



**ANNUAL**  
CONFERENCE & EXPO 2018

# **Process Improvement for Social Responsibility**

Billy Ingram, Interface

Brion Hurley, Business Performance Improvement



# Billy Ingram

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- Applying practical lean and sustainability principles for 25+ years
- Certified CISR® Expert and Coach
- Joined Interface in 1997
- Active speaker on topics around sustainable design and social responsibility
- Learner, Innovator, Explorer of the adjacent possible
- Passionate about individual engagement and ideas <https://about.me/billyingram>

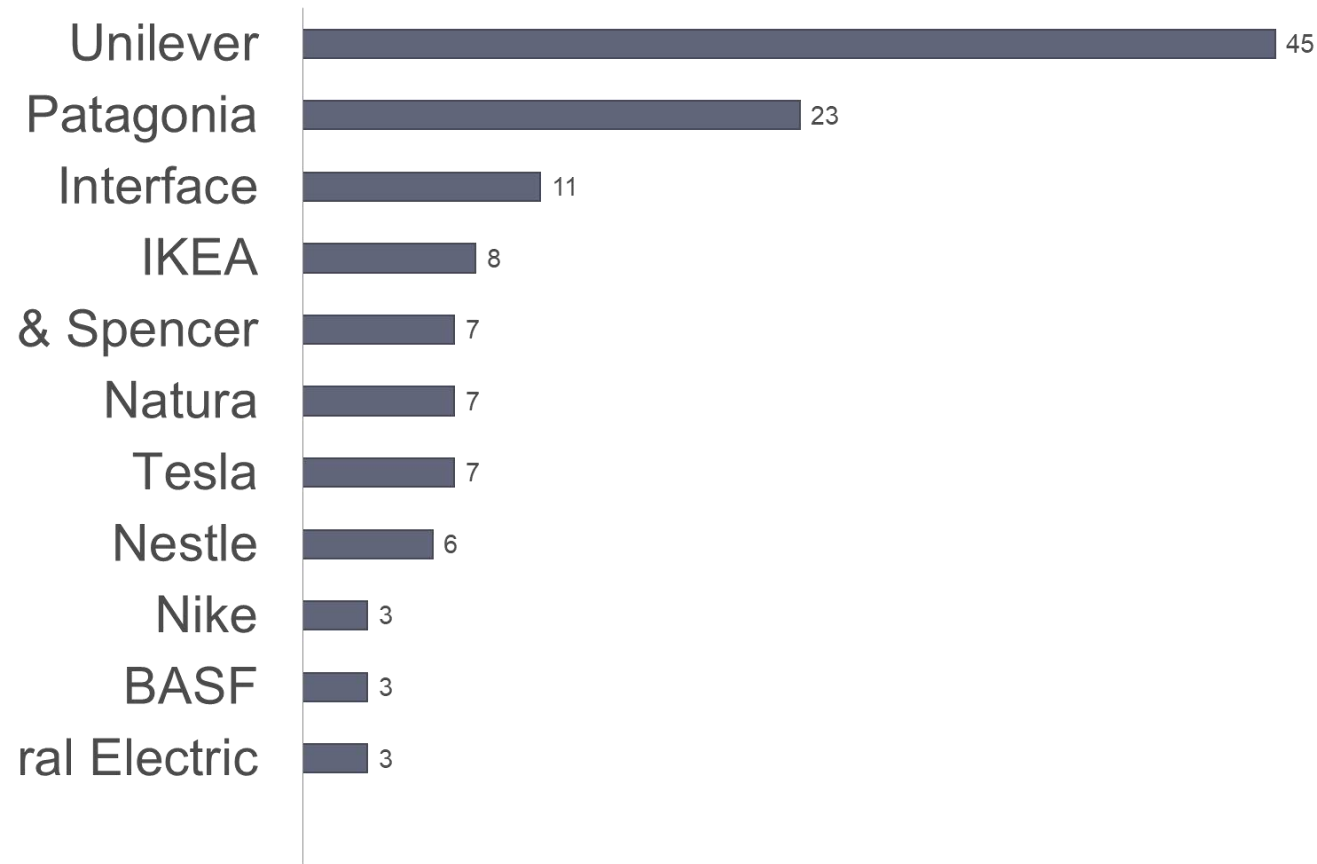




# Brion Hurley

- Applying lean, six sigma and sustainability principles for almost 20 years as
- Lean Six Sigma Master Black Belt and Certified CISR® Practitioner and Coach
- Spent 18 years at Rockwell Collins
- Switched to full-time consultant in 2017, became Certified B Corporation in Jan 2018
- Passionate about the environment
- Author of free book “Lean Six Sigma for Good” at [LeanSixSigmaforGood.com](http://LeanSixSigmaforGood.com)

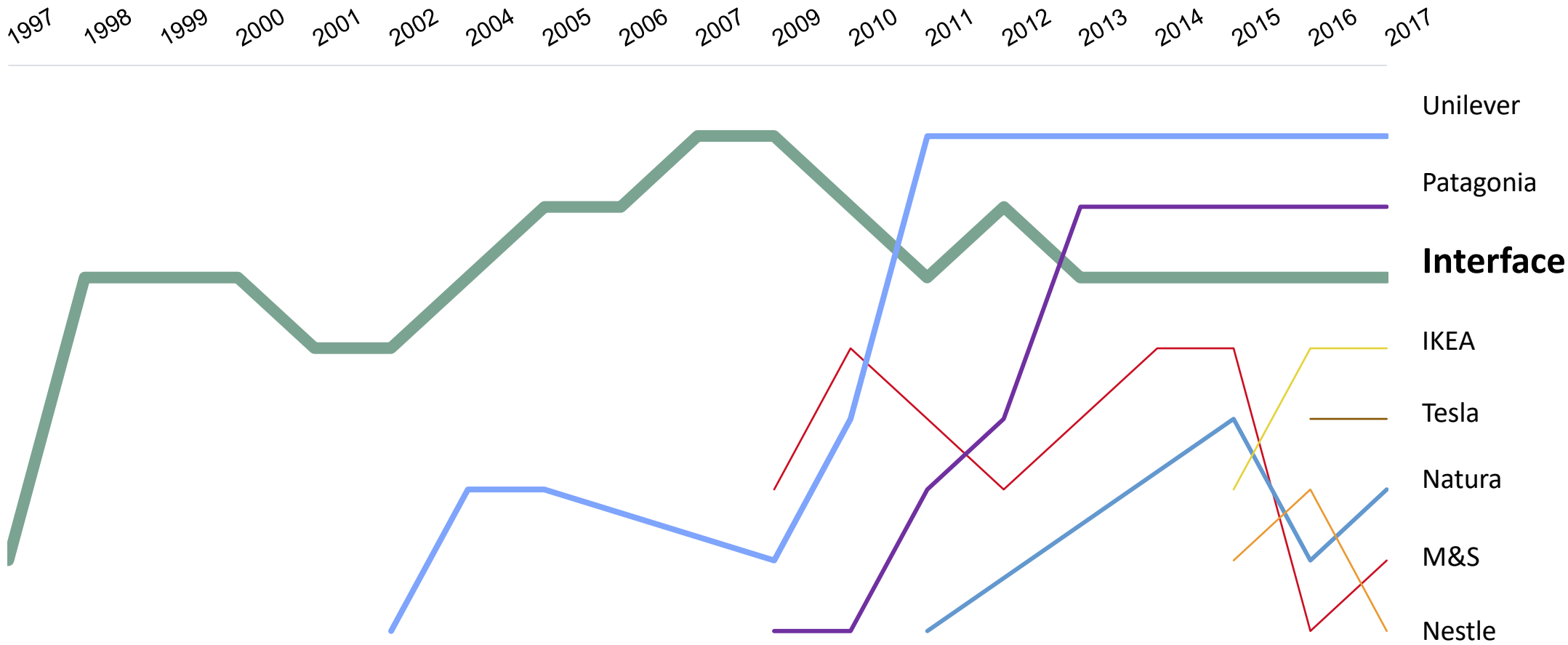
# 2017 GlobeScan-SustainAbility Survey Interface



Question:

- What specific companies do you think are leaders in integrating sustainability into their business strategy?

# Interface Endures as Sustainability Leader for 20 Years Running

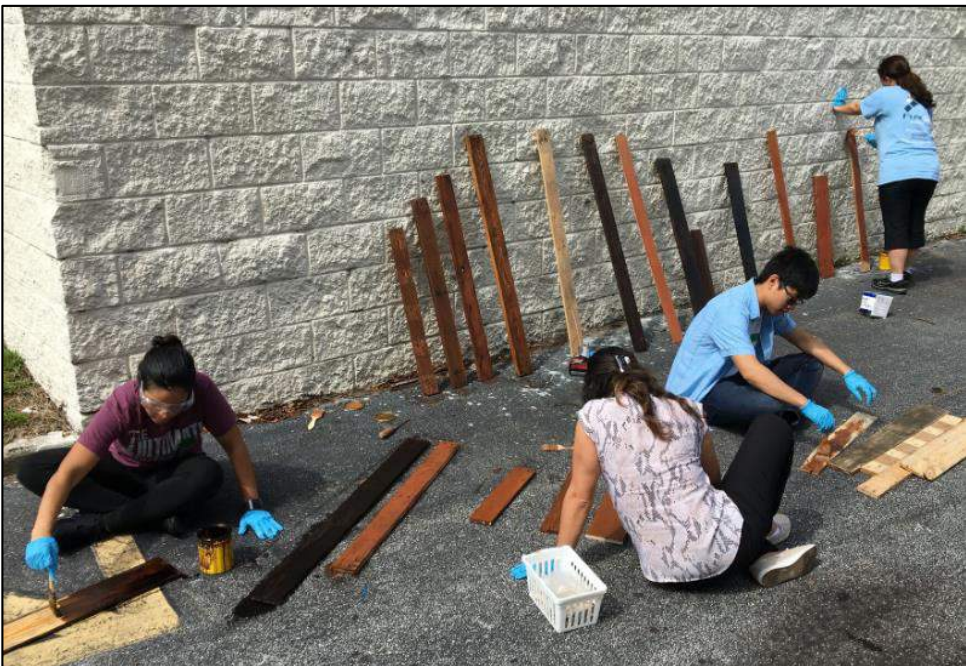




# What is Social Responsibility?

The responsibility of an organization for the **impacts of its decisions and activities on society and the environment**, through transparent and ethical behavior that:

- **Contributes** to sustainable development, including health and the welfare of society
  - Takes into account the expectations of **stakeholders**
  - Is in compliance with applicable laws and consistent with international **norms of behavior**
  - Is **integrated** throughout the organization and **practiced** in its relationships
- [ISO 26000: Guidance on social responsibility](#)







# 7 Core Subjects of ISO 26000

- Organizational governance
- Human rights
- Labor practices
- Environment
- Fair operating practices
- Consumer issues
- Community involvement and development

# A SIX SIGMA APPROACH TO SUSTAINABILITY

Continual Improvement  
for Social Responsibility



Holly A. Duckworth  
Andrea Hoffmeier

 **CRC Press**  
Taylor & Francis Group

## What is CISR®?

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### Continual Improvement for Social Responsibility

- CISR® (sounds like scissor) is a rigorous methodology for improving social responsibility performance, introduced in the textbook “A Six Sigma Approach to Sustainability”.
- Just as DMAIC is a project-based improvement method within Six Sigma, one method in CISR is SOFAIR.



# A SIX SIGMA APPROACH TO SUSTAINABILITY

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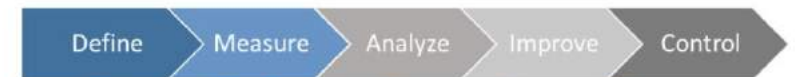
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## What is SOFAIR?

SOFAIR uses the following phases in a rigorous project-based performance improvement method:

- Stakeholders & Subjects
- Objectives
- Function & Focus
- Analyze
- Innovate & Improve
- Report & Repeat



**D M A I C**



**S O F A I R**

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# SOFAIR Method Tools & Techniques



## Practitioner Required\*

- |   |  |   |  |  |   |
|---|--|---|--|--|---|
| <input checked="" type="checkbox"/> Begin Project Charter | <input type="checkbox"/> Contextual Analysis | <input type="checkbox"/> Process Flow & Map               | <input type="checkbox"/> Risk Analysis   | <b>Innovate</b>  | <input type="checkbox"/> Project Plan             |
| <input checked="" type="checkbox"/> 1500 Year Thinking    | <input type="checkbox"/> SWOT                | <input type="checkbox"/> Value Function Diagram           | <input type="checkbox"/> SR-FMEA         | <input type="checkbox"/> Contradictions                      | <input type="checkbox"/> Internal Reporting Plan  |
| <input type="checkbox"/> SIPOS                            | <input type="checkbox"/> TRIZ IFR            | <input type="checkbox"/> Intro LCA                        | <input type="checkbox"/> Causal Analysis | <input type="checkbox"/> TRIZ 40                             | <input type="checkbox"/> External Reporting Plan  |
| <input type="checkbox"/> Stakeholder ID Mapping           | <input type="checkbox"/> Narrative           | <input type="checkbox"/> Simplified HOQ-HOS               | <input type="checkbox"/> 5/5W&H          | <input type="checkbox"/> Biomimicry Application              | <input type="checkbox"/> Recognizing Contributors |
| <input type="checkbox"/> Biomimicry & TRIZ Intro          | <input type="checkbox"/> Targets-to-Improve  | <input type="checkbox"/> Prioritization                   |  | <input type="checkbox"/> 7-Ways                              | <input type="checkbox"/> Replication              |
| <input type="checkbox"/> Materiality                      |  | <input type="checkbox"/> FOCUSED Project Charter Approved |  | <b>Improve</b>   | <input type="checkbox"/> Project Pipeline         |
| <input type="checkbox"/> Pugh Matrix                      |  |   |  | <input type="checkbox"/> Prioritization Matrix               |   |
| <input type="checkbox"/> ISO 26000 7 Subjects             |  |   |  | <input type="checkbox"/> Pilot vs Experiment                 |   |
|   |  |   |  | <input type="checkbox"/> Improvement Implementation Planning |   |

## Expert Required\*\*

- |  |  |   |  |  |  |
|--|--|---|--|--|--|
| <input type="checkbox"/> SEPIA Tool                                      | <input type="checkbox"/> Hoshin Kanri                      | <input type="checkbox"/> Advanced LCA                     | <input type="checkbox"/> Statistical & Economic Analysis | <b>Innovate</b>  | <input type="checkbox"/> Scorecards  |
| <input type="checkbox"/> CTS Tree  | <input type="checkbox"/> Influencing Strategic Process     | <input type="checkbox"/> Advanced HOQ-HOS                 | <input type="checkbox"/> Methods Overview                | <input type="checkbox"/> Advanced TRIZ ARIZ, Biomimicry            | <input type="checkbox"/> Advanced Reporting  |
| <input type="checkbox"/> Influencer Intro                                | <input type="checkbox"/> Coaching Organizational Alignment | <input type="checkbox"/> TOC                              | <input type="checkbox"/> Coaching for Risk Analysis      | <b>Improve</b>   | <input type="checkbox"/> Influencer  |
| <input type="checkbox"/> AA1000  |  | <input type="checkbox"/> Influencing Organizational Focus | <input type="checkbox"/> Team Tools                      | <input type="checkbox"/> Communication Strategies & SEPIA Planning | <input type="checkbox"/> Culture Change  |
| <input type="checkbox"/> Stakeholder Engagement Systems (SES) Phases 1-3 |  | <input type="checkbox"/> Coaching for Focus               | <input type="checkbox"/> Fishbone                        | <input type="checkbox"/> Influencer                                | <input type="checkbox"/> SES Phase 4   |
| <input type="checkbox"/> Coaching Intro                                  |  |   | <input type="checkbox"/> Fault Tree                      | <input type="checkbox"/> Coaching for Innovation & Improvement     | <input type="checkbox"/> Coaching for Reporting, Project Implementation & Pipeline Cultivation |

\*Expert Tools & Techniques Optional. Candidates also adapt and apply other tools used in their organizations.

\*\*Practitioner level competence expected as a pre-requisite for Experts. Additional tools and techniques listed in the CISR Body of Knowledge (BOK)





# What's the Difference?

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- Social Responsibility, Front and Center
- Stakeholder Engagement
- Social Sensitivity
- Preservation of Diversity
- Transparency
- Authenticity
- Purpose



# My SOFAIR Projects

- Project Phoenix (CISR Practitioner BB)
- Hoshin Kanri at Interface (CISR Expert MBB)

NPD Trial Iterations			
Week	2016	2017	2018
1			1
2		1	1
3			1
4	1		1
5		1	1
6			1
7			1
8		1	1
9			1
10			1
11	1	1	1
12			1
13			1
14		1	1
15			1
16			1
17		1	1
18	1		1
19			1
20		1	1
21			1
Total	3	7	21



**Fulfilled Project Phoenix  
Project Charter With  
Existing NPD Staff**





66%↓

Carbon Footprint of our carpet decreased since 1996

43%↓

Energy Use per unit of production decreased since 1996

88%

Renewable energy of total energy use at manufacturing sites

96%↓

GHG emissions per unit of production decreased since 1996

61%

Recycled and Biobased materials of total raw materials used

88%↓

Water intake per unit of production decreased since 1996



# Beyond the Classroom

- Mission Zero
- Stakeholder Engagement





## THE CLIMATE TAKE BACK

### LIVE ZERO

Aim for zero  
negative impact on  
the environment



### LOVE CARBON

Stop seeing carbon as  
the enemy, and start  
using it as a resource

### LEAD THE INDUSTRIAL RE-REVOLUTION

Transform industry  
into a force for the  
future we want

### LET NATURE COOL

Support our  
biosphere's ability to  
regulate the climate

## Beyond the Classroom

- Climate Take Back
- Carbon Negative Products

Interface Carpet Tile Average\*  
**EMITS** 7kg CO<sub>2</sub> per sq meter

**NEW** Proof Positive Carpet Tile  
**STORES** 2kg CO<sub>2</sub> per sq meter



**VS**







# My Experience

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- Filled the Social Gap Between Economics and Environment
- Challenging Curriculum
- Huge Learning Opportunity
- Practical Application
- Collaborating with Forward Thinking Experts
- Making a Difference

# My SOFAIR Projects

- Recycling Advocates (CISR Practitioner BB)
  - Environment
- StormBreaker Brewing (CISR Coach)
  - Organizational Governance



# CISR Training

- Advocate
- Facilitator
- Practitioner
- Expert

- Learn more at:

<https://www.SherpaSustainabilityInstitute.org>





# Summary

- Social Responsibility (SR) is becoming more critical for business due to pressure on customers and employees
- SOFAIR is a methodology like DMAIC to address SR issues
- You can expand your opportunities and find rewarding projects by getting more education and experience around SR



Questions?



**Billy Ingram**

Interface

<https://about.me/billyingram>



**Brion Hurley**

Business Performance Improvement

<http://www.BrionHurley.com>