to bring each one of those qualities to his role as a director."

Over the past 30 years, Lou has remained a loyal and dedicated member of the board, and one of the company's largest family of investors, as Barry-Wehmiller has leveraged its unique leadership model and growth strategies to emerge as a well-balanced and financially solid organization.

"When you have a dedicated person at the top, it becomes infectious," Lou said. "A trip to any Barry-Wehmiller facility will demonstrate this. You cannot help but notice the pride and confidence among the associates. They trust their leadership and know full well that they are part of a winning team. It's important that the younger associates recognize the uniqueness of Barry-Wehmiller. I cannot think of another company that encompasses the excitement, dedication and growth opportunities for them."

For Lou, the biggest thrill of his role as a director took place in August 2007 when Barry-Wehmiller completed the acquisition of Angelus Sanitary Can Machine Company, a widely recognized but underperforming can seamer manufacturer with whom National Can had enjoyed a long and fruitful partnership.

"We watched and waited on that acquisition opportunity for more than 15 years," Lou remarked. "I knew Angelus



since I joined National Can in 1958, and there wasn't any question—it was the absolute jewel of the industry. We kidded about it for years on the board: 'When are we going to get it? When are we going to get it?' We always had it in our sight, always. And I think it's been a fine acquisition. The results speak for themselves."

Angelus was integrated with Pneumatic Scale, a Barry-Wehmiller division based in Akron, Ohio, to form PneumaticScaleAngelus, creating one of the largest packaging machinery groups in the U.S., with a global customer base and annual revenues now approaching \$150 million.

"It's a real tribute to our leadership team that, over the years, not one of Barry-Wehmiller's 48 acquisitions has been sold," Lou said. "I have always ascribed to the principle that if you have the people, the product and the service, you will win, and, most importantly, you will grow. My entire career has been spent in sales and marketing, and I have seen many businesses drift away from servicing customers, respecting their needs and letting them know they are buying from a caring, people-oriented company. Barry-Wehmiller has worked very hard to develop this winning combination, and I have been blessed to be part of its growth." ■

Building Our Future

Spotlight on Acquisition Growth

Barry-Wehmiller has a rich history of creating value for all stakeholders by focusing on growth through a strong blend of organic growth and acquisition growth. An unprecedented blend of nearly 50 acquisitions over 23 years has created a strong and sustainable organization with a balance of markets, products and technology. Today, with nearly \$1.2 billion in revenues, Barry-Wehmiller is a leader in the fields of packaging, tissue and corrugating. With the richness of these experiences over the past two decades, Barry-Wehmiller is positioned to accelerate its pattern of more than 15 percent compound annual growth as we continue to harvest what we have learned.

A series of strategic acquisitions over the past year will add nearly \$30 million in revenues once our most recent agreement is complete, while reflecting our continued emphasis on greater participation in a diverse range of global markets. New investments throughout Europe and North America will combine to strengthen our competitive position as a well-balanced and financially solid provider of equipment and services, with more than 5,500 team members in over 65 locations worldwide.

ACCRAPLY®

In July 2010, Accraply announced the acquisition of U.K.-based Graham Labelling & Sleeving, which strengthened Accraply's ongoing commitment to the shrink sleeve labeling industry and expanded the company's global footprint in Europe. Graham specializes in the design and manufacture of high-performance labeling and shrink sleeve application solutions and aftermarket support for a wide variety of applications and industries.

The addition of Graham within the family of Accraply, Trine and Stanford brands complements Accraply's position

as a global provider of a complete range of labeling and shrink sleeve application and converting equipment and services. Accraply has emerged as a significant player in the field of product labeling and decoration serving the global marketplace. The strategic combination of product decoration technologies with expanded sales, service and operational capabilities worldwide provides a solid foundation for continued growth.

DESIGN GROUP

In January 2011, Barry-Wehmiller Design Group announced that it was expanding its facility design national practice with the acquisition of Delphey-Gerdes Engineering, a prominent architectural and engineering firm in Los Angeles serving the food processing and other industries in the Western U.S.

"For 25 years, the Design Group has provided a wide range of engineering, project management and other technical services for industrial automation applications, such as process design and packaging integration," said Design Group Managing Partner Joe Wilhelm. "Following the acquisition of Stahlman Group in 2004, we added full-service engineering solutions for facilities, plant expansions and building infrastructure. The addition of Delphey-Gerdes significantly expands our national footprint for these specialized facility design services and creates a powerful national practice within our combined firm."

MarquipWardUnited

In March 2011, MarquipWardUnited announced plans to merge its global operations with Officine Curioni S.p.A., creating a new leader in corrugating machinery with annual revenues that will surpass \$250 million. This strategic

combination will dramatically enhance the breadth of technology, installed base and leadership talent for the combined organization, and will provide the foundation for significant continued growth in international markets and revenues that are expected to exceed \$300 million.

"We expect this combination of technologies and organizations will be highly synergistic as there is very little overlap in machinery or customer base," explained Stefano Rocca, financial director of Barry-Wehmiller in Italy. "The breadth of technology, combined with strong sales, marketing and service teams, will complement MarquipWardUnited's historic operational base in the U.S. and will enhance our focus on competitive offerings in key European as well as American markets."

Upon the successful integration of the two companies, Curioni's manufacturing facility near Milan, Italy, will become the European headquarters for MarquipWardUnited, which includes manufacturing operations in Hungary and the U.K. and additional European sales and service offices in Germany, Spain and Ireland.

"We are very pleased with the realization of these most recent acquisitions as they reflect years of efforts by our teams to create the foundation for a balanced and sustainable future," said Barry-Wehmiller Chairman and CEO Bob Chapman. "Together with our unique practices in leadership, recognition and continuous improvement, we are creating an environment in which

our team members can go home feeling fulfilled each day, knowing they contributed their gifts toward the realization of our vision. We expect that 2011 will be a period marked by continued strategic acquisition growth and acceleration in organic growth that are the result of our combined investments in our future." ■

Walking the Walk: The Power of L³ to Create Leaders, Strengthen Teams

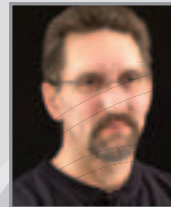
Barry-Wehmiller's L³ Journey continues to engage more and more associates within our sustainable leadership model as we seek to create a culture in which each person returns home with a sense of fulfillment. In an environment of respect and continuous improvement nurtured by Lean thinking and our Guiding Principles of Leadership, our team members feel they are truly "heard" and that "anything is possible" because everything can be better. We invited a few of our team members to share their thoughts on the way L³ is empowering them to effect positive change and allowing individuals to achieve greater meaning in their roles.



DAVID HOANG

Fabrication Manager
Thiele Technologies—Reedley, CA

"I've been doing this for almost 20 years, and I thought I knew every single thing about being a manager, but one of the things I've learned from L³ is that you're not here to manage anybody. You're here to be a leader, to assist, to help people grow. It's not about *me* anymore. It's about *us*. It's about teamwork. In the past, each of our departments worked like its own island, but the cross-training and the willingness of our people to work together has opened a lot of doors for us. We're one company, one team. If he's successful, you're successful. Now you see people engaged; you see people going above and beyond, asking, 'What can we do next?' They want to know why this goal is important, which makes a big difference. It all comes down to freedom. We're not afraid to make mistakes. There's nothing wrong with change, and you're not going to know what works until you try."



RANDY FLEMING

Associate L³ Team Member
MarquipWardUnited—Phillips, WI

"When L³ was first introduced, I didn't buy into it at all. Now I'm actually a member of the team that's here to coach and implement the philosophy. It's a revelation for most people to see that, but it has really been a reflection of my own personal journey. About five years ago, I decided that I wasn't the kind of person I wanted to be. I effected a personal change, and in the course of that, I started to realize the value of the people who were around me. I realized that I wanted to be involved with people. I wanted to care where I didn't care before. Now, in my role with the L³ team, I get to do this every day. My *whole purpose* at Barry-Wehmiller is to help coach people, to help people better themselves, to add value. I believe in what I'm doing, and I want people to believe in themselves and in each other. Anything is possible. You don't have to be an L³ team member. We can be the best at whatever we decide to do. The L³ Journey allows you to do that."



LARRY PIERQUET

Assembler
PCMC—Green Bay, WI

"When I look at our Living Legacy of Leadership, I think, who *wouldn't* want that? To give that as a gift to your employees, I think, is a wonderful thing. The very foundation of it is trust. It's the anchor of that whole document. Trust is about relationships, and if you're going to have a trusting relationship, it has to go both ways. If you can achieve that, boy, you've got something pretty special going in your company. In the past, I had never really been asked my opinion about a lot of things. With L³, the leadership team is interested in your opinion, they care about your opinion and will listen, and I think we're a better company because of it. There's an openness to communicate that is a great improvement. Once again, we're talking about relationships, and relationships can make or break your company. I really believe that. Everything we can do to cultivate and maintain trust is to everybody's advantage. It promotes unity and an atmosphere of success and hope for the future."



MARCIA KOSKI

Lean Promotion Office Leader
FleetwoodGoldcoWyard—Loveland, CO

"L³ is allowing our team members to start speaking up and to engage in some of the changes that are happening in our company. It gives them the opportunity to improve their processes, the way they do their jobs, the way the facility looks. *They're* making those decisions. *They're* making those changes. And that's huge. A lot of people think Lean is all about minimizing waste and taking away jobs. In my last job, we had Lean and that was the culture—you made the job efficient whether or not it meant eliminating someone's position. They weren't really concerned if the people were there or not. It was all about hitting the bottom line. When I heard about Barry-Wehmiller's people-focused approach to Lean, I knew this was a company I wanted to work for. Responsible freedom to me is having the ability to make change on my own. It's a hard concept for a lot of people to grasp because they've always been told what to do. Being able to voice your opinions is very empowering—when you realize that maybe someone is finally listening."

WHAT WE BELIEVE

We believe that business enterprise has the opportunity to become the most powerful positive influence on our society by providing a cultural environment in which people can realize their gifts, apply and develop their talents, and feel a genuine sense of fulfillment for their contributions in pursuit of a common inspirational vision.

We believe that creating a truly successful environment—one that brings out the best in people and translates into strong business results over time—is our leadership challenge.

We believe that in every interaction, our customers are entitled to proactive and insightful communication with competent individuals who genuinely care about our customers' needs and the quality of their experience with us.

We believe that our commitment to the principles of the Lean enterprise system will allow us to make significant enhancements in productivity and responsiveness to the market, while improving the quality of products and services for our customers.

We believe that the convergence of Lean and our Guiding Principles of Leadership is a strategy which is critical to a business model that secures a rewarding and sustainable future for our associates by allowing us to meet the challenges of our markets more efficiently.

We believe that the fusion of our unique culture with the clarity of our vision is a powerful combination essential for long-term growth.