

LIVE STREAM



EDUCATIONAL SEMINAR

LEARNING TO LEAD IN MANUFACTURING

1

SEMINAR SPEAKER



MELISSA SAWIN

Chief Operations Officer
Hutchinson Holdings, Inc.

2

HUTCHINSON MANUFACTURING HOLDINGS

LEADERSHIP IN TURBULENT TIMES

3

HMH PLATFORM - 2019

ACQUISITION DATES



Dec 2017



Mar 2019



Jul 2019



Oct 2019



4

4

WHO WE ARE

RELIABLE AND COMPREHENSIVE CONTRACT METAL MANUFACTURING

- 275 EMPLOYEES
- 4 PLANTS WITHIN 60 MILES OF EACH OTHER
- 500,000 TOTAL SQ FT
- CAPABILITIES
 - FABRICATING
 - MACHINING
 - WELDING
 - PAINTING
 - ASSEMBLING



5

WHO WE SERVE

INDUSTRIES



AGRICULTURE



POWER GENERATION



HEALTHCARE



DEFENSE



RAIL



AEROSPACE



HOMELAND SECURITY



TRANSPORTATION



CONSTRUCTION



MARINE



MINING



COMMUNICATIONS

OEM CUSTOMERS

- LOCKHEED MARTIN, GENERAL DYNAMICS, DRS, BAE, GENERAL ATOMICS, 901D
- GE HEALTHCARE, 3M, PLEXUS, PERKIN ELMER, STRYKER, BENCHMARK
- LORAM, HARSCO
- SAFRAN, CIRRUS, AEROSPACE SYSTEMS
- CATERPILLAR, CUMMINS, SCHWING AMERICA, DOCKZILLA

6

WHAT WE MAKE

LIGHT COMPONENTS & STRUCTURES



HEAVY COMPONENTS & STRUCTURES



7

LEADERSHIP IN TURBULENT TIMES

"WHEN WRITTEN IN CHINESE, THE WORD "CRISIS" IS COMPOSED OF TWO CHARACTERS. ONE REPRESENTS DANGER AND THE OTHER REPRESENTS OPPORTUNITY."

JOHN F KENNEDY

危機

Danger Opportunity

8

OUR CRISIS LEADERSHIP APPROACH

- #1: STAY CALM & BE CONFIDENT
 - BE THE ANCHOR – PROVIDE DIRECTION
- #2: SHORT TERM PLAN – LONG TERM VISION
 - MONITOR REAL TIME AND MAKE PLANS TO WEATHER THE STORM
- #3: DECIDE WITH SPEED OVER PRECISION
 - KEY IS BUSINESS CONTINUITY, FOCUS ON THE CRITICAL FEW
- #4: TAKE CARE OF YOUR EMPLOYEES
 - LISTEN AND BE PREPARED TO HANDLE SITUATIONS ONE BY ONE
- #5: BE VISIBLE
 - EMPLOYEES NEED TO SEE AND HEAR THEIR LEADERS
- #6: COMMUNICATE
 - EARLY AND OFTEN



9

#1: STAY CALM & BE CONFIDENT

BE THE ANCHOR – PROVIDE DIRECTION

- GET ON TOP OF THE SITUATION EARLY AND STAY ON TOP OF IT
 - ASSESS & PLAN
 - TAKE ACTION
 - ANTICIPATE
 - WHAT IS LIKELY TO HAPPEN?
 - HOW WILL THIS IMPACT MY BUSINESS?



10

#2: SHORT TERM PLAN – LONG TERM VISION

MONITOR REAL TIME AND MAKE PLANS TO WEATHER THE STORM

- CEO & COO PERSONALLY MONITORED SITUATION
 - WATCHED GOVERNOR'S PRESS CONFERENCE EVERY DAY
- CREATED CEO GAME PLAN
 - EMPLOYEES & CUSTOMERS
 - DEFEND REVENUE, CONSERVE CASH
 - OPPORTUNITIES TO GROW
- WEEKLY STATE OF THE STATE OWNERSHIP CALL



11

#3: DECIDE WITH SPEED OVER PRECISION

KEY IS BUSINESS CONTINUITY, FOCUS ON THE CRITICAL FEW

- PROTECT OUR BUSINESS/EMPLOYEES
 - SENT OUT CDC GUIDELINES FOR HYGIENE TO ALL EMPLOYEES
 - CASH CONSERVATION (NEXT 4 WEEKS AT LEAST)
- LEVERAGE OPPORTUNITIES
 - DEVELOPED SALES TEAM PLAN TO LEVERAGE OPPORTUNITIES



12

#4: TAKE CARE OF YOUR EMPLOYEES

LISTEN AND BE PREPARED TO HANDLE SITUATIONS ONE BY ONE

- HAND SOAP, HAND SANITIZER, CLEANING PRODUCTS
- DAILY DISINFECTING PROTOCOL
- SOCIAL DISTANCING IN THE WORKPLACE
- FACE COVERING MAKING CAMPAIGN
- DETAILED ABSENTEEISM TRACKING – COVID-19?
- VISITOR RESTRICTIONS
- TEMPERATURE SCAN KIOSKS FOR EMPLOYEES



13

#5: BE VISIBLE

EMPLOYEES NEED TO SEE AND HEAR THEIR LEADERS

- SENT OUT ALL COMPANY EMAILS FROM LEADERSHIP TEAM
 - NEW POLICIES/PROTOCOLS WERE GOING INTO PLACE WEEKLY
- WORK FROM HOME POLICY
 - ONLY APPLIED TO ADMIN/SOME INDIRECT EMPLOYEES
 - ALL LEADERSHIP EMPLOYEES REPORTED TO WORK AT PLANTS
 - ESSENTIAL BUSINESS LETTERS TO ALL EMPLOYEES



14

#6: COMMUNICATE

EARLY & OFTEN

- LISTEN TO THE CONCERNS/FEEDBACK FROM EMPLOYEES
- EMAILS, EMAILS, EMAILS
- POSTINGS, POSTINGS, POSTINGS
- 1:1 HALLWAY CONVERSATIONS - 6FT APART

COVID-19 Coronavirus Disease

Preventative Measures – Protect Yourself

Key Facts

Be Prepared

COVID-19 Testing Sites Near You

State of MN has created a website to provide Minnesotans with a map of all COVID-19 testing sites in the state

Stay Informed

is Available as a Free Download at: accuform.com/Coronavirus

15

INSIGHT/HINDSIGHT

- APPOINT 1 LEADER AS CRISIS COORDINATOR W/ADMIN RESOURCE
 - REST OF LEADERSHIP NEEDS TO STAY FOCUSED ON RUNNING THE BUSINESS
- 2 WAY COMMUNICATION – SO MUCH YOU FEEL YOU ARE OVERCOMMUNICATING
 - LEADERSHIP TEAM & EMPLOYEES
 - CUSTOMERS & SUPPLIERS
- TAKE AGGRESSIVE SWIFT ACTION – DIFFICULT DECISIONS
- BENCHMARK WHAT OTHER COMPANIES ARE DOING
 - WEBINARS
 - YOUR NETWORK



16

LEADERSHIP IN TURBULENT TIMES

"COURAGE IS A CRUCIAL VIRTUE. WILL WE BE SCARED TO DEATH, OR SCARED TO LIFE?"

REVEREND WILLIAM SLOANE COFFIN



17

LIVE STREAM



Manufacturers Alliance
Sharing Education & Resources Peer to Peer

EDUCATIONAL SEMINAR

18