SHERPA INSTITUTE

CASE STUDY

We are a global non-profit team, guiding communities and organizations in creating cultures of continual improvement for social responsibility, to achieve their sustainable & regenerative development goals.

CISR®

Continual Improvement for Social Responsibility

Interface®

Building a CISR® Culture

Be Genuine & Generous

Design a Better Way

Connect the Whole

Inspire Others

Embrace Tomorrow, Today

Interface uses the CISR® Methodology, and its SOFAIR Method, to improve Social Responsibility* performance, driving innovation & positive culture

ISO 26000
aligns with Interface Values

ISO 26000
SOCIAL RESPONSIBILITY

Principles
- Accountability
- Transparency
- Ethical Behavior
- Respect Stakeholder Interests
- Respect Rule of Law
- Respect International Norms of Behavior
- Respect for Human Rights

Subjects
- Organizational Governance
- Human Rights
- Operating Practices
- Labor Practices
- Environment
- Consumer Issues
- Community Involvement & Development

Design a Better Way
Be Genuine & Generous
Connect the Whole
Inspire Others
Embrace Tomorrow, Today

Social Responsibility is NOT corporate philanthropy

Interface Product Development
NOW REQUIRES Stakeholder Analysis, to start Innovation Projects

Stakeholders/ Subjects → Objective → Function/ Focus → Analyze → Innovate/ Improve → Report/ Repeat

At Interface, the CISR Program started with Director of Lean Product Development, Billy Ingram earning Practitioner Certification in the 2016 Beta and Expert in 2017 Beta.

These certifications are conducted at Interface in closed cohorts with company employees only.
Open Enrollment seldom offered, as these certifications are most effective when offered as within an organization that has a CISR Program deployed.

99% of Interface Product Development Department is InnovationSpecialist Certified.
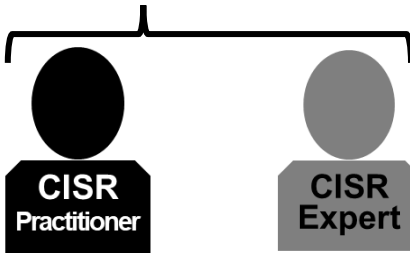
CISR Practitioner

CISR Practitioner is on-par with Six Sigma Black Belt.

Certified Practitioners are equipped to coach CISR Facilitators.

Advanced tools and change-management techniques are learned in 14-week online learning program.

Recommended ratio is 1 Practitioner for every 5-10 Facilitators, depending on frequency of projects.

99% of Interface Product Development Practitioner Certified.

CISR Expert

CISR Expert is comparable to Six Sigma Master Black Belt.

Certified Experts are equipped to coach CISR Practitioners and Facilitators.

Typically, Practitioner is a pre-requisite for Expert. Tools include more complex Stakeholder Analysis and advanced leadership methods, learned in 16-week online learning program.

Recommended ratio is 1 Expert for every 4-5 Practitioners.
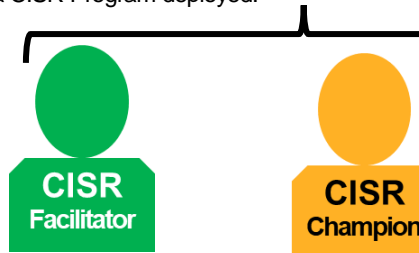
CISR Facilitator

CISR Facilitator is on-par with Six Sigma Green Belt.

Certified Facilitators are the backbone of an effective CISR Program.

Fundamental tools and facilitation techniques learned in 12-week online learning program., ideally augmented with onsite instruction.

Recommended ratio is 1 Facilitator for every 15-20 employees across the organization.*

Some departments, such as Product Development at Interface, have 100% certified while others train few.

CISR Champion

CISR Champion is analogous to Six Sigma Yellow Belt *with the addition* of *advanced* leadership techniques.

Certified Champions are leaders who are critical to an effective CISR Program, focusing on strategy & culture change.

SOFAIR Phases, and what an organizational leader can do to support projects, are learned in a self-paced online course. Advanced leadership & change management skills are developed through applied practice.

Ratio depends on organizational needs.

Innovation Specialist

CISR Innovation Specialists (IS) apply *advanced* TRIZ* & other techniques.

Minimum Certified Facilitator is a pre-requisite. CISR I-S lead SOFAIR Projects and/or augment advanced solution generation and technical brainstorming capabilities of other teams.

Advanced skills learned in 12-week online course with pre-work.

Ratio depends on organizational needs.

* Theory of Inventive Problem Solving

What *IS* a CISR® Culture?

It is *NOT* just about running SOFAIR Projects!

CISR Champion

Senior leaders at Interface set a long-term vision, support SOFAIR Project Teams and *CHAMPION* principles of social responsibility, including:

Accountability

Leaders & managers "practice what they preach".
A clear and consistent set of values governs how business is done.
When people ignore core values, they are held accountable.

Transparency

There are very few secrets.
Information is widely shared so everyone can get information when needed.
Employees see the relationship between their jobs and organizational goals.

Ethical behavior

People have good motives and intentions.
The organization conducts business with honesty and integrity.
An ethical code guides behavior and tells people right from wrong.

Respect for stakeholder interests

Decisions are made with employees' best interests in mind.
Cooperation across the organization is actively encouraged.
Employee capabilities are viewed as a competitive advantage.

CISR®
Continual Improvement
for **Social Responsibility**

Interface®

is the only company that has been listed each year on the GlobeScan & SustainAbility's Sustainability Leaders Survey since the annual study began, holding its place in the TOP 4 companies since 1998.

Recognized as an innovator in product manufacturing and design, Interface also leads industry through the bold mission: **Climate Take Back**™

Interface is a global commercial flooring company, manufacturing in the U.S., Australia, China, the Netherlands, Thailand & Ireland. Their modular systems help customers create unique & beautiful interior spaces which positively impact the people who use them, as well as our planet.

ISO 26000 SOCIAL RESPONSIBILITY

Sound familiar?

Listed above are *some* **ISO 26000 Principles of Social Responsibility** & paraphrased statements from **Denison Organizational Culture Survey (DOCS)**, used at Interface since 2015 to track culture trends.

Most aspects of DOCS (and other culture assessments) have a relationship to CISR.

The Product Development Department at Interface found a correlation between CISR® Program deployment & **a 21% average INCREASE in Denison Culture Scores.**

Product Development Major Improvements:
+54% Capability Development
+80% Empowerment

Capability + Empowerment wheel showing: ADAPTABILITY, MISSION, INVOLVEMENT (+80% Empowerment, +54% Capability Development), CONSISTENCY. Average +21%.

Capability + Empowerment Results:
- Increased annual output & process reliability
- Decreased annual spend and lead times
- Enabled multiple major R&D innovation projects
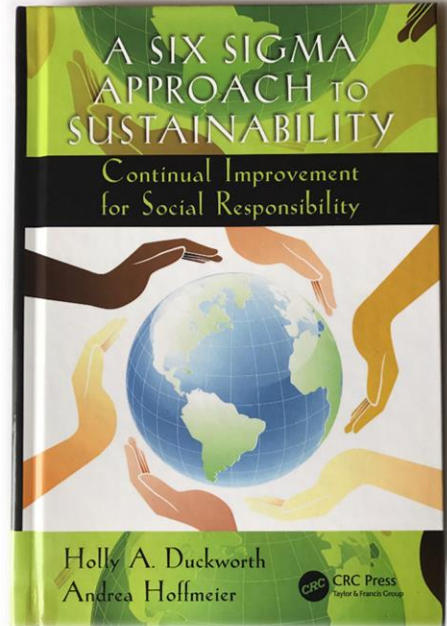- Reduced carbon footprint in a key raw material
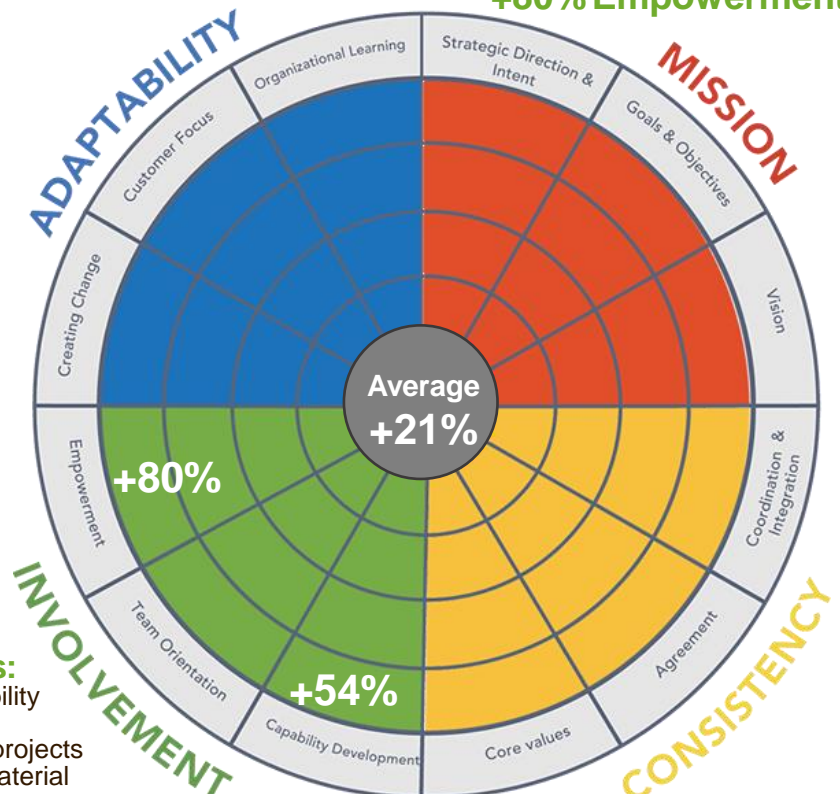
Interface uses the *CISR® Methodology*, a *Six Sigma approach to Sustainability*, with its 6-Phase *SOFAIR Method*, evolved from DMAIC, to specifically address *Social Responsibility* performance improvement and drive culture change.

D M A I C +Biomimicry&TRIZ

Define	Measure	Analyze	Improve	Control

S O F A I R

Stakeholders/ Subjects	Objective	Function/ Focus	Analyze	Innovate/ Improve	Report/ Repeat

ТЕОРИЯ РЕШЕНИЯ ИЗОБРЕТАТЕЛЬСКИХ ЗАДАЧ

At Interface, TRIZ* is used to DESIGN A BETTER WAY
Biomimicry & TRIZ (sounds like trees) are applied end-to-end in the SOFAIR Method. Complexity within the 7 Subjects & Principles of Social Responsibility provides fertile ground to innovate.
*Russian acronym for theory of inventive problem solving

Design a Better Way

## The goal of a CISR Program is *NOT* simply running SOFAIR Projects!
Culture change is a proven result of a CISR®Program, as shown in the Interface Case Study. Starting up the program at Interface was a 3-year process, because their Product Development Department was on the cutting edge, joining every CISR Certification Beta.

A SIX SIGMA APPROACH TO SUSTAINABILITY
Continual Improvement for Social Responsibility

Holly A. Duckworth
Andrea Hoffmeier

CRC Press
Taylor & Francis Group

CISR® Certification Courses developed and instructed by Co-Authors, Sherpa Institute Co-Founders, with global team of CISR Coaches..

Billy Ingram
CISR® Expert Coach
Director of Lean Product Development
Interface®

SOFAIR PROJECT TEAMS
LEADER ROLES & TEAM STRUCTURE

COACH

COACH

CISR Facilitator
CISR Practitioner
CISR Expert
CISR Champion
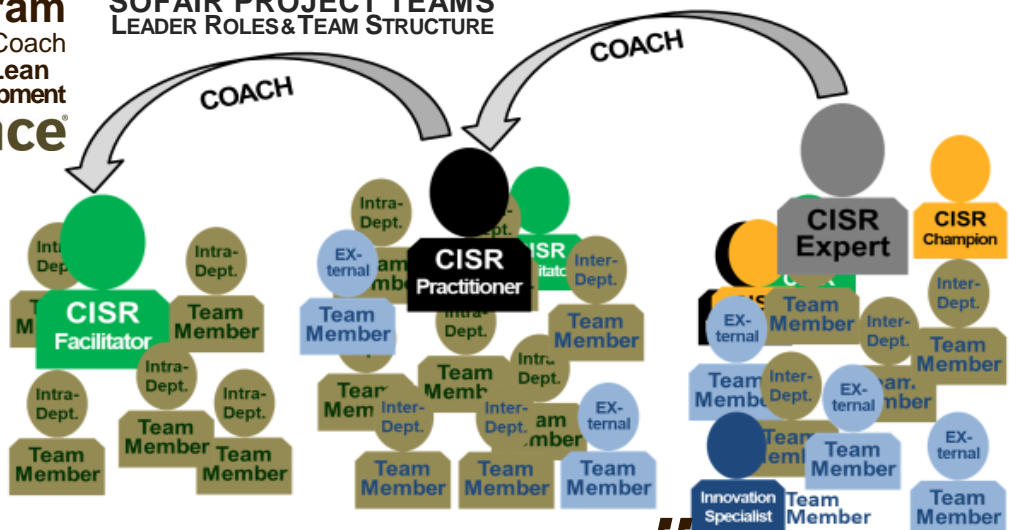
"*SHERPA Institute has been the only source of practical content for improving Social Responsibility that I have found.* Until I began working on my first CISR®Certification in 2016, I was not fully aware of the power of **strategic thinking** inherent in social responsibility."

"*It took me three years to build a CISR Culture,* participating in every Beta Course. **The GOOD NEWS for organizations seeking to build a CISR Culture NOW** is that all certifications are ready so you can ramp up a CISR Program 3-times faster!"
-Billy Ingram

Better Culture* Yields Better Results
Interface® Product Development Select Accomplishments:
- Increased annual output by 50% & process reliability to 97%
- Decreased annual spend by 10% and lead times by 75%
- Implemented 6 major innovation projects partnering with R&D
- Reduced carbon footprint by 50% in a principal raw material

*DOCS +21% average all indictors, +54% Capability Development, +80% Empowerment '15-'19

Questions? Email info@SherpaInstitute.org