



Design and Innovation in every solution

Leadership at Herman Miller



About Herman Miller, Inc

- * Office environments company in Zeeland, MI
- * 6800 employees
- * Rich history of iconic furniture design
 - * Modern furniture movement, George Nelson, Eames, Rhode, Probst, Stumpf
- * Not just “pretty”; provides a habitat solution
 - * Furniture manufacturer with innovation to innovation company with a large furniture business

Great places to work, learn, live, and heal..

- * Dedicated to research

- * What habitats do we need to be productive in the future?

- * Things that matter...

- * Curiosity and Exploration

- * Performance

- * Engagement

- * Design

- * Relationships

- * Inclusiveness

- * A Better World

- * Transparency

- * Foundations

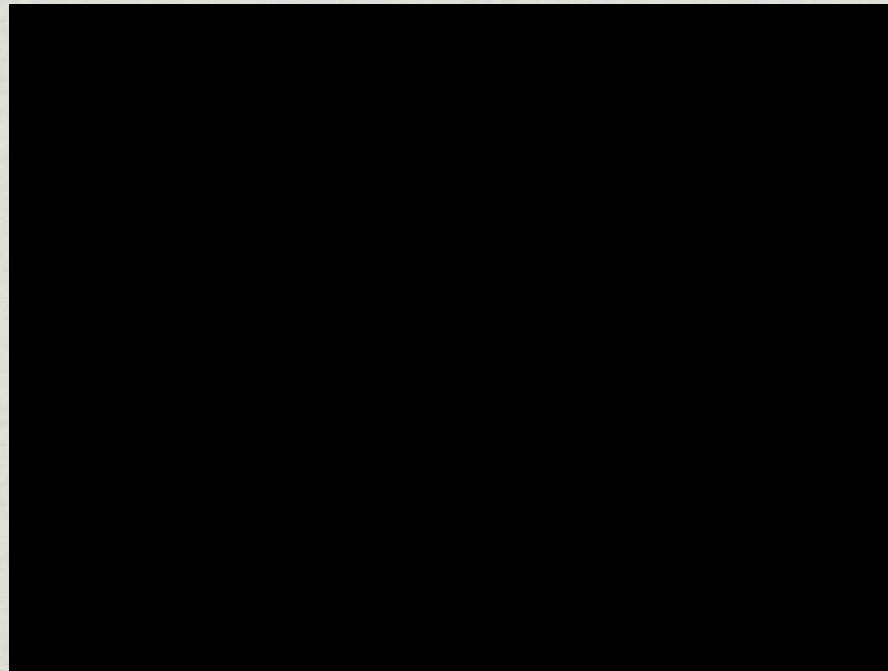
Green before green was cool..



THE GREENHOUSE STORY

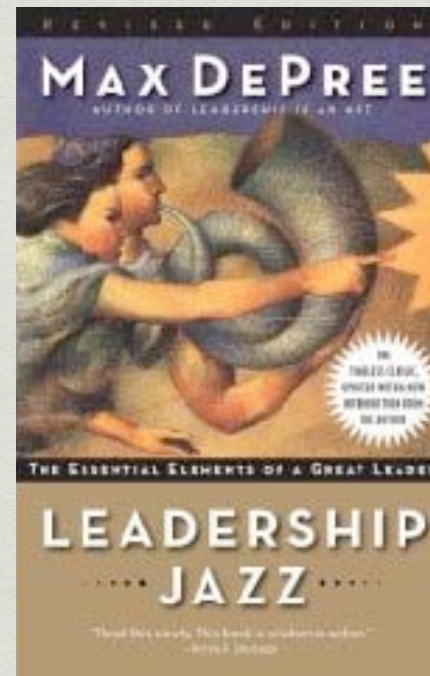
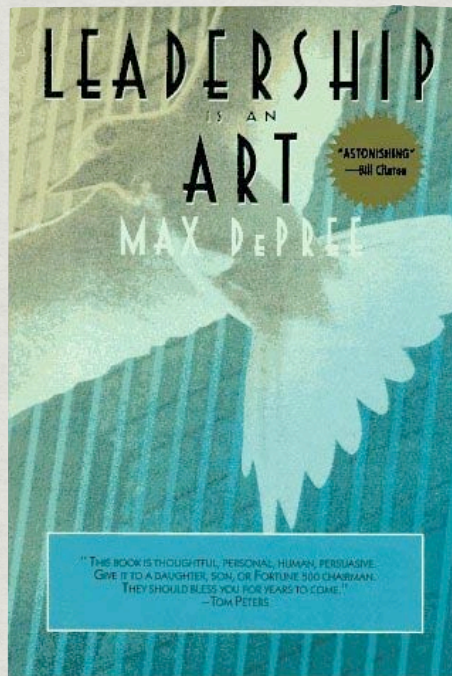
**AN ENVIRONMENTAL
CHALLENGE WITH A
SWEET ENDING**

A leadership moment



DJ DEPREE - FOUNDER HERMAN MILLER INC

Led to a strong foundation...



Innovative people practices

- * Max DePree - Leadership Art, Leadership Jazz
- * Dr. Carl Frost - The Scanlon Plan and EVA
- * Grow their own
- * Servant leadership
- * Outsight
 - * New York designers and partnering
- * HR Place at the Table - David Ulrich, Boardmember

It starts and ends with people

- * Best people, best place to work = best business results
 - * Are people engaged? Committed to performance?
 - * Operational excellence
- * Recruitment and retention challenges
 - * West Michigan ain't Manhattan...
 - * Youthful executive team, limited upward mobility
 - * Dedicated to an inclusive workforce, tough to recruit
 - * Future opportunities may lay outside West Michigan

Creating leadership opportunities

- * Lean operations and low turnover results in less formal leadership roles
- * Individual contributors - content experts with no supervisory role
- * Core team and segment lead roles
- * Project world
- * Systems teams

Recognition...

- * Best place to work - Water carriers preserve culture
- * Innovation - Design awards
- * CSR Better world and inclusiveness
- * Optima award winners for leadership development
- * Coolest Headquarters

The Leadership Challenge

- ✦ Invited to bid on educational experience to augment their established leadership development efforts
 - ✦ Early involvement with SQA
- ✦ Had to be consistent with culture and values
- ✦ Employee survey data used to develop bid
- ✦ Competency matching
- ✦ Consultants had to “fit” the established community

Design innovations

- * Fiscally conservative, willing to make big investment, but expected big returns
 - * Incentive clauses
 - * Considered the value proposition, not just the price
- * 3 day residential program
 - * Community building
- * Top down implementation with access to senior executives
- * Videos from Herman Miller



UNIQUE EXPERIENTIALS

DESIGNED AROUND THE FIVE PRACTICES

Integrated design

- * Corporate Genome
- * Emotional intelligence
- * The Leaders Voice
- * Accountable communications
- * Development days

Implementation

- * High potentials first
 - * 12 hours of coaching - LPI specific
 - * Retake LPI 9 months to 1 year
- * Refreshers built in
- * Optional, kind of
- * Dealer network

Enablers...

- * Rewriting corporate values
- * History versus demands of today's market
- * Leadership forums
 - * CEO models the way
 - * Jim Kouze's coaching
- * Partnership efforts with other consultants

Bumps along the way...

- * Economy takes a dive
 - * RIF's
 - * Move to corporate conference center
 - * Evening meals and social for community building
 - * Smaller classes, one facilitator
- * Changes data driven

Future initiatives

- * LIEB
- * Leadership blog and communications
- * Employee experience
- * Leadership brand
- * Succession and talent efforts

Thanks!

- * Questions?
- * Comments?
- * www.hermanmiller.com