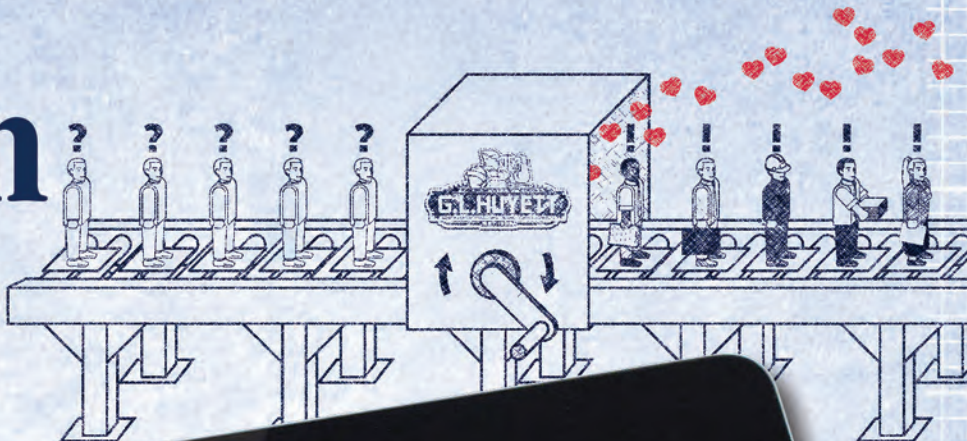


# American Fastener JOURNAL



**A People Business**



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# GOOD to GREAT is not easy

While many know G.L. Huyett for its centerfolds in the **American Fastener Journal** and its provocative Las Vegas Trade Show booths, the story of G.L. Huyett is the story of an experiment in capitalism, and an exercise in corporate transformation. G.L. Huyett was founded by a German immigrant in 1899, was incorporated in 1906, and is one of the oldest continuously operated businesses in the state of Kansas. Located in the tiny town of Minneapolis, the Company is managed by Timothy O’Keeffe, Chief Executive Officer, who purchased the company in 1992. As O’Keeffe notes, “The Company had one employee and a bunch of junk sitting in tin sheds. I liked the business because it was tangible, and it was part of the Great American Industrial Machine. I felt a calling with G.L. Huyett and this experience has been a test of my ability and the perseverance of me

**“We’re not there yet, but we’re moving in the right direction.”**

and the team.” Under O’Keeffe’s leadership the company took off.” We added a lot of new products, and really worked to take care of our customers. At that time the business was simple.” But as the business added manufacturing in 1999, and management structure grew, the business became more complex.” We sort of hit a wall about 2008 or 2009,” notes O’Keeffe.” The first problem I realized is that we had a cultural problem. We were like a clubhouse, where we talked

as we liked, dressed as we liked, and treated each other as we liked. That works when you are 15 guys in a trailer house, but to be a professional Company, you have to carry yourself with integrity and care, and you have to approach the business of business as a practicing professional.” So O’Keeffe developed a Code of Conduct and a training program known as the Professional Development Series (PDS). He notes: “The PDS recognizes that all occupations can be optimized by approaching the occupation as a professional practice. At G.L. Huyett, we encourage people to carry themselves as professionals. The professional is a practitioner and we have defined nine elements that make up a professional. The elements start with the basics – Accuracy, Completeness, and Timeliness, or ACT. One thing you can never do in a business is beat yourselves.



O’Keeffe, above, describes the challenges of turning a good company into a great company. “We’re not there yet, but we’re moving in the right direction.”

To prevent that, all actions must conform to ACT.” The PDS progresses through Success Orientation; Change Agency; and Resource Allocation. O’Keeffe notes that middle managers and supervisors must be practicing professionals in these traits.” Middle managers have to possess mastery success orientation, where they are inherently motivated to learn the business. They must execute change and they have to be stewards of their assigned resources.” At the top of the Professional Development Series is Team Development, Management, and Leadership. O’Keeffe: “Your top executives and managers must be able to lead. They must be good managers as there is a distinct difference between management and leadership, and of course, they have to have the ability to build teams.” In assessing his state of affairs in 2009,

O’Keeffe next noted that he had a management problem.” I realized that I was an unskilled manager, as well as a poor manager. I communicated poorly, and I did not really understand organizational development.” And so O’Keeffe set out to learn. He worked with an executive coach to learn how to communicate better.” It has helped me in all aspects of my life. I have learned that sometimes it is better to be nice than right. I am also a better reader of people. I must not forget that I must practice these traits, not unlike



*The core of the Professional Development Series is in its practice. At no time can a professional be finished or through with their effort. Professionals must consistently develop themselves, be receptive to feedback or learn from their mistakes, and then set new expectations or goals that are beyond their current abilities. Professionalism inspires people to find meaning in what they do, to apply effort, and to build value for the person, and for the team.*

**G.L. HUYETT  
PROFESSIONAL PRACTICES**

*"All occupations, even the oldest occupation, can be improved if you approach the occupation as a professional practice."*

**INDIVIDUAL CONTRIBUTOR PRACTICES ("ACT"):**

- **Accuracy:** The achievement of defect free results.
- **Completeness:** The effort made by a person to perform all duties for a given task.
- **Timeliness:** Completing work, projects, or tasks according to schedule.

**SUPERVISOR PRACTICES:**

- **Success Orientation:** The demonstrated ambition, drive, and applied effort to achieve goals, to engage in self-improvement, and to realize the highest levels of production and performance.
- **Change Agency:** The ability to assess chaos in an organized manner and then develop a plan of action with proper stakeholders to see that the plan is executed in a minimally stressful manner with measurable improvement in order.
- **Resource Allocation:** The continuous process of assessing an organization's resource needs, and then allocating resources available on a "highest and best use" basis in the most efficient manner.

**PROFESSIONAL MANAGER PRACTICES:**

- **Team Development:** The ability to evaluate the function of the team; to establish a game plan to execute the function; and to select teammates that maximize team performance.
- **Management:** The science of stimulating a team to experience vision, motivation, and control such that the team realizes success that can be measured.
- **Leadership:** The ability to stimulate a team to see a future that is not otherwise recognized or to conquer goals that are not easy to achieve; and to have the courage to persist in the midst of adversity.



In this performance management system, employees receive a quarterly performance evaluation." It is a lot of work," says Brian Schlachter, HR Generalist, "but this is what is needed if you are to develop an

**“We publish our pay grades on the wall in the plant. Everyone knows what the system is, and where they are at in the system.”**



O'Keeffe notes, "Our people are becoming capitalists. In a day and age when success and profit have become vile words, our people are recognizing that success is good, and profit is a necessary resource in a business that is required to invest in plant and equipment, and it is the source of pros-

“People gain a lot of trust when you open your books to everyone in the Company. It provides a connection to individual and team performance.”

G.L. Huyett has installed a personal development planning process that enables employees to plan their development with their manager. "Everything we do is planned," O'Keefe notes. New hires receive a written Onboarding Plan, and all promotions require the completion of a specified written plan. Currently the Company is developing formalized "canned" plans for Key Account Manager; Master Machine Technician; Procurement Technician; and Warehouse Technician. Notes O'Keefe, "We are in a remote



G.L. Huyett is working to create a Culture of Excellence in order to attract and retain talent. Part of this effort includes offering a customized healthcare plan that features free healthcare for employees and their families who do not use tobacco.

"On another level, the turnover we have experienced reflects a corporate transformation from the Culture of Comfort, to what we



*Huyett is using sign-on bonuses, profit sharing, and free healthcare to attract the cream of the crop in its locale, and across the industry.*



Introducing G.L. Huyett Benefits  
Benefits Summary | September 2012



Jodee Reed, Huyett's Warehouse Division Manager further contrasts the two

To further support the Culture of Excel-

**“In the Culture of Excellence managers are ever-present as disciplined leaders setting standards and providing feedback and interventions.”**

## G.L. Huyett Pay Grades

Revised June 1, 2011

Labor/Clerical/Office							Management/Administrative/Professional							Executive and Officers						
Grade	HOURLY			SALARY			Grade	HOURLY			SALARY			Grade	HOURLY			SALARY		
	Min	Mid	Max	Min	Mid	Max		Min	Mid	Max	Min	Mid	Max	Min	Mid	Max	Min	Mid	Max	
10	\$8.55	\$11.40	\$14.25	\$17,784	\$23,712	\$29,640	30	\$12.74	\$16.98	\$21.22	\$26,490	\$35,315	\$44,145	40	\$25.64	\$34.19	\$42.74	\$53,340	\$71,120	\$88,900
11	\$9.10	\$12.10	\$15.15	\$18,928	\$25,168	\$31,512	31	\$14.01	\$18.68	\$23.35	\$29,140	\$38,850	\$48,560							
12	\$9.65	\$12.85	\$16.10	\$20,072	\$26,728	\$33,488	32	\$15.41	\$20.55	\$26.10										
13	\$10.25	\$13.65	\$17.10	\$21,328	\$28,432	\$35,728														
14																				

## G. L. Huyett Job Bank

Revised September 27, 2011

MANUFACTURING GROUP			Salary	42
MAN-100	Chief Operating Officer	Developer, Manager, and Innovator of Daily Operations	Salary	41
MAN-200	Plant Manager	Developer, Manager, and Innovator of Daily Operations for a Production Facility	Salary	40
MAN-300		Developer, Manager, and Innovator of Functional Manufacturing Operations	Salary	40
MAN-400		Developer, Manager, and Innovator of Manufacturing Processes	Salary	35
		Developer and Innovator of Manufacturing Processes	Salary	31
		Developer and Innovator of Parts or Processes to Make Parts	Hourly	15
		Developer and Consultant of Manufacturing Processes	Salary	30
		Engineer / Analyst of Manufacturing Processes	Salary	14
		Supports the Development of Manufacturing Processes	Hourly	12
		Material and work in process in a manner that minimizes cost of ownership.	Hourly	12
		Material and work in process in a manner that minimizes cost of ownership.	Hourly	12



**“In the past two years, wage and benefit growth increased an average of 28%.”**

lence, Huyett has engaged in an “Employer of Choice” initiative. Brian Schlachter explains “We want to be the first choice of employees in our locale, so we are moving to formulate a culture and menu of benefits that optimizes our attractiveness to potential recruits.” In the past few months Huyett has introduced HuyettCare™, a health and wellness program that offers free health insurance to eligible employees. Coupled with the Merit Increase and Profit Sharing program, general wage and benefit growth have increased an average of 28% among the performing population of the Company in the past two years.

While these programs come with a cost, the corporate transformation at G.L. Huyett has brought business results. Adams indicates that for the first time in history, G.L. Huyett is debt free, has seen high growth rates return, and the Company has remained

profitable. “As a CPA, I rarely see clients perform at this level, so the work that we have done to transform the culture has translated to business results. Our service level numbers are better. Our financials are better. Everything is much better.”

While you may have expected to read about parts and processes in this article, the story of G.L. Huyett

is a story of people, and as O’Keeffe notes, “We are not a fastener business. We are a people business. Our business mission is to provide a Way of Life for our employees and our customers. We are the Purveyors of a Way of Life.” He adds, “We still have a ways to go to meet our standards of excellence. But I now think we have a system to get us where we want to go, so that our future is more under our own control. We have greater command of our destiny as we seek to become a great company.”



*Training is a vital part of the development process. G.L. Huyett employees receive written training plans at hire, and are encouraged to work through personalized development plans to gain promotions and move up within the pay grades in its job bank.*

Today with over 100 employees, more than 600 product lines, and over 95,000 different parts, G.L. Huyett seems poised for a bright future, and more importantly, is a story of American capitalism and the effort that entrepreneurs and managers must bring to create successful enterprises.” Making the effort to move from what I hope is a good company, to someday being a great one is the hardest thing I have ever done,” says O’Keeffe.





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Founded in Minneapolis, Kansas in 1899 by Guy L. Huyett, G.L. Huyett is a manufacturer and master distributor of non-threaded fasteners such as pins, keystock, grease fittings, snap rings, and more. The business was incorporated in 1906, and is now one of the oldest continuously operating businesses in Kansas.

In recent years, we've made substantial investments in facilities, people, and technology that have led to increased expansion and record sales. We're a highly entrepreneurial enterprise and team-oriented group of 100+ employees committed to improving our community and simplifying the lives of our customers by providing quality parts and service on time at a fair price.

We embrace a Culture of Excellence that puts the interests of our customers and our team members ahead of the individual. Employees and management work together in a respectful environment to develop systems with patience and fortitude with the goal of building a world-class organization prepared to meet or exceed the expectations of our customers. We call this our "Way of Life" and invite you to become a part of it.

## G.L. HUYETT

P.O. Box 232  
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We're in a

# GREAT PLACE

to offer the following positions:

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### Channel Sales Manager

G.L. Huyett is currently looking to expand into additional market channels. The Channel Sales Manager is charged with business development into an assigned distribution channel, and would be a metropolitan-based role near international airports. 60% travel or more is required.

### Purchasing Manager

Assigned to lead G.L. Huyett's global procurement efforts. Experience in manufacturing, especially machining and turning, is a plus.

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### CNC Operator Positions

Experience in Fanuc controls and OKUMA turning equipment and VMC's is desired.

We're looking for competent, responsible, talented people right now for positions throughout our company and invite you to come be a part of our Way of Life.

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