Valmont Locations

- 23 Countries with Valmont Facilities
- 87 Manufacturing Facilities Worldwide
- 4 Segments in which we do Business
- 10,000+ Global Employees

Valmont Locations:
- Middle East
- China
- Spain
- Argentina
- Australia
- South Africa
About Valmont

For more than 60 years, Valley® Irrigation has been the industry leader in designing, manufacturing and servicing the most reliable and durable center pivot and linear irrigation machines in the world.
End product consists of:

- Custom design (started with a 70k lb steel coil)

- Endless options (mechanical, technical and telemetry)

- Thousands of parts that go through welding, machining, fabrication, electrical assembly, galvanizing, etc
Valley Campus

- 40 buildings
- 339 acres
- Roughly 1,300 employees at Valley campus
It occurs when departments or management groups do not share information, goals, tools, priorities and processes with other departments. The *silos* mentality is believed to impact operations, reduce employee morale and may contribute to the overall failure of a company or its products and culture.
Coercing Out of the Silo

- MUST start at the executive level.
  - Have a well built plan and communicate it
  - How to adopt agile in a multi-functional company

- Invest in your teams
  - Agile Transformations
  - Stable and Functional Teams

- Continue the support after implementing new methodology
  - Management Monday Walk Arounds
  - Leadership Quarterly Updates
  - Demos

- Utilizing ValmontU to continue training
Agile in Action
Adapt to What Works for the Team
What We Learned

COMMUNICATION
• Progress updates – keeping others informed
• Job and task dependency
• High visibility
• Retrospectives on a team and project level

ACCOUNTABILITY
• In-person (face-to-face)
• Visible tasks
• Impediments visible
• Positive pressure from teammates

APPLICATIONS FOR MANUFACTURING
• Excess inventory reduction
• Cross-functional teams (buyers and schedulers)
• Accountability for tasks
• Quicker turnaround of tasks and action items

ENGAGEMENT
• Physical Board
  • Team members interact
  • Pride in completion
  • Encouragement and community
  • Increased number of parallel paths

• Early Struggles
  • Task sizing and velocity
  • Lack of vision for completion
  • Tasks across the departments
Thank you!