

W.L. Gore

Mehr eine Materialsammlung als ein Fragment
von Christian Rüther, www.newwork-matrix.com

Homepages

<https://www.gore.com/about>

http://www.gore.com/en_xx/aboutus/culture/index.html

<https://www.gore.de/news-events/press-release/multinational-workplace-award-2016-de>

Textilproduzent Gore Tex

- <http://www.managementexchange.com/story/innovation-democracy-wl-gores-original-management-model>
- <http://businessin21stcentury.com/articles/profile-gore/>
- [https://www.academia.edu/964711/Classic Case 6 WL Gore and Associates Inc](https://www.academia.edu/964711/Classic_Case_6_WL_Gore_and_Associates_Inc)
- <http://blogs.wsj.com/management/2010/03/18/wl-gore-lessons-from-a-management-revolutionary/>
- <http://fortune.com/2015/03/05/w-l-gore-culture/>
- <http://caseplace.org/d.asp?d=3705>
- <https://www.ukessays.com/essays/business/report-on-strategic-management-and-leadership-wl-gore-case-study-business-essay.php>
- <https://www.fastcompany.com/51733/fabric-creativity> (Alan Deutschman)
- Tom Peters business books:

Umfassend:

<http://www.managementexchange.com/story/innovation-democracy-wl-gores-original-management-model>

Der „Textilproduzent W. L. Gore, bekannt für seine Marke Goretex, ist sogar seit mehreren Jahrzehnten fast hierarchiefrei, inzwischen erwirtschaften dort rund 8.000 Mitarbeiter einen Umsatz von mehr als 1,5 Milliarden Euro. Die Ingenieure und Fabrikarbeiter wählen immer wieder selbst aus, wer die Führung übernimmt und wer zuarbeitet, Weisungshierarchien gibt es keine. Gerade das sei der Grund, heißt es von Gore, dass man innovativ bleibe und als Arbeitgeber beliebt sei.“¹

Vgl. <http://www.capital.de/dasmagazin/die-traumfabriken-der-neuen-arbeitswelt.html>

Vgl. Musterbrecher Film, 4.53

Vgl. https://www.youtube.com/channel/UCO1QUmD6_1yiJnIDErmbmFg (Gore Channel at youtube)

¹<http://www.zeit.de/2013/14/hierarchien-abschaffen-management/seite-2> (07.07.2015)

EXZERPTE

Doug Kirkpatrick – Fallstudie

Spirit of innovation

Kernelemente: Teamwork, natural leadership, relative freedom und individuelle Initiative

Employees = Associates, vgl. Name bei einem anderen Unternehmen – Partner, Morningstar

Besichtigung Elk Mills Fabric, Maryland – zwei Schichten mit je 200 MA, doppelt so viel wie üblich – production economics

Joyce Bwolsbey (18 Jahre dabei), ihr Mann 33 Jahre

Räumlichkeiten Offices (S. 113)

Gründer Bill Gore und seine Frau Genervieve, dann Sohn Bob Gore, seit 2005 Terri Kelly

Flache Organisation – Netzwerk. Jeder kann mit jedem anderen Dinge diskutieren, keine ist als FK ernannt, wenn emergieren sie natürlich von ihren followers ernannt.

Jeder Bereich von Gore hat sein Mission statement, jeder individuelle Arbeiter hat auch sein persönliches commercial mission statement (Vgl. Morningstar)

Die persönliche Mission wird idealerweise jedes Jahr reviewed...

Vier Kernprinzipien von Bill Gore:

1. Fairness gegenüber jeden, mit dem wir in Kontakt treten
2. Freiheit andere Partner zu unterstützen, zu ermutigen in Wissen, Skills und Verantwortlichkeiten zu wachsen
3. Fähigkeit Commitments einzugehen und zu halten
4. Konsultationsprinzip, d.h. andere direkt ansprechen bevor es Handlungen gibt, die sich negativ auf die Firma auswirken

Jeder Partner hat einen Sponsor, der sie bei ihrer Mission unterstützt. Jeder Sponsor hat bis zu fünf Partner. Keine Weisungsbefugnis: Coach, Mentor, Sounding board, Rechtsanwalt und Sherpa (Chefunterhändler?). Sie sind wichtig dabei, neue Partner aufzunehmen und sie auf der Spur zu behalten. Sie sollen proaktiv den Fortschritt verfolgen und sie unterstützen als Advisor, nicht als Boss.

Alle 6 Monate verbales Feedback, alle 12 Monate schriftliches Feedback, das alle Partner zu lesen bekommen...

Sponsor trained in role-playing und anderen Coaching-Methoden.

Jeder Partner ist trainiert, Ich-Botschaften zu senden – vgl. GFK

Drei Arten von Sponsoren, die von einer Person oder mehreren Personen ausgefüllt werden kann:

1. Starting-sponsors
2. Contribution sponsors
3. Compensation sponsors

Sponsoren begleiten bei Konflikten und es ist das Ziel, diese ohne Entlassung zu lösen. Jeder Partner macht ein Leadership-Effectiveness-Training (LET) [Schulung]

Freiheit zu flexiblen Teams rund um spezielle Forschungsprojekte

Dabble time – vgl. 10% Arbeitszeit Google – Entwicklung Elixis guitar strings...

Joyce Zusammenfassung Philosophie W.L.Gore:

- No fixed or assigned authority

- Natural leadership defined by natural followership
- Objectives established by consensus
- Person-to-person communication encourages
- Tasks and functions organized by commitments

Deutschman, Fast Company:

<https://www.fastcompany.com/51733/fabric-creativity>

Suche nach der innovativsten Firma in den USA und ihr Suchprozess
Zahlen von Gore – 1,58 Mr Umsatz, 6.300 Partner, 1000 Produkte, zweistellige
Umsatzzuwächse für die letzten Jahre
Ein paar Besonderheiten – bzw. Abgeschlossenheit.

Gründer Wilbert Gore – left Dupont,
Kommunikation findet beim Car-pool statt, dort gibt es keine Hierarchien
In Krisensituationen, Taskforce ohne formale Regeln und meistens erfolgreich,
warum nicht als Standard-Vorgehensweise
Neue Regeln – kaum Hierarchie, wenige Titel und Ränge, direkte one-to-one-
Kommunikation, kleine Taskforces, die Fabriken sollten nicht mehr als 150-200
Leute haben, so können sich die Menschen noch untereinander kennen

Bsp. Frau Davidson und ihre ersten Tage bei Gore...

„Her experience is commonplace. “You join a team and you’re an idiot,” says John Mongan, who has switched into new teams five times over a 20-year tenure. “It takes 18 months to build credibility. Early on, it’s really frustrating. In hindsight, it makes sense. As a sponsor, I tell new hires, ‘Your job for the first six months is to get to know the team,’ but they have trouble believing it – and not contributing when other people are.”“

Nur hat sie verschiedene Rollen, die in traditionellen Firmen nicht so
zusammenzufinden sind...

Leadership: *„In a sense, you become a talent magnet: You attract other talented people who want to work with you. You draw them with your passion for what you’re working on and the credibility that you’ve built over time.“*

Story of Elixir [Erfolgsgeschichten vgl. Endenburg Schiffbaukrise]:

Associates are encouraged to spend 10% of their time on side projects...

„The trio in Flagstaff persuaded a half-dozen colleagues to help with improving the strings. They all did it in their spare time. Finally, after three years of working entirely out of their own motivation – three years without asking for anyone’s permission or being subjected to any kind of oversight – the team sought out the official support of the larger company, which they needed to actually take the product to market.“

Longtime associates say Gore feels like a university as much as a corporation.

The company insists that its new ideas have to be “unique and valuable” – dramatic improvements, not me-too products.

Marketing Efforts – direct to the customer: *Gore created tags for the final garments that said “Gore-Tex: Guaranteed to Keep You Dry.*

Ebenso Gitarren-Seiten – direkt an Kunden verschenken oder Zahnseide an Zahnärzte verschenken, damit sie es nutzen und weitersagen

Wilbert L. Gore – Vergleich: David Packard und William Hewlett

Beginn der Firma – etwas Gründungsromantik, aber auch Ausdruck gelebter Bescheidenheit und Firmenkultur

Struktur:

CEO, Check Carroll

Vier Bereiche: fabrics, medical, industrial and electronic products, mit Bereichsleitern

Wie auch unternehmensweite Support Funktionen: HR, Informations-Technologie) und spezielle Businesses und Zellen.

Aber es gibt kein Set von Rängen und Positionen – jeder Mitarbeiter ist „associate“, d.h. Partner und deine Rollen verändern sich über eine Zeit

Kompensation ist abhängig von dem Beitrag deiner Arbeit und wird von einem Komitee beschlossen. Die vergangene und gegenwärtige Leistung wird angeschaut sowie die Aussichten für die Zukunft (Zukunftsprojekte, mögliche Abschläge für Investitionen in spekulative Projekte).

Wenn ein Projekt scheitert, dann haben sie eine Feier mit Bier und Champagner, ähnlich wie bei erfolgreichen Projekten

Start-up-Company-Geist...

Jeder, der mehr als ein Jahr arbeitet, bekommt 15% ihres Gehaltes in Aktien der privaten Firma. Wenn sie die Firma verlassen, können sie sich auszahlen lassen – eine unabhängige Firma bestimmt den Wert der Aktien.

Private Ownership als ein Bestandteil erfolgreicher Firmen? – vgl. Semco, Morning star, Upstalsboom...

Herausforderungen für die Zukunft...

Wachstum von 7.000 – 14.000 und dann 21.000 MA...

Kurzversion auf: <https://www.fastcompany.com/51510/gores-text-innovation> b

The Power of Small Teams

Gore tries to keep its teams small (and caps even its manufacturing plants at 200 people). That way, everyone can get to know one another and work together with minimal rules, as though they were a task force tackling a crisis.

No Ranks, No Titles, No Bosses

Employees, dubbed “associates,” have “sponsors,” who serve as mentors, not bosses. Associates decide for themselves what new commitments to take on. Committees evaluate an associate’s contribution and decide on compensation. There are no standardized job descriptions or categories: Everyone is supposed to be like an amoeba, taking on a unique shape.

Take the Long View

Gore is shockingly impatient with the status quo but patient about the time — often years, sometimes decades — it takes to develop revolutionary products and bring them to market.

Make Time for Face Time

There’s no hierarchical chain of command; anyone in the company can talk to anyone else. Gore discourages memos and prefers in-person communication to email.

Lead by Leading

Associates should spend some of their time — usually around 10% — pursuing speculative new ideas. Anyone is free to launch a project and be a leader, so long as they have the passion and ideas to attract followers. Many of Gore’s breakthroughs started with one person acting on his or her own initiative, and developed as colleagues helped in their spare time.

Celebrate Failure

Don’t stigmatize it. When a project doesn’t work out and the team kills it, they celebrate with beer or champagne just as they would if it had been a success. Celebrating a failure encourages risk taking.

Gary Hammel on Gore:

<http://www.managementexchange.com/story/innovation-democracy-wl-gores-original-management-model>

Viel Bezug auf Deutschmann

Context:

Mit 45 hat er seine Firma begonnen, Start in der Garage, investiert die Life-Savings der Familie (Vgl. Allsafe Jungfalk)

3 Mrd \$ Umsatz, 9000 MA, 30 Standorte weltweit

Triggers:

schwieriges Umfeld, dramatische Changes: Globalisierung, IT, Competition

Key Innovations & Timeline:

- *„Fundamental beliefs: Belief in the individual to do what's right for the company; our organization harnesses the fast decision-making, diverse perspectives, and collaboration of small teams; "we're all in the same boat," sharing risks and rewards and committed to what's best for the company and its long term success; we take a long-term view, basing our investment decisions on long-term payoff and not sacrificing our values for short-term gain*
- *Guiding principles: freedom - for associates to achieve their own goals best by directing their efforts to the success of the corporation, to take action, to come up with ideas, to make mistakes as part of the creative process, to encourage each other to grow; fairness - we each sincerely try to be fair with each other, our suppliers, our customers and anyone else with whom we do business; commitment - we each make our own commitments and keep them; waterline - everyone at Gore consults with other associates before taking actions that might be "below the waterline," causing serious damage to the company“*

Inspiziert von Douglas McGregor: The human side of enterprise... Theory X and Y...

Struktur:

It generally doesn't allow a facility to grow to more than 200 people. That reflects another of Bill's beliefs: that once a unit reaches a certain size, "we decided" becomes "they decided." And it mobilizes its plants into clusters, like the 10 factories located in Flagstaff. Gore maximizes opportunities for cross-functional collaboration by having R&D specialists, engineers, salespeople, engineers, chemists and machinists work in the same plant.

Comitement and team:

Gore believes that if you're passionate about your work, you're naturally going to be highly self-motivated. It also has not forgotten Bill Gore's adage that "authoritarians cannot impose commitments, only commands." So at Gore, rather than having someone tell you what to do, you get to decide what to work on and where you can make the greatest contribution, as part of a team. Individuals at Gore negotiate job assignments and responsibilities with their peers, depending on what a team is working on. You can always say "no," but once you've made a commitment, it's a near sacred oath. You're accountable to your team. The negotiating process can be time-consuming, but Gore believes the payoff is worth it, in morale and in the bringing together of the diverse perspectives and talents needed for success. People are assumed to be multifaceted so they are not expected

to devote 100% of their time to one project. Typically, within a few months of joining their first teams, new associates will be encouraged to add a second or third project. The personal challenge: the scope for contribution and the pressure to contribute can be both exhilarating and exhausting.

Seit 2005 Terri Kelly – quasi Wahl von unten: natural leadership

When Chuck Carroll, Gore's previous CEO, retired in 2005, the board polled a wide cross-section of Gore employees asking who they'd be willing to follow. They weren't given a list of names; they could nominate anyone in the company. One of those employees was [Terri Kelly](#), who had joined Gore in 1983 immediately after graduating from the University of Delaware with a degree in mechanical engineering. To Terri's surprise, the new CEO turned out to be her.

Leadership-Inputs Terri – Zeit der Entscheidungsfindung + WHY

"First of all, there are norms of behavior and guidelines we follow... Every associate understands how important these values are, so when leaders make decisions, people want to understand the "why." They know they have the right to challenge, they have the right to know why this decision is the right one for the company... [O]ur leaders have to do an incredible job of internal selling to get the organization to move. The process is sometimes frustrating, but we believe that if you spend more time up front, you'll have associates who are not only fully bought-in, but committed to achieving the outcome. Along the way, they'll also help to refine the idea and make the decision better."

Compensation:

Here's how Gore's performance evaluation and compensation system works:

- *No specific criteria are provided; people are just asked to indicate who's making the biggest contribution to Gore's success.*
- *An associate typically is evaluated by 20-30 peers and will, in turn, evaluate 20-30 peers. They are forced rankings, from top to bottom, and only for people you know.*
- *A cross-functional committees of individuals with leadership roles discuss the results, and develop an overall ranking from 1-20 of these particular associates.*
- *In setting compensation, they make sure the pay curve is aligned with contributions.*

The most powerful manifestation of "we're all in the same boat" is that all associates are part owners of the company through the associate stock plan.

A market for new ideas:

10% as dabble time – vor Google ☺, solange sie ihre primary commitments halten. Unterstützung der Kollegen notwendig, internes Marketing

In recent years, Gore has formalized the process somewhat, while remaining open to all new ideas. After the dabble stage, the development team periodically undergoes a three-stage, cross-functional review process called "Real, Win, Worth." Is the opportunity real? Is there really somebody out there that will buy it? Can we win in the marketplace? What do the economics look like? Can we make money? Is it unique and valuable? Can we have a sustained advantage, say, patent protection? (Fortune) There is no predetermined timetable; the focus is on giving product champions time to experiment and learn, and taking small risks rather than betting

the ranch too early. It's a way to organize for innovation, rather than plan for innovation, with a long-term view.

Is Gore a good fit for you? (cultural fitting?)

Gore is careful about who it hires, and those hires end up being a fraction of a percentage of applicants. As one Gore associate explained: "Gore is not for everyone. Our process for finding the right talent involves a certain degree of self-selection, which means we want job applicants to have enough information to decide that a career at Gore may not be the right fit after all."

Viel mehr on finding the right people...

Fragen + Erfolgsgeschichten

Hiring decision by the team:

Not surprising, hiring decisions at Gore are made by a small team of associates. The team typically includes people the candidate would be working with day-to-day as well as leaders and others with experience in his or her field. One individual, interviewing for a quality engineer position, described his session as friendly with a lot of behavioral and technical questions. Asked what design changes he would make to fix the problem of a diving board that bended too easily, he found himself drawing diagrams and graphs to explain things.

Challenges & Solutions

...

Lessons – vgl Deutschmann Kurzfassung:

Believe in people

It's important to remember that Bill Gore's vision of a new way to run a company rested on a different perception of why and how people work in organizations. He rejected the notion that were fundamentally lazy and needed to be told what to do; he trusted them to be engaged in their work, if allowed to work on something they were passionate about and to achieve goals they believed in. Do you really believe that? Are you willing to bet your business on it? Because at the end of the day, Bill Gore wasn't interested in simply creating a happy work place. The objective was to make money and have fun.

Lead with (and live) your values

When Gore associates and leaders describe "the Gore way," it always seems to come back to the company's values. They are clearly defined and universally understood. And people "walk the talk," every day. Companies interested in emulating Gore's model will need to take a hard look at the values that are embedded in their companies: What philosophies and beliefs do they reflect? What kinds of decisions – big and small – and behaviors do they encourage? Are they "baked into" your culture? Do they need to change? Articulating great values and then not following through is one of the worst things a company can do. People will get cynical, fast.

Take the long view

Taking a long-term view towards its investments in technology and product development is one of Gore's hallmarks. But the same can be said of its management model, which is one reason why it may be a hard sell for executives interested in

adopting it. Is Gore's approach to plant location the most cost effective? Its practice of having associates spend months simply acclimating to a new team? Sacrificing dedicated work time to "dabbling?" Of course not. But Gore sees it as a long-term investment in its ability to foster employee growth and innovation, difficult though that may be to quantify. Its HR leader explains it this way: "I often compare our organizational structure to a democracy to explain the tradeoffs. A democratic government might not be the most time- or cost-effective way to run a country. In the end, however, the quality of life is far better than what you'll find in a dictatorship."

Be bold

When Bill set about building his new organization, he didn't stop with teams and personal communications. And he didn't take a piecemeal approach. He had an organization vision and put in place all the elements required to achieve it – a management structure that placed decision making authorities with teams; a redefinition of the role of leadership; a way of allocating and doing work that would bring out the best in every employee; performance management systems for aligning individuals' and the organization's goals; processes and practices to bring in and nurture the "right" talent; time and patience and freedom to innovate, even if that meant making mistakes; supporting mechanisms like communication and physical facilities; and of course, a value system to keep everyone on the same page. Tinkering with parts of an organization may yield improvements, or may just be frustrating if they run up against other aspects of the organization that are out of synch. It's easier to start with a clean slate, of course. But it's also possible to experiment. Are you ready to be bold?

It's not an option

Gore attributes a large part of its success in product and market innovation to its still radical and always evolving management model. Internal surveys show that Gore's people almost universally regard it as a source of competitive advantage. The company's business record speaks for itself. Gore also recognizes that demographics are changing and young associates expect things like an opportunity to make an impact, and a collaborative work environment where information is freely shared. And attracting, growing and inspiring top talent is what it's all about at Gore.

Terri Kelly, CEO seit 2005 – Verschiedenes + andere FK:

W.L. Gores Original Management Modell:

<https://www.youtube.com/watch?v=47yk2upT7tM>

Gary Hamel – conversation with Terri Kelly

Adaptable, innovativ, engage MA...

Radical alternative to the status quo of

50 years old, never a loss...

Not hierarchy command and control – lattice/network organisation, go to the person, you need decision, no title – no box – no assumed authority

Employees are associates, self commitment to the work you work on – high responsibility to deliver

Leaders are there, because you have followers – first idea... überzeugen...

Gore: we have to innovate – human side, McGregor, Maslow

Story: task forces in Dupont – they behave so differently, why can't we put this to work – Ausgangspunkt Projektorganisation

Terri Kelly: Are you ready to give up power to get results?

<https://www.youtube.com/watch?v=Vc-5NytHDWQ>

CEO sets the tone in the organisation

Never there is certainty – knowledge

Single all-knowing leader is a Fehler, so was gibt es nicht...

Small teams – greater good of organisation

Solala...

Team Building Terri Kelly

<https://www.youtube.com/watch?v=-5oZh9lQhyk>

Peer-based organisation, their job is to make everyone else successful, build relationships, get to know your peers, more invested personal outcome and the whole organisation

On-demand-hierarchy: we have structure – no fixed hierarchy, who really has the knowledge, who is driving the decision – should be the leader, naturally, more often the population to the engagement

Ladder – lattice organisation: we're all connected, with each other, vgl. Morning star, right to the source, direct communication.

We don't tell people what to do – leadership different role: influence, you want the individual to have the responsibility, energy shift to the other person, ownership shift...

Everyone values and beliefs, help each other, long term view, common foundation in values, e.g.

- belief in individual – everyone can make a significant solution/contribution,
- smaller teams,
- we are all in the same boat
- We want to take a long term view

Associate with idea – internal selling, influence, convince others that your idea is a great idea, how much passion, able to get other associates to engage...

peer-review process, success factors... , teams look at the different projects, what the most attractive, peer evaluation – little factors – who is the most contribution to the company, no.1-6 – compensation accordingly

Welche Faktoren??

Blogbeitrag – No more heroes – über Führungskräfte:
<http://www.managementexchange.com/blog/no-more-heroes>
Wenig konkretes ☹

<http://www.managementexchange.com/video/end-hierarchy-natural-leadership>

(Video funktioniert nicht, oder?)

Interiw mit Debra France – Leadership Development

<https://www.youtube.com/watch?v=hFDht4qZP98>

- **Followship** – teams come around oportunites, organise it, some leadership skills – the practise of these that
- **Lattice – informal network** in the background – faced on personal relationship – to get something done, I seek someone informal...
- Features: no rules to whom you speak, no titles, everone is associate, no job-describtion, helping to grow relationships
- **Sponsorship:** a sponsor, everybody has one – formally committed to you, seek out opportunities for you to grow, starting sponsor..., asking someone to be a sponsor
- **The product mother:** the product specialist – more than a product: technolgy, manufactuere, sales – three legs stuhl, the circle around is the product mother, integrate all this... nutruing a new product

Gore-Videos

Vgl. https://www.youtube.com/channel/UCO1QUmD6_1yiJnIDErmbmFg

The Gore experience - Verschiedene MA-Stimmen:

<https://www.youtube.com/watch?v=8AhCqmdVAF8>

Afroamerikanerin

- By joining Gore you have the ability to change. My mind is moving with problem solving
- Sponsor as mirror – open different parts
- It`s wonderful to grow

Schnauzer

- We have a pretty different culture...
- Very challenging environment
- Safe somebody's life – keep us focused
- Hiring very serious commitment – we want you to invest in the company by contributing ideas and having fun with it

Grauhaariger Mann

- What the culture allows you to have passion around what you do
- Sponsorship to help others – that leads to happiness
- I've done different jobs, without leaving the company – that kept me healthy and happy
- Thousand of the people around the globe with this culture

Bold one

- You got a reason to wake up at the morning – at Gore. Everyone is up to something. Sponsorship important
- One-to-one communication, meeting people
- Mistakes are okay... it can be expensive, integrate the learnings in what to do

Weißer Frau

- If you see an opportunity, there are plenty of opportunities

Businesswoman:

- we want to be a product leader in every part we're in...

Working at Gore – different MA-Stimmen

<https://www.youtube.com/watch?v=quB98jWAsuk> –

...

- I like the Variety of roles
- Different challenges
- Diverse background
- Done a lot – energised me, strong teams
- Fulfilment with the freedom to explore, primary commitment
- Your contributions are key to the success of the enterprise
- Commitment to quality
- I had a hand in creating this great product – I can point to a product and see it
- What gets me up at work is the challenge I need

- I love coming to work here
- There is always a new challenge
- It is always fresh to me, work with someone new, get new questions
- Work with the people I really enjoy being with
- Today is totally different than yesterday, tomorrow, I am always excited to the challenges I face

Join Gore and Change your future:

https://www.youtube.com/watch?v=NHM1s_RckUY

Relationships:

<https://www.youtube.com/watch?v=eQuAqJgH2iA>

Marks Story:

<https://www.youtube.com/watch?v=jo6avhliydc>

Gore-Tex-Factory Tour:

<https://www.youtube.com/watch?v=wi5yOrctgLI>