



Driving Innovation

Earl Rogalski

- Level setting
- Why *Innovation* matters
- Our approach to creating a world class innovation system
- How our journey will continue

What we do...

Garlock

**Creating a safer
and cleaner world
through innovative
industrial solutions**



Gylon Gasket



Oil Seals



SGi™ Bearing Isolator
- Product of the Year
Award



Enduro
Bearing Isolator



Lubrikup



Guardian® Rubber
Expansion Joint



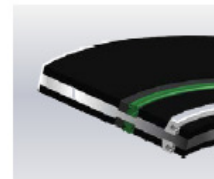
Carbon Packing



Kammprofile Gasket



Pikotek
VCS gasket



Pikotek VCFS
'Fire Safe' gasket



LineBacker
gasket



Link-Seal®



Casing Spacers



Infiltration Sealing Systems



One-Piece Orifice Plate



Wall Penetration Seals



Flange Isolation Kits



Fundamental Belief:
“To enable the full release of
human possibility”



www.youtube.com/watch?v=PRG4IniY3VU

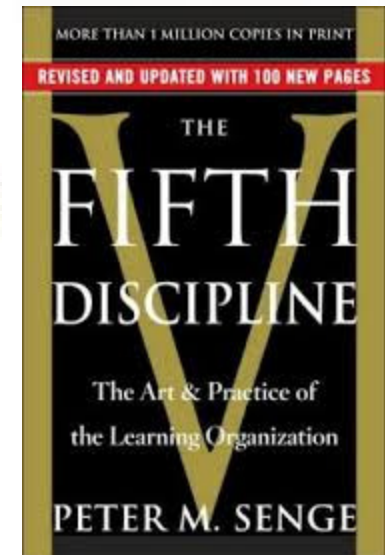
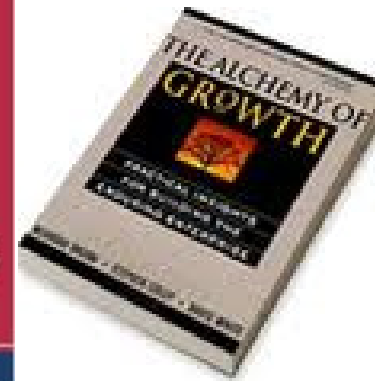
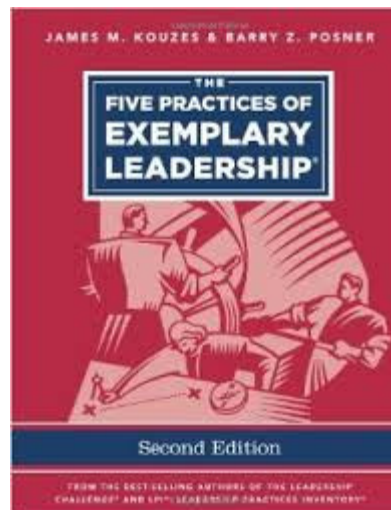
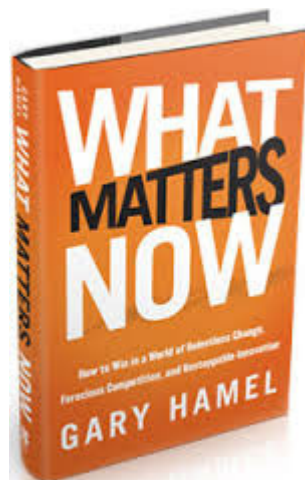
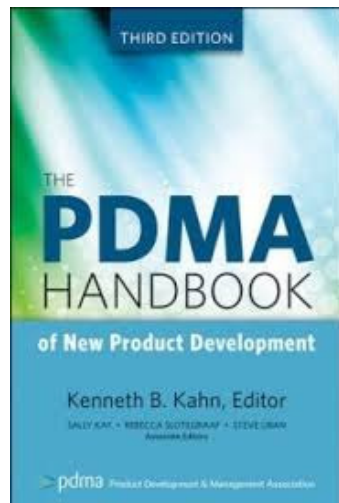
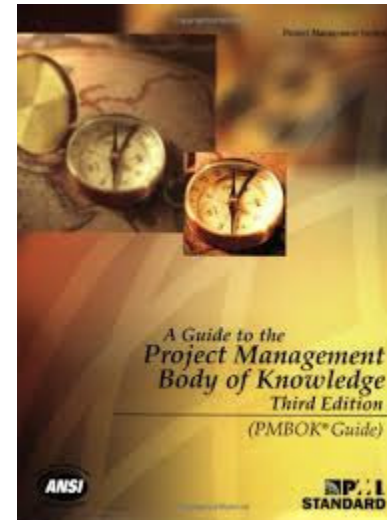


- **“Phase” 1 (iLPC)**
 - Collaborate
 - Create a shared vision
 - Seek new knowledge
 - Coalesce our new knowledge
 - Share with everyone
- **“Phase” 2 (iDEAS)**
 - Renew “phase” 1
 - Connect every employee

- Innovation Leveraged Platform Council (iLPC)
 - 1 EnPro VP of strategic planning and business development
 - 1 division president
 - 6 innovation / engineering / R&D division leaders
 - 2 strategy leaders
 - 1 continuous improvement leader
 - 2 R&D engineers

EnPro is recognized for its culture of
community enriching innovation

We create value to ensure sustainable
strategic competitive advantage



And Insight from Some of the Best

Garlock

IBM

Milliken

3M

En²pro
Industries

 Microsoft

CORNING

Google

IDEO

- Creation of our Guidebook
 - Introduction
 - Culture
 - Ideation
 - Processes
 - Portfolio
 - Project
 - Phase-Gate
 - Performance & Metrics
 - Renewal



FAIRBANKS
MORSE
ENGINE

an EnPro Industries company



Technetics
GROUP



STEMCO®

A Higher Standard of Performance.™

GPT

Garlock
SEALING TECHNOLOGIES®



GGB
BEARING TECHNOLOGY

an EnPro Industries company



2012

2013

2014

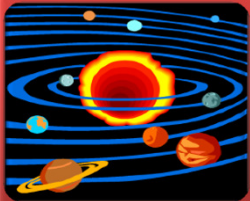
- Understand the current state
 - Select a core team (~50 employees)
 - On-line survey
 - Live interview (deep dive into the survey results)
 - Distribution of the guidebook
 - Sub-team placement

- 3-Day deployment
 - Overview – “why we are all here”
 - Formal knowledge sharing
 - Sub-team work
 - Team sharing and feedback
 - Sub-team refinement
 - Define next steps

Typical Deployment Agenda

Garlock

Tuesday, September 30 th			
Coffee / Welcome	Wednesday, October 1 st		
Welcome and Intro	Coffee / Welcome	7:30 AM	30 min
Explain Event Age	Center (in break-out rooms)	Thursday, October 2 nd	
Center	Check-in	Coffee / Welcome	7:30 AM 30 min
Check-in	Break-out: Community Formation, Deep I	Center (in break-out rooms)	8:00 AM 15 min
BREAK	Break-out: Define Current State	Check-in	8:15 AM 30 min
Community Form	BREAK (in your own teams)	Break-out: Complete 45, 90, and 180 day Action Plan and Metrics	8:45 AM 45 min
LUNCH	Break-out: Continue Defining Current Sta	Team Presentations and Group Red-Team	9:30 AM 45 min
iLPC Presentation	LUNCH	BREAK (in your teams)	10:15 AM 15 min
BREAK	Break-out: Complete Future State & Begi	Team Presentations and Group Red-Team	10:30 AM 45 min
iLPC Presentation	BREAK	Break-out: Discuss Red Cap Feedback And Improve Action Plan	11:15 AM 45 min
Check-out	Break-out: Complete Identifying Gaps	LUNCH	12:00 PM 75 min
Adjourn	Create 45, 90, & 180 day Actio	Break-out: Discuss Red Cap Feedback And Improve Action Plan	1:15 PM 45 min
Dinner (on your o	Check-out	Team Final Report Out	2:00 AM 60 min
	Adjourn	BREAK	3:00 PM 15 min
	Group Dinner (The Rouxpour – Sugar Land T	Final Wrap-Up and Check-Out	3:15 PM 90 min
		Adjourn	4:45 PM



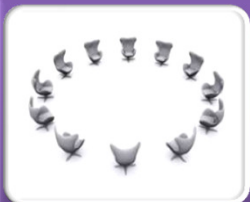
Systems

- Organizational structure
- Processes



Environment

- Physical space
- Virtual space



Collaboration

- Community building practices
- How do we communicate?
- Interactions – purposeful play



Approach

- Creativity
- Motivation
- Reward system





Intention

Model the way

Trust

Connection

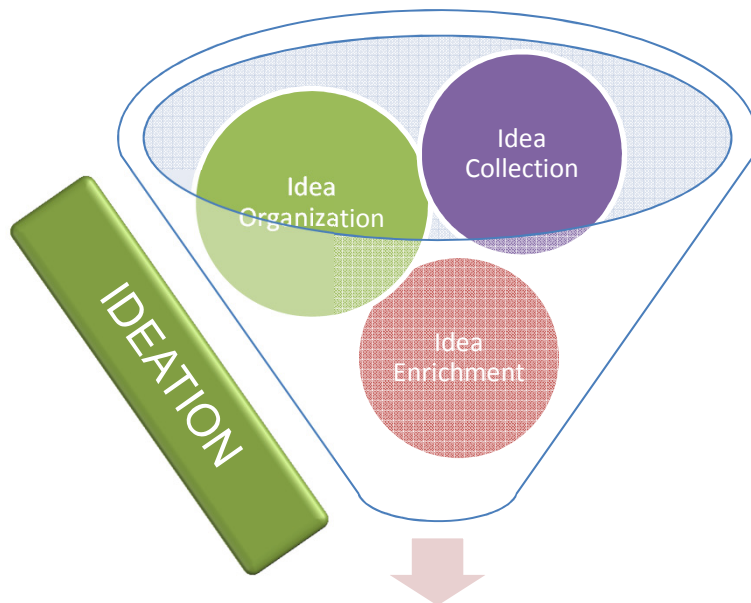
Encourage the heart

- Nature
- Adjacent industries & markets
- From customers
- Market research & insight
- Technology foresight
- Cross business unit communities



New Product Ideas
must come from a deep
understanding of our customers

We must excel at solving difficult
problems for our customers



- Create an environment where ideas thrive
 - The system must be ready to receive the ideas
 - Need to overcome mistakes of the past – feedback!
- Approach
 - Collection
 - Visibility to all
 - Enrichment through
 - Collaboration
 - Investment
 - Increased R&D focus – both technical and marketing

- Growth through new products and services
 - R&D investment is balanced
 - Appropriate level of incremental, distinctive and breakthrough projects
- Portfolio Management
 - Increased focus on technical and market feasibility before investment decision is made
 - Active projects and the pipeline are actively managed



One day **Alice** came to a fork in the road and saw a
Cheshire cat in a tree.

"Which road do I take?" she asked.

His response
was a question:



"Where do you want to go?"

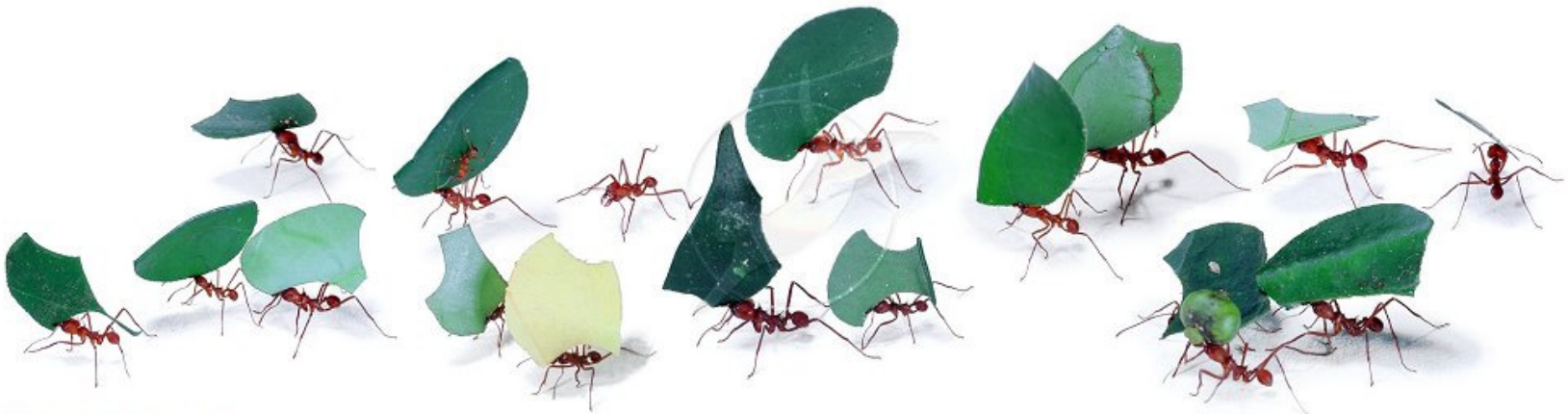
"I don't know," Alice answered.

"Then," said the cat,

"it doesn't matter."

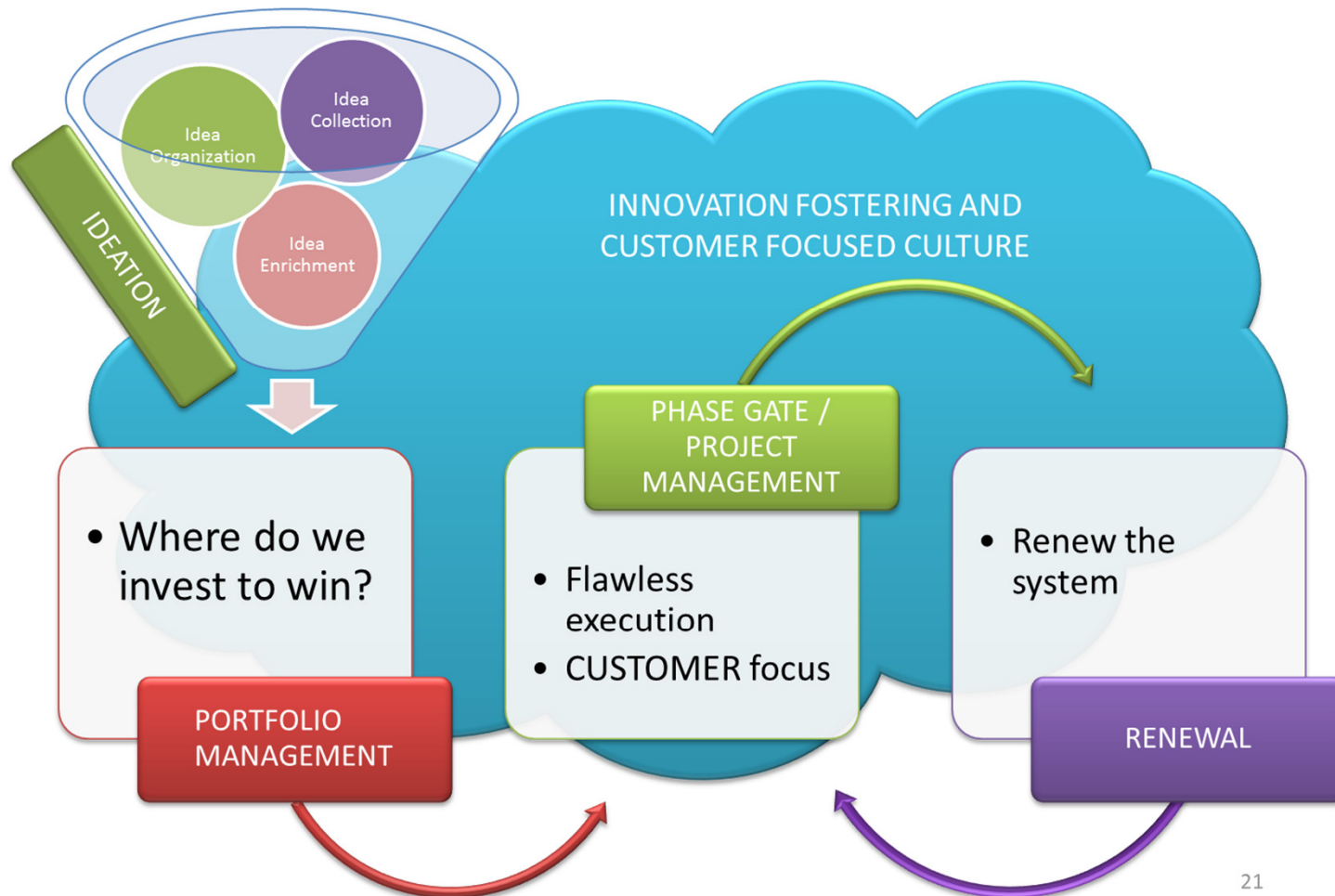
- Lewis Carroll, Alice in Wonderland

- Program planning
- Phase gate / commercialization
- Production launch
- Strong and clear processes
 - Utilize a Phase Gate method to commercialize new products & services
 - Increase project management as a core competency
 - Rigor with flexibility

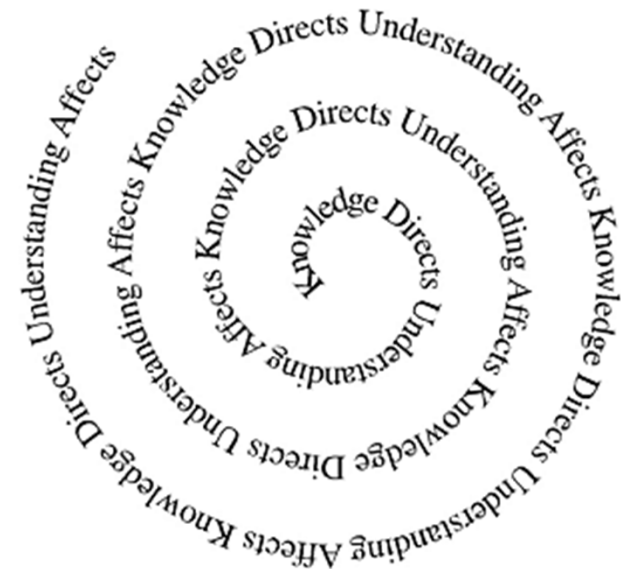


- Continual Renewal
 - Knowledge is captured and shared
 - System is designed to continually be refreshed
 - Knowledge Harvesting
 - Post review (why did a projects fail / succeed)
 - Finding & connecting people
 - What knowledge / skills do we need in the future?
 - Scaffolding
 - Mentoring / Coaching





- Once the deployment is complete
 - Knowledge is captured and shared
 - Post deployment (what worked well, what didn't?)
 - Connecting people across EnPro
 - Scaffolding
 - Mentoring / Coaching
 - Renew our deployment for the next one...
- Site follow-up's
 - 30-days
 - 60-days
 - 180-days



holeinthefence.net

- iLPC team disbanded
- New team formed called iDEAS
- Two primary goals
 - Connection
 - Renew our innovation process

