Leadership for Continuous Improvement

Ensuring Success Through People
Catalyst Connection is an economic development organization whose mission is to advance the performance of manufacturing companies in SWPA by accelerating their growth and productivity.
Our Supporting Partners

**MEP: Manufacturing Extension Partnership**

The MEP National Network™ is a unique public-private partnership that delivers comprehensive, proven solutions to U.S manufacturers, fueling growth and advancing U.S. manufacturing.

**NIST: National Institute of Standards and Technology**
DDI is an international human resources and leadership development consultancy

• Founded in 1970
• Based in Pittsburgh, PA
• Since 2008, Catalyst Connection has been a DDI “education channel partner”

• Top 5 VAR the past 4 years of leadership curriculum, competency modeling tools and 360 assessments
What does your company VALUE the most?

- Profit
- Sales
- Customers
- Quality
- People
- Innovation
What does your company **FOCUS** on the most?

- Profit
- Sales
- Customers
- Quality
- People
- Innovation
Why is effective leadership so important when implementing continuous improvement initiatives?

Because there is a 100% failure rate when the initiative doesn’t engage the people.

What is employee engagement?
Leadership Then and Now

Old Dictator Style

“DO IT MY WAY…”

1970’s “Empowerment” Style

“DO IT YOUR WAY…”

Lean Style

“FOLLOW ME, AND WE’LL FIGURE THIS OUT TOGETHER”
Leaders Spark Action in Others

As a leader who achieves business results through others, you need to meet the challenges of each and every interaction.
The Pressure Is On

As you watch the video, put yourself in the role of the Assembly Supervisor, who is arriving for another day of work.
The Pressure Is On

As the leader:

• What might you be thinking and feeling?

• What is the effect on you?
Today and Everyday

• All the characters in the video had feelings and thoughts.
• To meet others’ needs, you need to understand what they are.
• How do you better understand the needs people bring to the workplace?
Engagement Survey

1. My ideas and opinions are appreciated. 
2. People trust each other. 
3. My job provides me with chances to grow and develop. 
4. People are assigned tasks that allow them to use their best skills. 
5. This organization makes efficient use of its resources, time and budget. 
6. I get sufficient feedback about how well I am doing. 
7. People are held accountable for low performance. 
8. Overall, I have a good understanding of what I am supposed to be doing in my job. 
9. People quickly resolve conflicts when they arise. 
10. I am kept well informed about changes in the organization that affect me. 
11. In this organization, different departments reach out to help and support each other. 
12. People understand and respect the things that make me unique. 
13. Meetings are focused and efficient. 
14. People cooperate with each other to get the job done. 
15. I find personal meaning and fulfillment in my work. 
16. I can make meaningful decisions about how I do my job. 
17. People try to pick up new skills and knowledge. 
18. I am satisfied with my job. 
19. I would recommend employment at my organization to my friends and family. 
20. I feel a sense of loyalty to this company.
Activity: Workplace Essentials

In the video, Ryan felt frustrated because Terri didn’t value his idea- Ryan needed to be heard and understood.

Alex thought they would lose customers without follow up- Alex needed decisions to be made.
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Two Kinds of Needs

Personal Needs
The “human” needs that people bring to their work and to an interaction.

Practical Needs
The objectives to be accomplished through an interaction.
This position will ensure production meets objectives at a designed quality level consistent with the lowest cost while maintaining a safe work environment.

Basic Responsibilities:
- Monitoring performance of department to meet production efficiency, yield and quality goals
- Setting objectives and reviewing shift's performance versus objectives
- Encouraging subordinates to find ways to reduce cost
- Coordinating production to meet daily needs
- Analyzing equipment on a daily basis and reviewing with maintenance superintendent
- Providing a clear sense of direction for team members to work toward and encourage teamwork to achieve goals
- Ensuring effective utilization of human resources and payroll by training subordinates, motivating consistent performances, and appraising performance
- Monitoring operations to meet company policies, quality specifications, USDA and OSHA standards
- Taking immediate action to eliminate improper practices or hazardous conditions

Qualifications:
- Must be team oriented with the ability to manage a department with over 80 team members
- Bilingual in English and Spanish preferred but not required

Supervise manufacturing operation of assigned department by implementing operation strategies that guide an assigned department to achieve business results; primarily focused on working with department leadership (leads) and employees to achieve production and quality goals while maintaining a safe working environment at all times.

Core Responsibilities:

People Development
- Develop department leadership and employees through day-to-day coaching and providing constructive feedback
- Foster an environment of continuous improvement by inspiring employees to problem solve within their locus of control in their work cell.
- Establishing a culture of accountability by addressing employee behaviors that are counter to a productive, energizing environment.
- Ensuring employees are offered opportunities of job rotation, cross-training and personal development.

Production of Components or Assemblies - Meet or exceed production schedules with optimum use of crewing and resource allocation on a daily, weekly and monthly basis

Safety - Ownership of operating a safe working environment, including timely accident investigations and on-the-spot rectification of safety hazards. Holding leads and employees accountable for operating a safe environment.

Quality - Maintaining processes, products and services of high standards established by company quality objectives. Working through leads and employees to ensure equipment producing products that meet specifications.

Key Behaviors
- Positive work attitude and able to hold others accountable for their actions, behaviors and attitudes
- Willing to challenge the status quo in an expert-level environment
So how do we address employees’ personal needs?
Key Principles (to meet personal needs)

Maintain or enhance self-esteem.

Listen and respond with empathy.

Ask for help and encourage involvement.

Share thoughts, feelings, and rationale. (to build trust)

Provide support without removing responsibility. (to build ownership)
Key Principles Self Evaluation
ESTEEM

• Need a sense of self-worth in order to be motivated, confident, innovative, and committed to their work
• Maintain someone’s esteem when things haven’t gone as planned
  • Focus on facts
  • Respect and support others
  • Example: *I agree that you’re meeting your production numbers, and that’s very important to the bottom line. It’s also important to make sure the data is reported on time so that other departments can act on the information. How can we make sure that the data is reported on time?*
• Enhance esteem when expectations are met or exceeded
  • Recognize accomplishments
  • Express confidence
  • Be specific and sincere
  • Example: *Our success in exceeding our goal is because of all your efforts to pull together and stay on our target. Great job, everyone. Thanks!*
EMPATHY

- Understanding of people’s feelings of success, failure, pride and frustration
  - Respond to both feelings and facts
  - Defuse negative emotions
  - Empathize with positive feelings, too
  - Example: It’s obvious that these last-minute changes have caused a lot of aggravation for you and the team.
People work best with leaders they trust who appropriately disclose thoughts, feelings or rationale

- Disclose what is relevant to the situation
- Offer the “whys” behind a decision, idea or change – alleviates assumptions and rumors
- Be honest
- Creates a climate of openness
- Be vulnerable
- Example: Let me give you some details on what started this process and why our group needs to have a key role in it.
SUPPORT

• Don’t tell someone they’re not doing something right, and then do it yourself
• Providing support (coaching, training, guidance, mentoring) builds people’s sense of ownership of the task and confidence that they can accomplish it
  • Help others think and do
  • Resist the temptation to take over
  • Be realistic about what you can do
  • Remove barriers and supply resources
• Example: I know this procedure is unfamiliar to you. I’d be happy to coach you through the process if you think that would be helpful.
• Commitment is stronger and success more likely when ideas belong to the people who will carry them out. When you ask for input, you show them that you value their input and abilities.

• Make involvement first choice
• Unleash ideas with open-ended questions
• Encourage responsibility and commitment through involvement
• Example: *Before we get too far along in the process, I wanted to take some time to ask you how you think the setup for the operation is progressing. I’d also like to hear your thoughts and opinions about anything else you might have observed.*
To enhance self-esteem you need to be specific about what people do and why it’s effective. Which statement is the more effective use of the Esteem Key Principle and why?

A. “Excellent job on the new housekeeping checklist, Ravi! Bob and I are very happy, and he asked me to tell you ‘nice job.’”

B. “Bob and I are very happy with the new housekeeping checklist, Ravi! It’s easy to use and will help reduce clean-up time.”
The statement below is an effective example of providing support without removing responsibility. Identify another Key Principle in this statement.

“"I know you’re anxious about presenting . . ." (Empathy)

“. . . With your communication skills and knowledge of the topic, you’ll do a great job.” (Esteem)
True or false?

Responding with empathy shows others that you agree with how they are feeling.

**False.** Responding with empathy shows that you have heard and you understand someone’s feelings and what is causing them. You can empathize with someone’s feelings without agreeing with them.
Listen and respond with empathy means listening actively and then responding in a way that shows that you understand the **facts** and **feelings** being expressed. Which statement is the more effective use of the Empathy Key Principle?

A. “Maria, I know exactly how you’re feeling about this.”

B. “Maria, you seem angry that I didn’t involve you in the decision.”
Which Key Principle does this statement contain?

“You always have good ideas on how to improve our process. How could we do our quality checks earlier?”

Involvement

This statement encourages involvement by asking an open-ended question to generate ideas.
One of the tactics for encouraging people’s involvement is to **unleash everyone’s ideas with questions.** Which of these questions is more likely to do that? Why?

A. “How would you approach Jan about improving handoffs with her team?”

“**A**” is more effective. It’s an open-ended question that taps the person’s thinking about how to approach Jan.
Is this an effective example of the Involvement Key Principle? Why?

“With your experience working on similar equipment, what technical problems do you think we should address in the procedures manual?”

Yes, it’s an open-ended question that asks team members to draw on their experience in deciding which technical problems to address in the manual.
There’s a big difference among the three aspects of the Share Key Principle in terms of what you are sharing and why. Which aspect of Share—thoughts, feelings, or rationale—does each of the following statements represent?
A. **Rationale.** This statement offers the “whys” behind a decision.

B. **Thoughts.** This is one form of sharing thoughts—sharing an experience that will guide a person or group on how to approach a similar situation or task.

C. **Feelings.** The person who made this statement is disclosing feelings he or she might not have revealed otherwise, and for a specific purpose.
Which of these is **not** an effective approach to involving others? (Select all that apply.) Why?

A. It’s better to involve too many people than too few.

“A” **is a common mistake.** Involving too many people when making important decisions and solving important problems can slow down the process. A good rule of thumb is to involve people who are **affected by the situation** and can contribute information and insights from **important and varying perspectives.**
True or false? This statement is an effective example of responding with empathy:

“I agree that it won’t be easy to meet these higher targets. But I know with your experience and skill, you’ll find a way to do it.”

**False.** This statement fails to label **feelings.** It’s also a poor attempt to use the Esteem Key Principle to defuse negative emotions.
Which two Key Principles did Steve use with Alex when he said:

**Share:** “I don’t have the answers either, Alex, but I think between the two of us, we should be able to come up with some ideas. The basic fact we’ve got to accept here is that the team needs your support.”

**Esteem:** “You’re the expert for this equipment, and people need to be able to come to you for help.”
Which of these statements is the more effective use of Support? Why?

“A” is more effective. It asks the person to identify the type and amount of support he or she needs.

“B” assumes that the person is having trouble with a particular aspect of the job, which may or may not be true.
There are often challenges in keeping responsibility with a person or team and supporting them instead of taking over.

- When the task involves higher-level management.
- When there is not enough time for coaching.
- When there’s a lot at stake.
- When deadlines are tight.
- When someone struggles with the assignment.
Situations:

• If you don’t accept or agree with the person’s feelings.
• If you’re angry with the person.
• When you’re too tired to listen, or you’re distracted.
• It’s hard to empathize with people who complain a lot.

Benefits:

• Gets emotions out in the open and moves the discussion beyond them.
• Builds trust by showing others that you care.
• They think they have—or ought to have—all the answers.

• They want to be in control.

• They’re under time pressure and don’t have the patience to let others learn or figure things out.

• Getting the work done seems more important than developing others.
COACHING FOR PEAK PERFORMANCE
Coaching means . . .

• In your own words:
  – Define COACHING
Coaching means . . .

Providing timely guidance and feedback to help others strengthen the specific skills, knowledge areas, or behaviors needed to accomplish a task or solve a problem.
Coaching Definitions

Proactive Coaching

Guiding people toward success in new or challenging situations such as:

• New responsibilities or assignment
• Learning different skill or job function

Reactive Coaching

Guiding people in improving or enhancing work performance

• Making good results great
• Improving low ratings
• Achieving goals not being met
Types of Coaching

Proactive Coaching

Reactive Coaching

Serious Performance Problems

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KEY TAKEWAYS

- Employer of Choice
- Personal vs. Practical Needs
- 5 Key Principles
- Culture Assessment & Focus Groups
- Focus on People
- Proactive Coaching
Thank You!