

ACCOUNTABILITY AT ALL LEVELS

BROUGHT TO YOU BY:



Manufacturers Alliance
Providing Training & Education Peer to Peer

GUEST SPEAKER



Chris White, Vice President Mfg.
Sleep Number

Accountability as a foundation for results including an aligned definition, a 5-step process, and the Sleep Number Way

Accountability at All Levels

sleep  number®

Chris White

Vice President Manufacturing and Assembly

My SLEEP NUMBER® setting is 40. What's yours?

Sleep Number – Who We Are

Accountability as a Foundation for Results

- Aligned Definition – Korn Ferry Competency Framework
- Commitment to **5 Steps of Accountability**
- Rigorous Daily Management Execution – **The Sleep Number Way**

Our Mission: **To Improve Lives** Through Individualizing Sleep Experiences

We believe in the power of **individuality** and that it makes us stronger as a **team**...we are focused on encouraging and investing in our team members to be the best version of themselves.

We are the technology leader in the sleep industry linking **quality sleep** to health and well being.

Advancing Our 360[®] Smart Beds

- Personalized insights into your best sleep, optimizing the benefits of the 360[®] smart bed and continually improving your restful time asleep
 - Monthly wellness reports
 - Sleep circadian analytics
 - Heart rate variability measurement
- Temperature balancing layers and proprietary comfort technologies engineered to minimize sleep challenges
- A more breathable sleep surface, providing a cooler, drier sleep environment
- Designed to more closely contour to the body for improved support and spinal alignment

Our **Innovations** will continue to **Solve** problems to improve sleep

Introducing the New Climate360[®] Smart Bed

80% of Americans suffer from sleeping TOO HOT OR TOO COLD

The first bed in the world using advanced temperature technology to create an IDEAL MICROCLIMATE

Designed to help you FALL ASLEEP FASTER by gently warming your feet

Keeps you asleep by ACTIVELY COOLING your entire body

Balances your temperature with your NATURAL WAKE AND SLEEP CYCLES

Our **Smart Beds** are the **Core** of our Technology



Our Opportunity:

Current Situation: We are experiencing unprecedented growth in demand while also expanding our fulfillment chain footprint.

Challenge: How do we sustain culture and business results through this growth?

Solution: Clear **leadership communication** and rigorous **inspection and coaching** through 5 steps of accountability enabled by Sleep Number Daily Management

Focus: **Teams** first approach to empower front line to improve lives

Accountability = Personal Responsibility

Sleep Number has defined “Ensuring Accountability” as one of five core competencies for all team members. Based on Korn Ferry Global Competency Framework this is defined as:

- Follows through on **commitments** and make sures others do the same
- Acts with clear sense of **ownership**
- Takes **personal responsibility** for decisions, actions, and failures
- Establishes clear responsibilities and processes for **monitoring** work and **measuring** results
- Designs **feedback** loops into work

5 Steps of Accountability



Compelling VISION:

Engage and inspire your audience; paint a picture of what success looks like.



Clear EXPECTATION:

Communicate what you expect others to do or accomplish. What does the end product look like? What are the necessary steps? When do you expect it to be completed?



Transfer RESPONSIBILITY:

Clearly transfer responsibility to the appropriate party. "This is your responsibility to accomplish" or "I am going to hold you accountable for this expectation."



TEACH and/or COACH:

Ensure an individual or team knows how to accomplish the expectation. Do they have the skill set? Do they know what tools to use or steps to take? Be prepared to teach and coach throughout the task or project.



INSPECT what you expect:

Following-up shows your interest in others' work. Ask clarifying questions and provide the opportunity for an individual or team to share their work. This exchange creates an opening for recognition and/or additional teaching. Conversely, it may present the need to challenge lack of action or inappropriate behavior.

Manufacturing & Assembly True North

Why

To Improve Lives

Lives of our team members, our customers...all our key stakeholders



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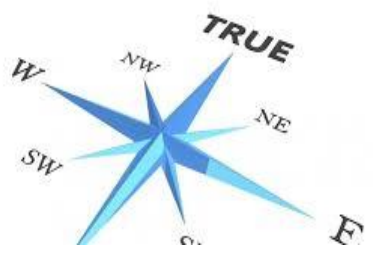
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How

Bring Sleep Number values to life



TEAMWORK INNOVATION



COURAGE INTEGRITY



PASSION

What

Team

We believe the power of the individual makes us a stronger team

Quality

We believe in order to become the world's most beloved brand we must do our job right the first time, every time.

Delivery

We believe in meeting our customer promise by delivering on our commitments.

Productivity

We believe in continuous improvement to create value through waste elimination

Inventory

We believe inventory integrity is foundational to achieving our mission of improving lives

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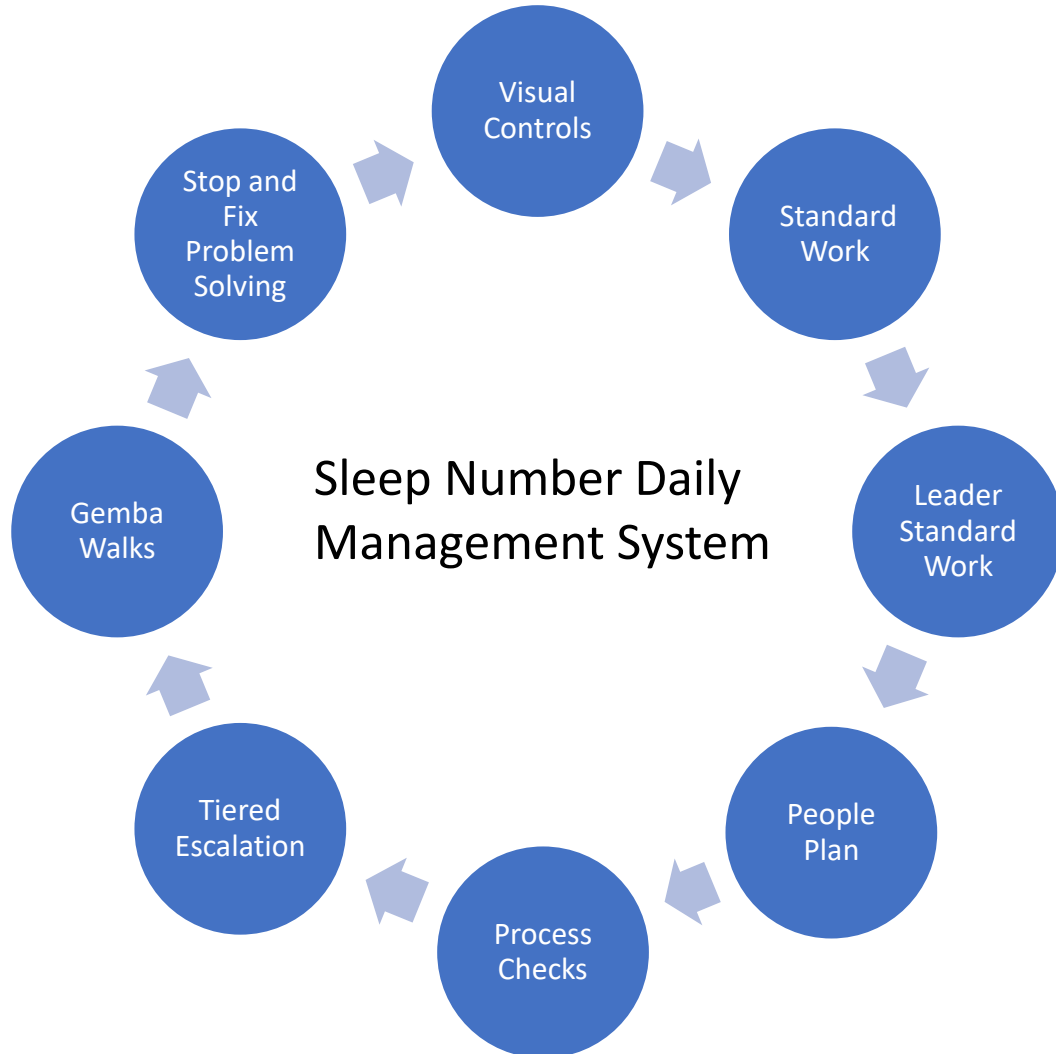
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⤵ Rigorous Daily Management Execution – The Sleep Number Way

This is a system for... all 8 elements are required



Inspecting and Coaching Behaviors We Expect
(in order of priority)

Team
Quality
Delivery
Productivity
Inventory

“Communication is the only task a leader cannot delegate.” – Robert C. Goizueta

Commit to process...5 Steps of Accountability

Clearly communicate what is most important to you...set the vision

Teams focus, inspect and coach...rigorous daily management

Thank You

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