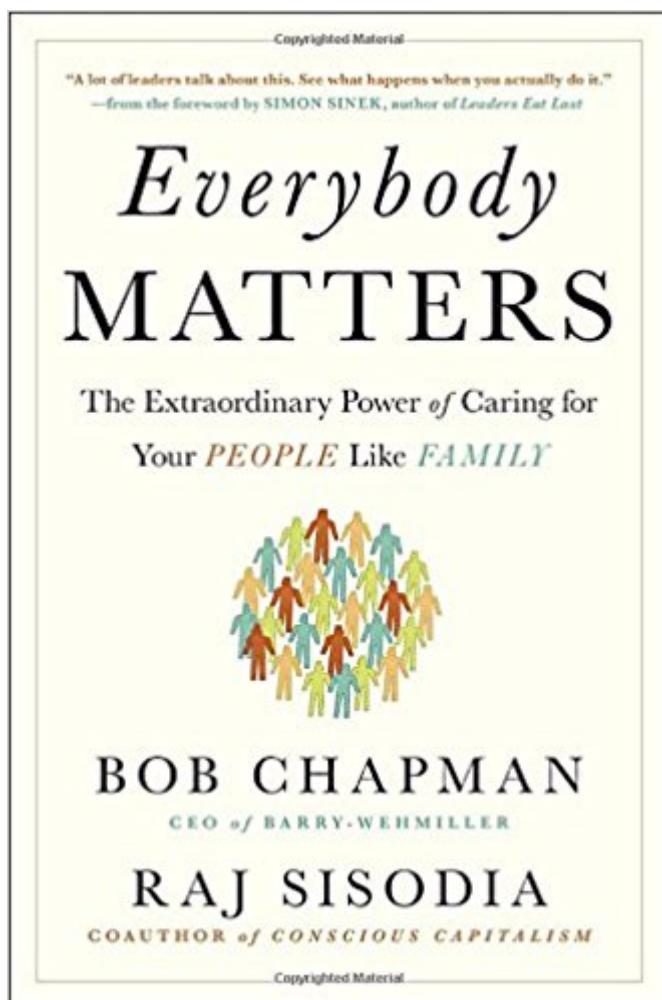


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# Everybody Matters: The Extraordinary Power Of Caring For Your People Like Family



## Synopsis

Bob Chapman, CEO of the \$1.7 billion manufacturing company Barry-Wehmiller, is on a mission to change the way businesses treat their employees. Starting in 1997, Bob Chapman and Barry-Wehmiller have pioneered a dramatically different approach to leadership that creates off-the-charts morale, loyalty, creativity, and business performance. The company utterly rejects the idea that employees are simply functions, to be moved around, "managed" with carrots and sticks, or discarded at will. Instead, Barry-Wehmiller manifests the reality that every single person matters, just like in a family. That's not a cliché on a mission statement; it's the bedrock of the company's success. During tough times a family pulls together, makes sacrifices together, and endures short-term pain together. If a parent loses his or her job, a family doesn't lay off one of the kids. That's the approach Barry-Wehmiller took when the Great Recession caused revenue to plunge for more than a year. Instead of mass layoffs, they found creative and caring ways to cut costs, such as asking team members to take a month of unpaid leave. As a result, Barry-Wehmiller emerged from the downturn with higher employee morale than ever before.

It's natural to be skeptical when you first hear about this approach. Every time Barry-Wehmiller acquires a company that relied on traditional management practices, the new team members are skeptical too. But they soon learn what it's like to work at an exceptional workplace where the goal is for everyone to feel trusted and cared for—and where it's expected that they will justify that trust by caring for each other and putting the common good first. Chapman and coauthor Raj Sisodia show how any organization can reject the traumatic consequences of rolling layoffs, dehumanizing rules, and hypercompetitive cultures. Once you stop treating people like functions or costs, disengaged workers begin to share their gifts and talents toward a shared future. Uninspired workers stop feeling that their jobs have no meaning. Frustrated workers stop taking their bad days out on their spouses and kids. And everyone stops counting the minutes until it's time to go home. This book chronicles Chapman's journey to find his true calling, going behind the scenes as his team tackles real-world challenges with caring, empathy, and inspiration. It also provides clear steps to transform your own workplace, whether you lead two people or two hundred thousand. While the Barry-Wehmiller way isn't easy, it is simple. As the authors put it: "Everyone wants to do better. Trust them. Leaders are everywhere. Find them. People achieve good things, big and small, every day. Celebrate them. Some people wish things were different. Listen to them. Everybody matters. Show them."

## Book Information

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## Customer Reviews

"Profit matters, but people matter more. Bob Chapman and Raj Sisodia use real-world examples to illustrate how the humanity so often absent in today's boardrooms is actually a direct path to sustained growth. It's a message that should be taken to heart by business leaders everywhere." —RON SHAICH, founder, chairman and CEO, Panera Bread"Bob and Raj beautifully illustrate the important intersection of business and the true essence of the human spirit. One company, one employee at a time, Barry-Wehmiller is changing the world—and the world of business! If this model can be successful in manufacturing, it can be successful anywhere." —KIP TINDELL, chairman and CEO, The Container Store "It is almost impossible for me to adequately convey my admiration, excitement, and incredulity. . . . To give people the power and freedom to care for each other, to trust that people want to do well and be good . . . and to see how these things create value for everyone—it doesn't get better than that. I have (happy) tears in my eyes as I write this." —AMY CUDDY, associate professor, Harvard Business School"Is it possible to run a successful business without treating people like numbers? Can a corporate culture of mistrust and insecurity be transformed into one of caring and fulfillment? Everybody Matters answers these questions with an enthusiastic 'Yes!' If you're ready for a new way of doing business, this is the book for you." —DANIEL H. PINK, author of *To Sell Is Human* and *Drive*"When it comes to maximizing potential, Chapman and his team at Barry-Wehmiller have it figured out. This deeply moving and practical book will have you asking yourself 'Why haven't we been doing this?' Now you can

begin tomorrow!" •JACK CANFIELD, coauthor of *Chicken Soup for the Soul® at Work* and *The Success Principles* "Everybody Matters simply blew me away. This is THE book that practically every corporate CEO in North America has been breathlessly waiting for . . . even if they don't yet know it!" •BOB BURG, coauthor of *The Go-Giver*

BOB CHAPMAN is the chairman and CEO of Barry-Wehmiller, a global capital equipment and engineering consulting company. A combination of almost eighty acquired companies spread among ten operating divisions around the world, Barry-Wehmiller's vision is to use the power of business to build a better world. Chapman blogs about leadership and culture at [www.trulyhumanleadership.com](http://www.trulyhumanleadership.com). RAJ SISODIA is the FW Olin Distinguished Professor of Global Business and Whole Foods Market Research Scholar in Conscious Capitalism at Babson College. His most recent book is the Wall Street Journal bestseller *Conscious Capitalism* (with John P. Mackey, cofounder and co-CEO of Whole Foods Market).

What Bob Chapman and Raj Sisodia have created in *Everybody Matters* is not only a beautiful and enduring message but so much more. It challenges each of us to embrace our own inner genius and liberate unselfish power in ourselves and others. Robert Kiel in *Return on Character* empirically demonstrated the business and personal benefit of virtuous leadership, and Bob Chapman offers a living example of how it can be done. When a leader is obsessed with creating a culture that puts people first everyone benefits--the leader, the workforce, the customer and ultimately society itself. Knowing yourself as you truly are connects you with the deepest sense of what is right and transforms you into a person who is profoundly connected with others. This is the inner transformation that embeds you in a sublime ecosystem where others thrive and where your expectations routinely exceed your wildest dreams. *Everybody Matters* extends the gifts of trust and empathy enjoyed by those fortunate enough to be part of Barry-Wehmiller to all of us. Read it, buy it for those you value and experience the transformative power for yourself. William D. Anton, Ph.D.

I had a colleague this past week suggest I read this book they'd stumbled upon 'cause apparently, "This guy sounds just like you!". Indeed I did enjoy it. I'd heard of the Barry-Wehmiller company before, having grown up in southern Illinois, it's a pretty familiar name to those close to the St. Louis metro area. But honestly - I had no idea that Barry-Wehmiller had so wholeheartedly embraced a philosophy of management that should be what lean managers strive for. The only part of the book that bothered me was the point in the book when they decide to adapt lean methods into their

culture..."We scheduled a kickoff meeting in Green Bay with a group of senior leaders to lean about Lean and begin our continuous-improvement journey. On the first afternoon, a consultant gave an opening presentation on Lean. After forty-five minutes, I stood up and walked out of the room in frustration. The presentation was all about justifying bringing Lean tools into an organization because they help add to the bottom and get more out of people. The presenter actually said these words, "This will help you get more out of people." That's when I left the room.....With fire in my voice, I said, "Brian, we are never going to have a Lean journey like that in our organization. We are not going to suck the life out of people and take advantage of them in that way. We are going to build a Lean culture focused on people or we're not going to do it at all."First, bravo Mr. Chapman for being principled enough to follow your own compass. Second, I'm very sorry that was the "lean" you were introduced to. I find it ironic and sad that Bob Chapman had to build a "Lean Culture focused on people" as if it were something new and different.Ironic because, had Bob gone to Toyota to learn the Toyota Production System he'd have found that's exactly what real lean is. Maybe not in the exact same way they've found to make it work at Barry-Wehmiller, but certainly within the same spirit.A real lean consultant would have known that:The Toyota Way is rooted in the concept of "Respect for People" and would never:overburden employeescreate an environment of fearthink of people as "heads" or "variable resources"Real lean knows that you cannot truly have continuous improvement, everywhere, all the time IF you don't respect people as people.Real lean knows that the best way to build / show respect for people is to trust them, listen to them, guide them, thereby - building better people.In this way, people are not a variable cost you want to flex up and down - but a fixed cost, or even a capital investment that continues to appreciate. Like a chunk of gold, that will increase in mass if you only appreciate it - or shrink if you ignore it.Bob may not have gone to Toyota, but according to his book he did meet with Jim Womack of the Lean Enterprise Institute. Poor Jim Womack even laments:"Bob, I can't believe I wrote this book that's been around the world, that a huge number of organizations in the country are embracing...I can't believe it hasn't changed the world"What does this say about us? What does it say that you can't almost hear the angst in Jim Womack's voice about the undelivered potential of this alternative way of management?You can practically hear Jim thinking, "How many times do we have to say this?"So many say they're lean consultants, OpEx professionals, etc...but why is it so rare to find a leader that can actually practice it?(let's be honest here...it's very, very, VERY rare.)There's also a section of the book detailing how they weathered the financial crash of 2008, asking all employees to share in the burden - rather than having a layoff and catastrophically impacting a few.This hit close to home for me - as the company I worked for at the time - did nearly the same thing. We did it

a little differently, a single week at a time per month and we focused it on salary ranks rather than hourly (as well as giving up all bonuses and merit increases) but it was a similar strategy. Why would an organization do this? I explained this to another colleague a couple weeks ago: "Our clients don't care how great you did this year...or how great a team did, or a division...they see us as one company, one team. It's about time we thought of ourselves that way..." Business organizations don't get to succeed or fail in silos in the real world. This is a team sport - and good teams pick up the slack for a injured member. Bob Chapman and Barry-Wehmiller should be proud of what they're trying to do, the lives they've impacted, and those they might yet inspire to. I'm sure things aren't perfect, no company ever is. But if Bob is half as sincere as he comes across in this book, and they keep trying - they have a bright future ahead of them.

My first book review ever is reserved from one of the most transformational books ever. Bob Chapman shares his deeply personal story of his evolution from a traditionally trained business executive to a steward of the lives entrusted to his care. His leadership wisdom comes from deep introspection that he shares as his gift to others interested in demonstrating their personal care for their team. Having had the opportunity to experience the Barry Wehmiller culture, I can only tell you that Bob is one of the few of us with the strength and courage to live up to his aspirations while inspiring others to do the same. I hope that this book inspires you to join Bob's journey of continuously improving the lives of others.

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