

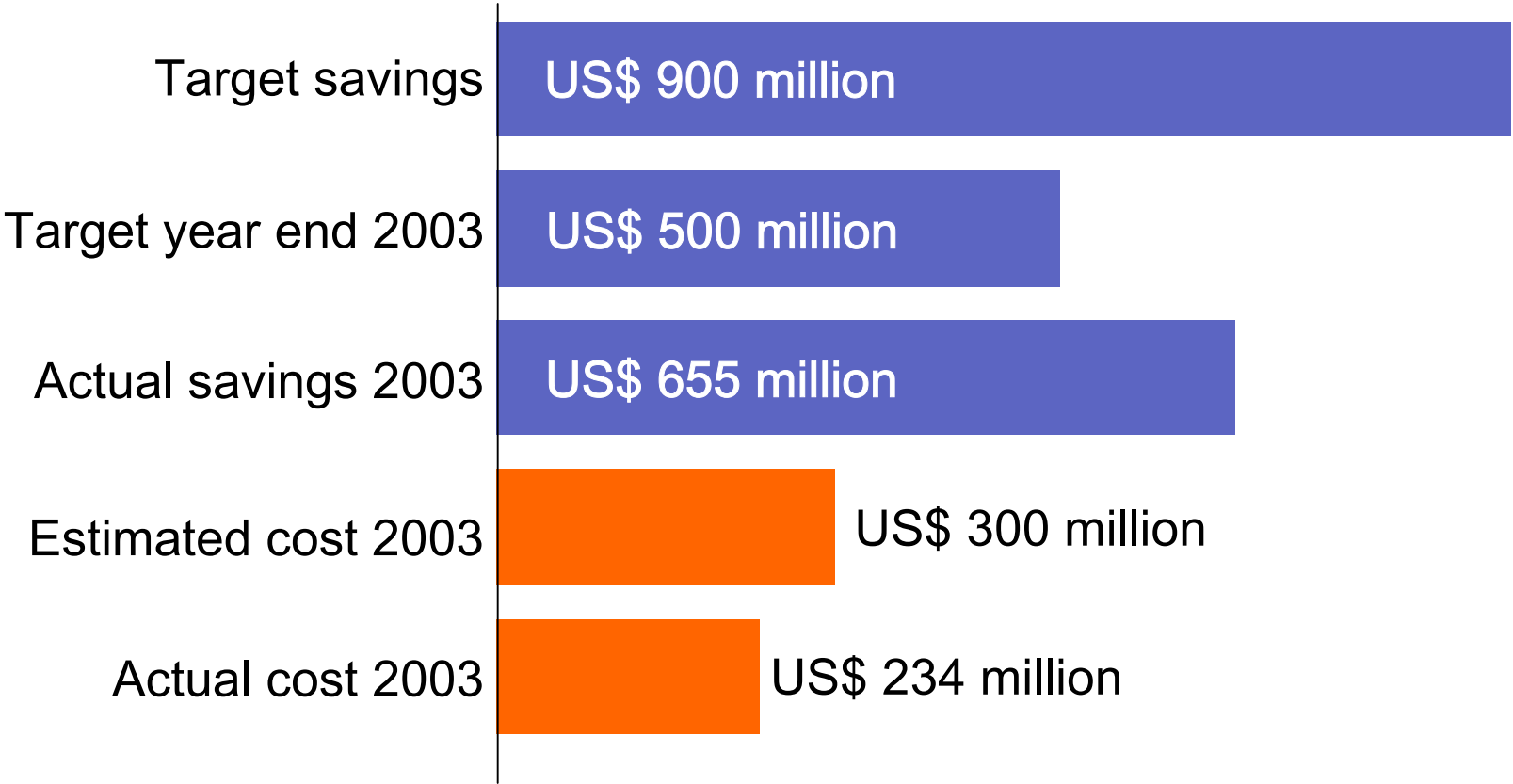
**Gary Steel**  
ABB Group  
Executive Committee,  
Human resources



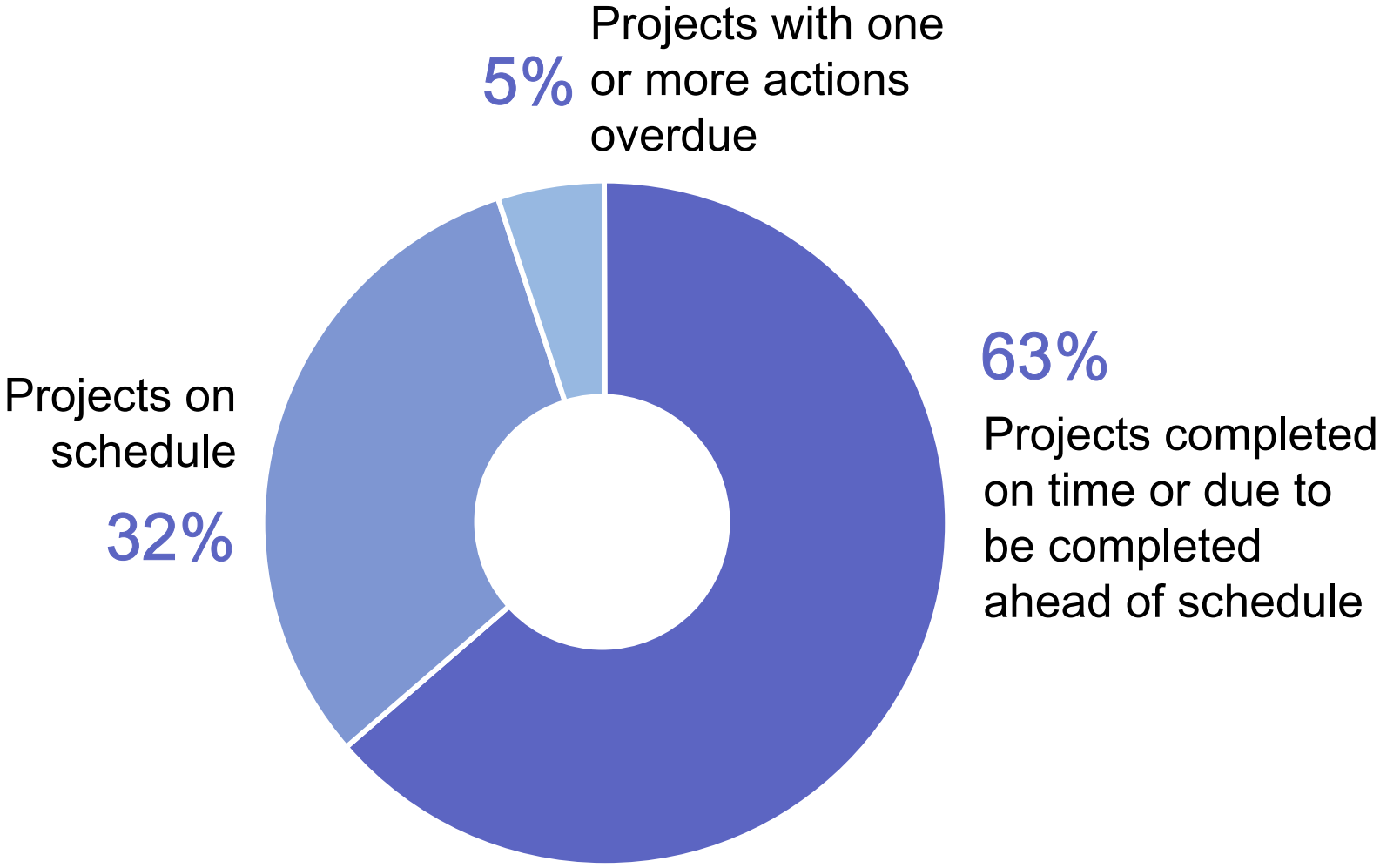
**Qualitative gains  
from culture change**



# Step change – delivering on promises



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Base: 1,429 projects



# Savings – major areas of effort



- Outsourcing
- Streamlining
- Simplification and reduction of duplication
- Supply chain management
  - Business Results Delivery program

# Future performance needs changed culture



- Behaviors
  - Alignment – linking reward to results
  - Determination to deliver
  - Leadership
- Stewardship
  - Reputation management – relations with external stakeholders
  - Internal assurance processes - accountability, compliance, health and safety
  - Coaching and mentoring

**ABB**