



THE POWER OF ALIGNMENT

Rose Almon-Martin
V.P. Performance Excellence
April 6, 2011



WHAT ALIGNMENT IS



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Performance. For life.™



ALIGNMENT CHALLENGES

- 
- Changing environment
 - Competing stakeholder demands
 - Diverse department needs
 - Multiple goals and targets



SUSTAINING ALIGNMENT

- Focus
- Simplify
- Communicate
- Integrate
- Reinforce



SUSTAINING ALIGNMENT

Focus and Simplify

Three
Stakeholders

Five
Goals

Ten
Objectives



| | Objectives | | | | | | | | | |
|----------------------------------|------------|---|---|---|---|---|---|---|---|----|
| Goals | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Financials | ✓ | ✓ | ✓ | | | | ✓ | | | ✓ |
| Growth | | ✓ | | | ✓ | ✓ | | | | |
| Quality & Productivity | | | | ✓ | | | | ✓ | ✓ | |
| Customer Satisfaction | | | | | ✓ | | ✓ | | | ✓ |
| Employee Growth and Satisfaction | | | | ✓ | | | | ✓ | | |



SUSTAINING ALIGNMENT

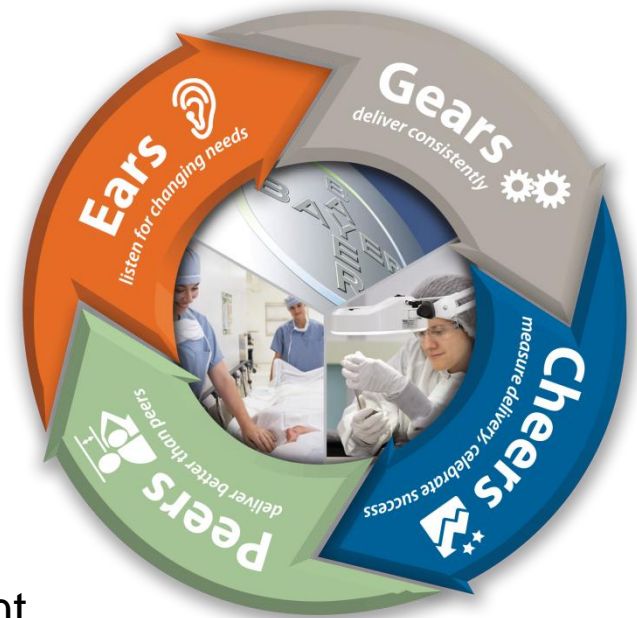
Communicate and Integrate

Ears: common communication approaches

- Customer and Employee Surveys
- Cross-Functional Advisory Boards
- Employee and Partner Meetings
- Performance Management

Gears: common key processes

- Perfect Order → Customer Satisfaction
- Scorecard → Performance Management
- Customer Satisfaction → Customer Relationship
- Philosophy → Competencies → Performance Management





SUSTAINING ALIGNMENT

Reinforce



Peers: expect a high standard

- Target the next level of excellence



Cheers: measure and reward

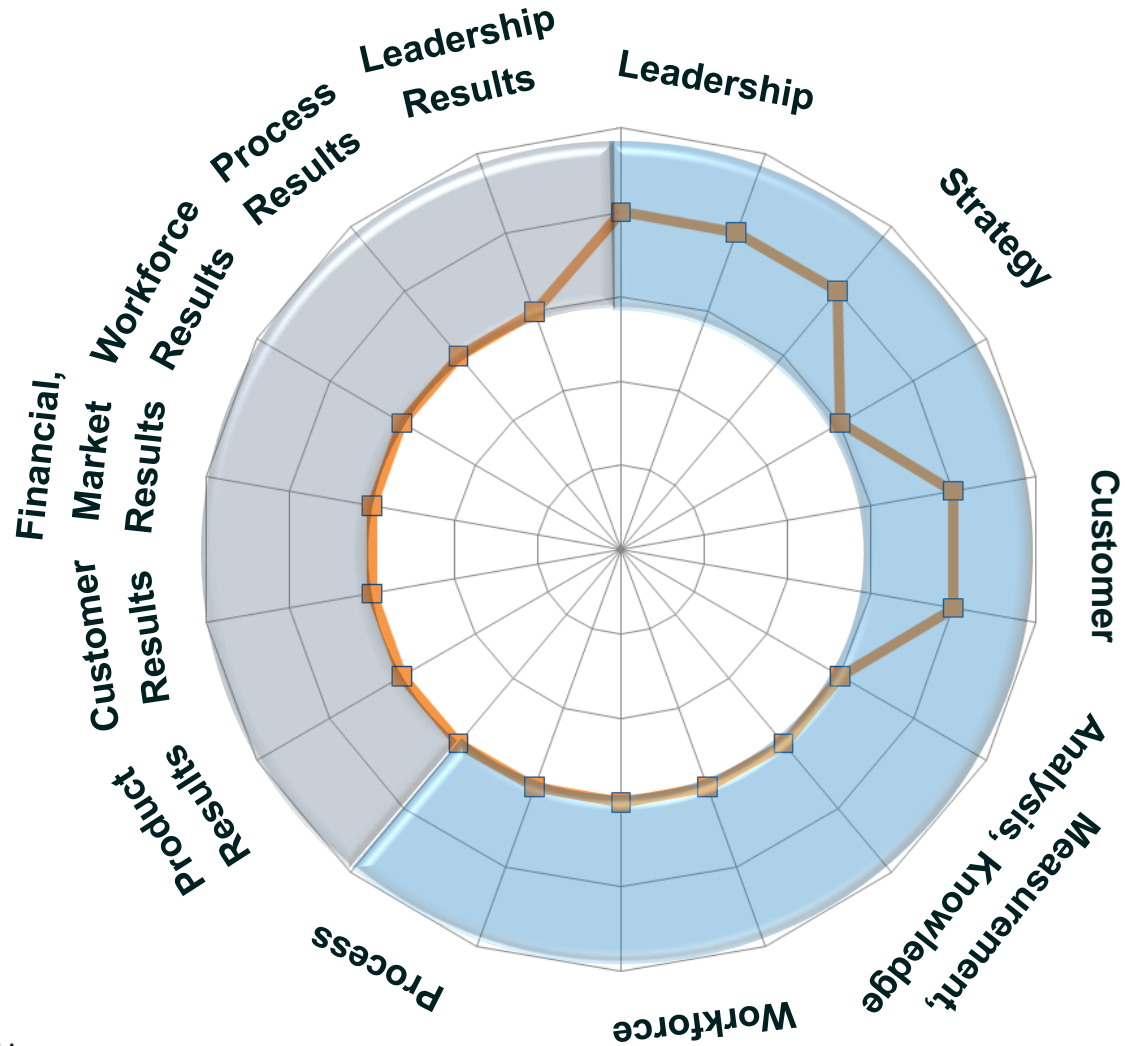
- Scorecard tied to compensation
- Universal gainshare payout
- Reward globally, recognize locally
 - President's Awards
 - Department Awards
 - Achievement Awards
 - VIP, Patent, PEAK





ALIGNMENT AND INTEGRATION

Baldrige High Performance





ALIGNMENT AND INTEGRATION

Japan “Back to Black” Strategic Action Team



Cheers and Peers:

- Scorecard gaps.
- Customer satisfaction below benchmark.

Gears and Ears:

- Strategic Action Team.
- Analysis and solutions.
- Customers' needs come first.

Renewed Cheers:

- Three-fold customer satisfaction increase, exceeded benchmark.
- Employee satisfaction up 20%.
- Early profit target achievement.



ALIGNED ON OUR UNCHANGING CORE



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