



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

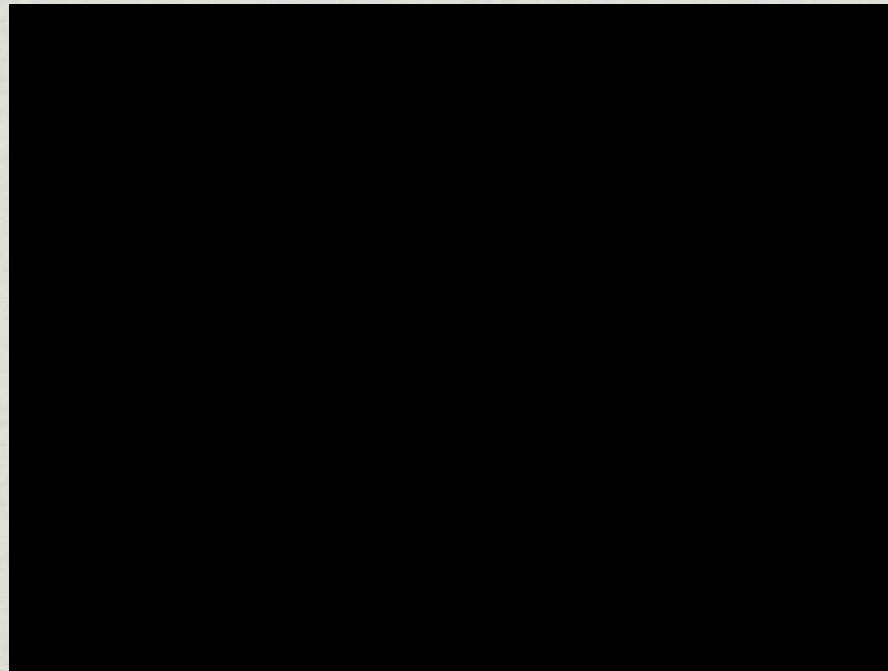
# Green before green was cool..



**THE GREENHOUSE STORY**

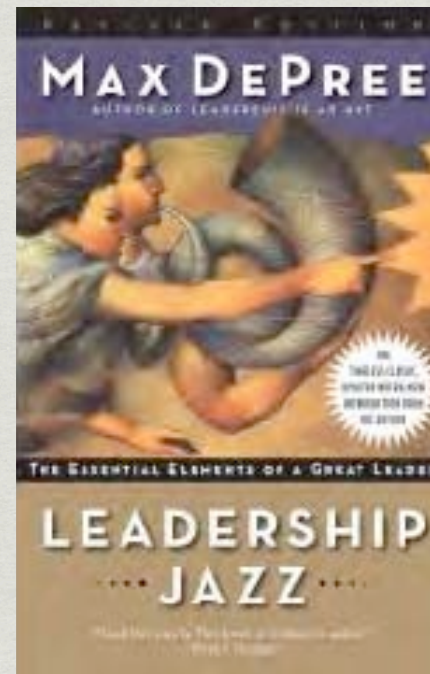
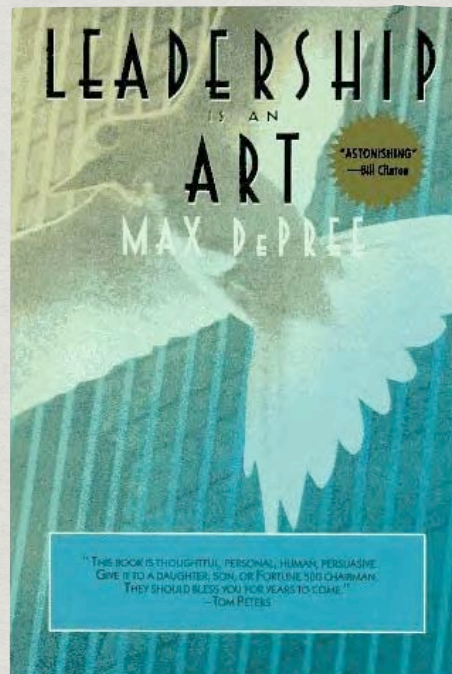
**AN ENVIRONMENTAL  
CHALLENGE WITH A  
SWEET ENDING**

# 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](http://www.hermanmiller.com)