

## Leveraging Our Learning

### Strength (and energy) in numbers

When Tom Dendy returned to his office after the SPX Commercial Technology Summit, and again after the company's internal trade fair, his mind was racing. "In addition to the conference presentations and panel discussions, we actively engaged R&D, product management and marketing professionals. We challenged them all to share information – to collaborate across businesses to find innovative solutions for our customers," says Tom, vice president of market and technology development for SPX Cooling Technologies. "The energy level was phenomenal. People really got creative; some started to break out of their normal thought processes. In just a few hours, we identified more than a hundred ideas, and then we distilled them to the best recommendations to evaluate further for funding and implementation."

### Building a culture of collaboration

People leveraging their capabilities to develop targeted technologies and new products for customers – commonly called the Sixth Initiative at SPX – is also what energizes Mark Hamilton, SPX vice president of learning and development. "We want to make it easy for leaders in engineering and marketing to understand what we're doing or could do for customers across our businesses," he says. "As SPX anchors continuous improvement operationally, the businesses are growing organically and turning toward global markets to develop customer-focused solutions that will continue to drive our growth. We have great technology and problem-solving capability. With leadership from the businesses, supported centrally by Spencer Conard, we are learning how to harness and develop that capability."

### Facilitating "technical cross-talk"

"Our Learning and Development team is facilitating the development of key people, processes and tools for the advancement of the Sixth Initiative," says Spencer, SPX's assistant general counsel, intellectual property. Laurie Smaglick Johnson agrees. "This



**People leveraging their capabilities to develop targeted technologies and new products for customers is commonly called the Sixth Initiative at SPX.**

provides a big picture look at the company's breadth of technology skills to a wider audience than normal – an audience that can initiate and support leveraging our technology capital across our businesses," says Smaglick Johnson, vice president of marketing and sales at SPX's Waukesha Electric Systems. "In a company with a diverse product portfolio like SPX, this can be a challenging task. However, we are searching for the few golden nuggets that will generate further opportunities for our existing businesses as well as exploring new industries."

### What's next

For learning and development, the next steps are to:

- Identify and move forward on commercial technology collaborations that will drive more growth
- Create an online go-to resource for the commercial technology community's continued collaborative learning
- Support SPX's engineering rotation program as a talent pipeline for organic growth
- Create the first global SPX research and development center in China as a customer solutions lab

"We have a lot of talented people focused on customers' needs," says Mark. "Our organizational development efforts in the Sixth Initiative are centered on optimizing our delivery of customer value, more competitively and profitably."