

Cummins, inc.



**ASSIGN
BUSTER**

Cummins, Inc. is a world leader in the manufacturing and design of multi-scale and high performance electrical power generation systems, diesel engines and other related technologies. Cummins operates within a business-to-business environment all around the globe; approximately 190 countries and employs over 40, 000 people worldwide. Headquartered in Columbus, Indiana, Cummins utilizes a vast network of more than 500 company-owned and independent distributor locations and approximately 5, 200 dealer locations. In 2011, Cummins reported a net income of \$1. 75 billion. Cummins was founded in 1919 by Clessie Lyle Cummins.

Strategic Leadership; US and Foreign Cummins strategic leadership starts with its vision statement and the belief that the power of Cummins can create a better life for the people of the world. At the heart of the company??

™s vision are its core values. It is vital that all employees embrace these values. Also, this makes recruiting and selecting only the best a strategic function for the company. The Times 100 identifies these values as: *

Integrity: Strive to do what is right and do what we say we will do. *

Innovation: Provide the creative ingenuity to make us better, faster and first.

* Superior Results: Exceed expectations consistently * Corporate

Responsibility: Serve and support the communities in which we live.

* Diversity: Embrace the diverse perspectives of all people and honor with both dignity and respect. * Global Involvement: Seek a world view and act

without boundaries. In order to meet the needs of an ever-increasing

customer expectation, Cummins employs a team-based manufacturing

approach. The company assembles teams that are dynamic, sound and meet the task specific need of its customer. One of the challenges in meeting

these requirements is tactful and intelligent recruiting. Cummins puts a high priority on hiring the best and getting it right during the recruiting process. Poor recruitment can be very costly and time consuming. The company further believes that regardless whether a company has the most modern technologies or a vast set of resources, it is having the right people in the right places that give a company the opportunity to succeed.

So, when Cummins reaches out to potential hires, they use varying means to attract them. Some of these means are newspapers, social consultants, Job Centers and the World Wide Web. The Web allows Cummins to reach around the globe in the hopes of landing that next great employee. This is now about 80% of The Cummins recruitment process. Cummins believes in recruiting people with a strong diversity. In reaching customers within the US and around the world, Cummins knows that diversity will be the engine that drives the company forward. Cummins.

com states the company line when talking diversity: * Create a workplace population with representation that is similar to the markets in which it operates. * Demand that the workplace is safe and inclusive for all individuals and organizations. * Develop a collective behavior that encourages all individuals and employees to best use their talents. * Capitalize on a diverse workforce to enhance the Company's competitive position within the marketplace. Cummins knows that creating a successful working environment not only includes people from different backgrounds, but recognizes the importance of celebrating those differences. Leading and Influencing At Cummins, leading and influencing start at the very top with their Chairman and CEO, Tom Linebarger.

Linebarger's™ leadership team believes that the company cannot be sustainable unless it identifies and develops leaders of the future. In 2009 Cummins introduced a new agenda; The Leadership Culture Series. The system was designed for Cummins's™ top 300 leaders and was built on five principles or leadership skills identified by Cummins top executives. This initiative was considered critical to the future success of Cummins.

The five principles are; Coaching and Development, Fostering Open Communication, Managing Diversity, Talent Management and Thinking Strategically. The responsibility for each of the five principles was assigned to an individual c-level executive and that particular executive was held accountable to the CEO for its success. A very top-down influence style. Each c-level executive was/is expected to take immediate ownership, lead all discussions and serve both as role model and a champion of that particular leadership principle. Participants are expected to take the lessons learned, incorporate these lessons into everyday work by interacting with customers, stakeholders, colleagues and then provide feedback to senior staff members. Cummins influences change from the top down as well.

The company's™ approach to change is that everyone, at every level must be on board and accept the need for change. Cummins feels this is the optimal environment for success and puts a widespread consultation team together to monitor its success. Also, Cummins takes the "don't fix what isn't broken" motto but believes what isn't broken can be made better.

This, Cummins feels, will create an environment where a more dynamic workforce will emerge and take the company to its next level. And to achieve this, the company sets an inspirational view of the organization backed by the values and principles that drive Cummins, Inc. Strategic Power Strategic power and power planning begin with Cummins vision; Making peoples lives better by unleashing the Power of Cummins. This vision is resonated throughout the organization and is a powerful statement of the brand. A great example of this is to look at Cummins, the international company and its efforts toward excellence in diversity. The Cummins Global Diversity Department has powered up by introducing its worldwide Affirmative Development Project. The project was successfully implemented within the United States with the company's African & African-American Affinity Group and the Latino Affinity Group centered in Indiana. Following the success of the US project, the initiative has since been introduced into China and India.

The successes of the China and India project lead to further implementation in Brazil and Australia. This far reaching, strategic plan is based on this formula: * Along with senior leaders, employees from certain under-represented demographic groups meet together at an all day workshop to openly discuss any issues the group sees as necessary. * The discussion is then guided toward career planning and career goals both in a collective and individual perspective. * Throughout this session, managers are encouraged to visit these workshops and participate with the employees. * Managers will then meet in management workshops and deep dive into the issues and concerns of the employees. The workshops were designed to create an

environment where employees and managers feel open and comfortable talking about issues and concerns. This strategic plan has been an overwhelming success. In India, the initiative was received with a 98 percent favorable overall rating and in China, 95 percent overall rating.

Managers that participate in this initiative are expected to understand the value of treating employees with dignity and respect, empower their organizational value and continue to create that environment of open and honest communication. Making people's lives better by unleashing the power of Cummins is a fairly simple, yet powerful vision of the company and its 40, 000 employees around the world. Cummins is primarily known for its excellence in power generation, diesel engines, filtration and other similar industrial products. But it is the power of the employees at Cummins that allow the company to serve its customers around the globe and well into the 21st century. Cummins also realizes its role as a corporate leader and acts on that responsibility; it comes with that particular status. Cummins brings all this to life through its responsible actions and the many activities of its employees. ReferencesThe Times 100.

Business case studies. (n. d.). Retrieved from <http://businessmajors.about.com/od/casestudies/tp/casestudysample.htm>. Cummins, Inc. About Cummins.

(n. d.). Retrieved from <http://www.cummins.com/cmi/>.

<https://assignbuster.com/cummins-inc/>