

SPRING 2015

Workforce Engagement

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Gallup estimates that actively disengaged employees alone cost the U.S. \$450-\$550 billion annually in lost productivity.

2013 Gallup State of the American Workplace Report

PURPOSE

From the business case alone, the primary purpose of this document is to help individuals, teams and organizations reverse the trend and cost of disengaged employees shown above.

In addition, there are three especially unique features giving this document its purpose:

1. Its by industry for industry perspective on employee engagement has been generated by a diverse group of manufacturing subject matter experts resulting in this bottom up, in the trenches, multi-industry approach to engaging the manufacturing workforce. A special thanks is extended to its authors – members of the Workforce Development Solutions Group in PMMI's OpX Leadership Network;
2. Its focus is on the how of employee engagement rather than the what. There is no shortage of resources telling you what to do to improve employee engagement, but few tell you how to do it – that is the sweet spot or white space occupied by this document. It is both a diagnostic and roadmap tool guiding those on the journey to development of a highly engaged workforce;
3. Its user friendly, how to use this document tool that likens improving employee engagement to training for improved performance in the triathlon. Just as a robust training plan can lead to world (or local) class performance in the triathlon, this document – Workforce Engagement: Authentic, Proven, Performance – provides a comprehensive plan for taking employee engagement to unprecedented levels in your organization.

Now that you have the tools you can combine them with your own passion and purpose for improving employee engagement in your company!

SPONSORS



Facilitated by PMMI, the OpX Leadership Network is a dynamic community of manufacturing, engineering and operations professionals dedicated to operational excellence. Through open dialogue between CPG manufacturers and OEMs, the OpX Leadership Network provides an exceptional forum where the best minds come together to identify and solve common operational challenges, and apply best practices and innovative solutions to the real-world context of manufacturing.



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WORKFORCE ENGAGEMENT CONTRIBUTORS:

CHAIR: GREG FLICKINGER Ph.D., Vice President of Manufacturing and Corporate Engineering, Snyder's-Lance Inc.
Previously with General Mills, The Archer Daniels Midland Company

ANDY BLACKBURN, Production Manager, Snyder's-Lance, Inc.
Previously with The United States Army

JEREMY BOWEN, Director of Operations, Snyder's-Lance, Inc.
Previously with Procter & Gamble, General Mills, Inc.

JOHN BUCKLES, Corporate Manger of Plant Engineering, Engineering R&D and Reliability, Hormel Foods

TAMMY CLONTZ, CI Manager, Snyder's-Lance, Inc.
Previously with Cardinal Freight Carriers, Inc., Sunrise Apparel, Inc., CB/Murray Corporation

JILL COSTELOW, VP of Operations and Supply Chain, Pressed Juicery
Previously with POM Wonderful, Frito-Lay, Coca Cola, Odwalla, Nestle

BRIAN DUBAK, S&D Regional Manager, Snyder's-Lance, Inc.
Previously with Frito-Lay

TOM EGAN, Vice President Industry Services PMMI
Previously with Hoppmann Corporation

TOM ENGLAND, Independent Consultant
Previously Director of Market Development, Kollmorgen /Danaher, Performance Controls, EG&G Rotron

ERIC FIDOTEN, VP Global Supply Chain Strategy & Operations Excellence, Campbell Soup Company
Previously with Cummins, Inc., Scott Paper Company, Nabisco, Kraft Foods

AMIR GHANNAD, Senior Director, North America Operational Excellence & Global Supply Chain HPO, Campbell Soup Company
Previously with Sunny Delight Beverages Co., Procter & Gamble

JEREMY KACUBA, Vice President of Operations, SunOpta, Inc.
Previously with Procter & Gamble, General Mills, Inc., Snyders-Lance, Inc., Leprino Foods

RICHARD B. KING, Principal Engineer - Global Reliability, General Mills Inc.
Previously with British American Tobacco (US Division - Brown & Williamson Tobacco)

JOSEPH M. LANGER; MBA, PMP, Senior Continuous Improvement Manager, Dole Packaged Foods, LLC
Previously with USC Consulting

MIKE NOBLE, Plant Manager, General Mills, Inc.
Previously with The United States Airforce

STEPHEN PERRY Ph.D., Managing Director, OpX Leadership Network
Previously at Food Marketing Institute, Food Processing Suppliers Association and degrees in social/behavioral sciences from UNC-Chapel Hill, University of Virginia, Johns Hopkins University

SCOTT REINARD, North America Manufacturing Safety, Environmental and CI leader, General Mills, Inc.
Previously with Peko Precision

PHIL ROE, Retired, Big G Corporate Operations Leader, General Mills
Previously with Kraft Foods

STEPHEN RUH, Director of Operations, Shearer's Snacks
Previously with Frito Lay, Red Gold, Inc., Snyder's-Lance, Inc.

STEVE SCHLEGEL, Managing Director, OpX Leadership Network
Previously with Food Processing Suppliers Association, Hixson Architects & Engineers

REUT SCHWARTZ-HEBRON, Founder and Senior Consultant, Key Change Institute
Previously with KindExcellence Institute

DAN SILEO, Plant Leader, SugarCreek Packaging Company
Previously with Sunny Delight Beverages Co., Procter & Gamble, The United States Navy

KEVIN SINGLETARY, Plant Site Director, Sunny Delight Beverages
Previously with Zep Inc., Acuity Brands Lighting, Mars, Frito Lay, Weyerhaeuser

KEITH TEEUWEN, President and Owner, Put On the Wings Travel
Previously with Procter & Gamble, Sunny Delight Beverages Co., PL Developments

DERIK TIMMERMAN, Chief Operating Officer, Messer Financial Group
Previously with Snyder's Lance Inc., McKinsey and Company, The United States Army

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REUT SCHWARTZ-HEBRON
 Founder
Key Change Institute
**FROM UNDERSTANDING TO IMPLEMENTATION**

This work delves into a fascinating, methodical and highly practical study of engagement. It takes a rare and much needed step beyond understanding the culture of engagement, into the realm of implementation.

There is excellent work out there about engagement. Typically such works look at an ideal version of engagement in organizations. The common question these works ask is “What are the makings of a successful culture of engagement?” The idea is to understand this culture by taking a successful model, looking at how successful companies do it, and breaking it down into its components. However, while valid and valuable, those works often don’t ask the question “What is needed in order to generate a culture of engagement?” which is the focus here.

Although the two questions seem similar, they are fundamentally different. While the first will describe the components of the end result, the later outlines the factors needed in order to get there. You’ll find we have identified skills and abilities such as systemic thinking, which are not a description of a culture of engagement but are imperative if you seek to create such a culture.

While an engagement culture remains a critical pillar for effective leadership, in so many cases it is elusive. Much has been said about the importance and benefit of engagement in organizations and there is great value in works that describe what an effective culture of engagement looks like. However, when organizations struggle to increase engagement, it is often unclear which specific practices will support better results.

What is it that makes people want to give their best? How do organizations build an environment that gives as much as it receives from its human element? How can organizations get teams and individuals to want to give of their independent thinking, creative problem solving, effective decision making and other success building contributions?

When it comes to engagement, leaders need to somehow get people to want. Teams can perform tasks, attend meetings, and spend time doing, but the quality of their work comes from wanting to give of themselves. The word “engagement” loosely describes the effort needed in order to recruit that want. But how do you do that? How will you recognize how well you are doing? What are the benefits of investing in getting to a higher level of engagement?

The following pages are a map, a guiding collection of knowledge and experience that is about how to get from here to there. By studying the rich review provided, you’ll be able to recognize the current level of engagement in your organization or team. You will also be able to breakdown and rank the categories and factors that support the current state. You may find that the leaders in your organization do very well in some categories but could use support in others. This can serve not only as an outline for self analysis, but as a way to generate focus, so you know what you need to emphasize and where you need to work to increase the level of engagement in your organization. The Engagement Framework serves as a diagnostic and a roadmap to enable you to create the highly engaged culture you wish to achieve.

INTRODUCTION

TOM ENGLAND

Independent Consultant



PERSPECTIVES ON ENGAGEMENT

In the midst of today's myriad of business metrics and key performance indicators (KPIs), imagine having a singular focus with the potential to drive your business performance to heights never before seen. Sound appealing? The opportunity exists for all of us, but requires uncompromising attention on people to achieve it. Consider the creativity, discretionary effort and perseverance that accrue from a fully engaged workforce. Leadership resolve to enable associate engagement can be elusive. It's clearly not a corporate program or event. At the core, it is about a journey toward trust, empowerment, enablement and connection, underscored by a foundation of leadership, values, purpose and vision. Each of these elements is captured in the OpX Leadership Network's Workforce Engagement Framework®.

During my 35 years in the workforce, I have witnessed a range of engagement levels, from a cohesive, enthusiastic team with clear goals and vision (fully engaged) to intentional sabotage of company plans (actively disengaged). While my own loyalty to an employer seldom wavered, my personal engagement did. When I felt I was engaged in meaningful work focused on a significant goal, I was energized to do my best and spent discretionary time to make it happen. But when I was disengaged, I put in my time without the enthusiasm vital to taking personal and creative ownership in growing the business...a missed opportunity for that company, regardless of the number of hours I invested. The most motivating and engaging leadership approach that I have experienced has been that of the servant leader. While much has been written about servant leadership in recent years, implementing it has escaped most leaders and as a result, most companies. Authentic servant leadership requires perseverance and commitment from all leaders involved, especially those in top management. One cannot fake servant leadership; it must be credibly demonstrated through actions and over time.

I recall a time early in my career where my company brought together a cross section of associates for several days of discussions on company business philosophy, leadership integrity, and personal growth. I thought this seemed like a big commitment on the part of leadership and was a bit skeptical about the implementation. However, I still came back from these meetings enthused to make a difference in my company. While the event sparked my

engagement, living out the servant leadership model where my ideas were encouraged and explored was what made it come alive for me. It was how my leadership accepted, strengthened, and then implemented some of my ideas that brought the philosophy to life. I felt that I was important to the business and that my contribution made a difference. Creating a culture that nurtures participation and contribution from all associates is a catalyst for developing a fully engaged workforce.

My career experience has shown me that improving workforce engagement is the most impactful and enduring investment you can make in your company. But it's not just about your company's performance through servant leadership. It is also about your own personal development as a leader. I recall an associate asking me in a group setting about highlights from my career. My clear and quick response was telling (even for me). I told them the deepest joy I have is my impact on specific individuals who have since gone on to be significant leaders in their workplaces. Out of three plus decades of experience, the most rewarding events I could remember were around people development; not big orders, or meeting quarterly goals, or new developments, or patents, but investments in personal and professional growth of associates! Servant leadership pays back through the growth of individuals, companies, and you as a leader.

Recently, I witnessed a tremendous example of an entire company on the journey of engagement through servant leadership. This 100-year-old manufacturer of processing, printing and packaging equipment was a supplier in my own market. Through their "Truly Human Management" culture, this corporation of many autonomous locations continues to create work environments where each individual can rise to his or her unique potential, going home every night with a sense of personal contribution and fulfillment. What was the metric for their success? "We measure success by the way we touch the lives of people." Now that is a KPI you are unlikely to find in your MBA course! This company's solid and sustained financial performance reflects a workforce engagement engine that outlasts any single employee, department or economic cycle. Referenced in leadership guru Simon Sinek's latest book, this company is putting into action the shared vision of their leadership team, creating opportunity for both individual growth and financial results.

You might say, “But I have to deliver the numbers and I don’t have time for this soft, servant leadership stuff.” This old adage rings true: People don’t care how much you know until they know how much you care. Trust is built on an authentic, tangible sense of caring... and caring comes from the heart. If you think this is too mushy, let’s revisit the concept Jim Collins gave us in *Built to Last*; the Genius of “AND.” He observed great companies are not at the mercy of having to choose between “A OR B” but have mastered how to have both “A AND B.” Having an engaged workforce and achieving superior results is possible in spite of the perception that the “soft” side of leadership conflicts with driving for superior results. This has been grasped and implemented by companies like Chick-fil-A, Barry-Wehmiller and WD-40, all with outstanding results from both personal and financial perspectives. The requisite foundation for this win-win growth is organizational trust; trust of leadership as well as trust among colleagues. Where trust exists, alignment with purpose is possible, and with alignment comes teamwork and forward organizational movement toward the vision.

Creating engagement requires commitment to a steady journey, not of speed or ease, but of significant positive impact in the lives of all associates. Whatever method you use to measure your employee engagement (and you should be measuring this), it can be the most important long-term directional KPI in your arsenal. The OpX Leadership Network Workforce Engagement Framework[®] provides a roadmap to guide that journey.

Do you remember your last great team accomplishment at work? ...how your work provided a sense of satisfaction and achievement, how you looked forward to starting each day with the team, and how you – with your company – celebrated the results? If you haven’t yet experienced this in your career, or if these sentiments are distant memories instead of current realities, dive into the OpX Leadership Network Workforce Engagement Framework[®] to understand the key elements and attributes that create a real, game-changing engagement. You will experience a rewarding journey!

THE FOUNDATION OF ENGAGEMENT

GREG FLICKINGER Ph.D

Vice President of
Manufacturing
and Corporate
Engineering,
Snyder's-Lance Inc.



CREATING A PLATFORM FOR SUCCESS

The 2013 Gallup State of the American Workplace Report revealed that engagement continues to hover at incredibly low levels with only 30% of the workforce actively engaged. The study indicated that 52% of the workforce was disengaged and 18% were actively disengaged. The number of engaged manufacturing and production workers was even lower than the average at a meager 24%. Gallup estimated that actively disengaged employees alone cost the U.S. \$450-\$550 billion annually in lost productivity. The numbers in the U.S. are staggering, but the results are even worse globally, where Gallup's 2013 State of the Global Workplace indicated that only 13% of the global workforce is considered engaged.

OpX Leadership Network Workforce Solutions Group set forth to understand how to solve the engagement problem by assembling a wide-ranging group of leaders who have led transformations through the creation of meaningful and lasting workforce engagement. The objective was to understand how these leaders successfully transformed departments, factories and divisions by nurturing engagement. How did they make the magic happen? What were the commonalities in their approaches? The culmination of nearly 2 years of discussion, evaluation, study and development resulted in the OpX Leadership Network's Engagement Framework. The Engagement Framework comprehensively codifies the fundamental attributes that enable the creation a culture of engagement.

A search quickly reveals that there are as many definitions for engagement as there are consultancies that will help your organization develop engagement. The OpX Leadership Network group began by succinctly defining engagement as "a high degree of emotional attachment, intellectual commitment and behavioral actions creating ownership and generating individual, team and organizational performance." Engagement is characterized by high levels of discretionary effort, a bias for action, initiative, and pride in ones work and commensurate results. Highly engaged teams are trusting and are committed to the effort. When engagement is high, one can feel the passion and energy. Highly engaged teams are committed to the overall objective. As a result, they are generally flexible and adaptable feeling fulfilment with each step of progress towards the overall goal. Highly engaged teams are excited by the ability to contribute to the success of the organization and are willing find ways to overcome challenges. Highly engaged cultures feel valued and respected. They are always striving to find better ways to accomplish their work and

are not satisfied with the status quo. In its purest form, engagement is discretionary effort or the difference between "have to" and "want to." The leaders who have experienced the greatest success understand that engagement is a personal choice. It cannot be instituted, mandated or managed. It clearly is not created through transactional incentives or reward and recognition programs.

Leaders who have created authentic pathways to engagement understand that success hinges upon removing the barriers, real or perceived, impeding someone from making the personal choice to engage. Engagement focused leaders understand and embrace their responsibility to create the conditions to enable engagement. The OpX Leadership Network Engagement Framework (Figure 1) serves as a guide ensuring leaders have awareness of the many facets that can either propel or encumber a person's choice to engage. The Framework is composed of three foundational elements: Leadership, Values and Mission/Vision/Purpose. The foundation supports the three pillars of engagement defined as Empowerment, Enablement and Connection. Leaders can take intentional action to improve each pillar by addressing the attributes that define them. Many of the attributes are interactive and synergistic. Although they cannot be decoupled in reality, it is important to separate them to generate awareness and clarity. The deeper details of each attribute allow leaders to leverage the Engagement Framework as both a diagnostic and a roadmap for improving organizational engagement levels. To eliminate "blind spots" or bias, the Framework must be evaluated in a holistic manner by looking at each attribute through the lens of the stakeholder (employee), the environment and leadership. It is only with a nonbiased, comprehensive and multifaceted view that an honest assessment of the barriers to engagement can be understood and addressed.

ENGAGEMENT FRAMEWORK FOUNDATIONAL ELEMENTS:

LEADERSHIP

Leadership is the prerequisite to all other components of the Engagement Framework. The framework will fail without authentic leadership that supports, models and lives it. Leadership must be committed "true believers" to catalyze cultural transformation. Various styles of leadership will experience improvement using the

Engagement Framework. The leadership style that has been found to be the most effective, however, is the servant leader who is focused on growing people with performance as an outcome. The leader must be self-aware and have the courage to forgo their need to be “right” for a focus on being “effective.” Successful engagement efforts often begin by the leader themselves making significant personal change before the organization will begin to change. Leaders must continue to grow and evolve as the organization and culture grows. With this in mind, leaders may need to play the role of many different leadership styles depending upon the maturity and experience of the culture. The highly successful leader focuses efforts on developing the stakeholders by putting the needs of others before self. They willingly give their time ensuring they are “present” without distraction. They are transparent, effective communicators at all levels, freely and humbly disclosing opportunities even if the opportunities are their own. They listen, asking for and accepting critical feedback. They give credit for success to others, but are the first to accept responsibility for issues or problems. They are coaches, mentors, facilitators and educators who grow and develop people, but can easily hold accountability. They turn adversity into opportunities and are experts in supporting the identification and removal of barriers affecting the team. As individuals and teams grow, it is not uncommon that the leadership function can become the biggest barrier in the organization. It is for this reason that leaders must be willing to freely accept feedback and transform.

VALUES

Visible values are essential for true engagement to sustainably progress. Values set a clear expectation for behavior and must move beyond paper to action. Values enable two-way accountability, empowering people in the organization to hold peers and leaders accountable. Values and the commensurate expected cultural norms enable full circle accountability. Values set the cultural foundation for giving and receiving feedback. Leadership must respond positively and visibly with constructive action to the gift of feedback. One defensive reaction can derail the very trust values are in place to shape. Leadership must become fully connected to the organization’s “shadow

values” or “pirate code.” These are the unstated norms, behaviors and beliefs deep within the organization. Associates at the action level may refer to this as “the way it really is around here.” It is the responsibility and obligation of leadership to intentionally and actively align “the way things are done” with the expected organizational values. If the value sets are separated or misaligned, it will create an impassible barrier to engagement. Clear, concise, visible and actively modeled values are a key foundational element that must be in place prior to embarking into actively developing engagement.

MISSION, VISION AND PURPOSE

People have an inherent need to feel valued and to feel as if they are contributing to something bigger than themselves. The feeling of value, contribution and relevancy supports emotional connection and a pathway to personal commitment. The mission, vision and purpose must be translated to a tangible and compelling rallying cry for the team. Individual understanding and identification allows the “seeds of commitment” to develop and grow at the personal level. In public companies, leadership often speaks about shareholder value. The average associate does not connect with shareholder value, so leadership must translate the mission, vision and purpose to a tangible stakeholder value to inspire and spark engagement. The “reason for being” must be compelling to elicit interest and motivation. Leadership must be capable of translating the overarching mission, vision and purpose to each individual. Individual customization allows for the opportunity to elicit deep connection and the development of emotional equity.

Nurturing and developing organizational engagement is an ongoing and never-ending journey. Some leaders naturally have the magic, while others may struggle. The OpX Leadership Network work has codified the holistic elements that unlock improved levels of engagement and untapped performance potential. With this body of knowledge, the only remaining barrier to creating engaged, high performing teams will be leadership resolve and organization commitment.

THE THREE PILLARS OF ENGAGEMENT

GREG FLICKINGER Ph.D.

Vice President of
Manufacturing
and Corporate
Engineering,
Snyder's-Lance Inc.



UNLOCKING THE POWER OF DISCRETIONARY EFFORT

The three pillars of engagement are defined as Empowerment, Enablement and Connection. Leaders must put intentional focus and effort into developing each pillar to nurture a comprehensive culture of engagement. Each pillar is defined by a multitude of attributes that allow the pillar to come to life within your organization.

EMPOWERMENT

As leaders, we must first empower our associates if we truly want to remove the barriers they face in making the personal choice to become engaged. There are two major aspects of empowering people. The first is focused on developing **Desire** or emotional attachment. This centers upon ensuring that people are recognized and appreciated for their unique contributions to their teams and the organization. When people feel valued and are recognized for what they do on a daily basis, they will begin to identify themselves with the team and organization that they represent. Recognition is not about gift cards and incentives. Instead, it must be focused on real and authentic recognition such as a sincere “thank you,” handshakes, hand written notes, and opportunities to grow and learn. Opportunities to grow and learn are extremely important as they serve as not only recognition, but a genuine investment in the person.

The second major aspect of empowerment is allowing people to have **Authority** or decision rights. Authority should span the spectrum of situations from taking responsibility of self and others, to challenging and providing feedback, to making business decisions and taking smart risk. Leaders must put focus on empowering people to give honest and direct feedback. Additionally, leaders must be willing to accept feedback without judgment, especially if it is about them. To build an open culture, it is critical that leaders not only acknowledge, but act upon feedback. The bottom line is that as leaders, we must have the courage to let go. There is no greater form of trust than telling someone that “I trust you to make the decision.” Empowering people with ownership authority and responsibility catalyzes engagement.

ENABLEMENT

Once people are empowered with **Desire** and **Authority**, they are not yet in a position to make an impact on the organization until we enable them. The second pillar in the Engagement Framework is Enablement. When a person is enabled, they have the **Skills** to take action and the **Resources** to apply their skills. Skills include the

areas that most companies typically focus upon such as technical, management, leadership, financial, business and communication. These are all critical functional skill areas or capabilities that associates and teams require to perform in the business environment. One other aspect of skill that is often not only overlooked but generally not even recognized as a skill set are interpersonal skills or responses. Most discount behaviors such as perceptiveness, self-awareness, empathy, collaborative thinking, systemic thinking and adaptability as character traits. These are actually learned skills or responses that can often be learned faster than some of the typical functional skills where most companies spend their time and resources. To enable the full person, focus must be applied to all aspects of an individual's functional and interpersonal skills.

With a comprehensive tool box of skills, a person cannot make a significant impact on their organization until they have the **Resources** they need to leverage their skills. There are a wide range of resources which include: tools, processes, time, funding, etc.... In many companies, processes are a key area of emphasis, often encompassing full departments that are focused on areas such as Root Cause Analysis, Value Stream Mapping, Kaizen, Focused Improvements, Statistical Process Controls, Lean Six Sigma, TPM (Total Productive Maintenance), Continuous Improvement, etc.... This is a very large and important component of the Engagement Framework, but one must remember that it is only a single attribute of 47 key attributes. The leaders who have most effectively leveraged process have utilized process as a vehicle for culture change with performance as an outcome. Processes and process development can serve as an amazing classroom for team and skill development when used with a mindset for creating engagement. Other key resources the organization must provide to enable engagement are information, technical support and customer requirements. As leaders, we must ensure that we are enabling our people and teams with the capability to take true and meaningful action in the organization by developing their **Skills** and providing access to the **Resources** to use those skills.

CONNECTION

If people are Empowered and Enabled, they still are unable to make a full contribution to the organization until we connect them to the organization. Once they are fully connected, they are now able to use their full array of talents and resources to take ownership and make significant positive contributions specific to the organizational needs

and opportunities. The Connection pillar centers on ensuring people **Fit** into the organization to maximize their effectiveness along with establishing **Communication** infrastructures to freely and efficiently flow information through the organization. Fit is a multifaceted concept that requires leadership to consider all aspects of how people fit into and contribute to the organization in the current state as well as in the future. Is the person the right fit for the current role? Do they have stretch? Do they fit from their own personal interest level and do they fit the culture you have or the culture you are working to create? Do you have the recruiting processes in place to identify and hire the best fit for the future of the organization? Fit also encompasses aptitude, team orientation, attitude and assimilation.

When we look at **Communication** or the communication continuum of our organization the focus is on providing timely and accurate information. In evaluating the effectiveness of your organization's communication infrastructure, you must begin with the inspirational vision to ensure that it is not only reflective of the true organizational direction, but that it is compelling, effectively communicated and understood throughout the associate group. This is tightly connected to the Engagement Framework foundation, but is focused on how well the message is interpreted and received. Next, is the organization's strategic plan understood, visible and reviewed across the organization? Does everyone firmly understand how they contribute to the overarching strategy and is it a foundation for organizational decisions? As you proceed through the communication continuum, evaluate how frequently the state

of the business is communicated to the full organization. Does everyone have access and understanding of how the company is performing and stacking up against the competition? Cascading down the communication structure, determine how effective and widely understood each team's goals and objectives are. Do they effectively nest or support one another? Do you have frequent performance review meetings? Are they comprehensive, efficient, and targeted to the metrics and KPIs that drive the business performance? Finally, visual controls, standard procedures and standard work all provide infrastructures for alignment and enable information flow. As a leader you must evaluate each and every communication channel to understand if it is serving the needs of the associates and the organization. Where are the short circuits in the flow and how effectively and accurately are the messages being received? Communication always has room for improvement and stands out as an opportunity area in many organizations.

Empowerment, Enablement and Connection serve as the three core pillars of The Engagement Framework. Building strength and competency in these core areas will allow associates and teams to become truly connected to the organization, unlocking the talents of each individual. When we remove the barriers to engagement in these three areas, we allow people to make the choice to become engaged. When they become engaged we open the door for them to fully contribute by using their heart, their mind and their hands. When we as leaders have supported full, authentic engagement, we will have unlocked the power of discretionary effort.

HOW TO USE THIS DOCUMENT

STEPHEN PERRY, Ph.D.

Managing Director,
OpX Leadership Network



THE SPORT OF ENGAGEMENT

Sports metaphors are great tools for understanding the intricacies and complexities of other human endeavors, especially how to improve them. Metaphorically speaking, improving employee engagement is very similar to training for improved performance in the triathlon. Just as a robust training plan can lead to world (or local) class performance in the triathlon, this document – *Workforce Engagement: Authentic, Proven, Performance* – provides a by industry for industry, comprehensive plan for taking employee engagement to unprecedented levels in your organization. For example:

	TRIATHLON	ENGAGEMENT
<p>Triathlons consist of three events – swimming, biking and running.</p> <p>Employee engagement entails three pillars – Empowerment, Enablement and Connection.</p>	<p>3 EVENTS: Swimming Biking Running</p>	<p>3 PILLARS: Empowerment Enablement Connection</p>
<p>For each triathlon event, two critical components are required – physical conditioning and proper technique.</p> <p>For each engagement pillar, two critical components are needed – strength and competency.</p>	<p>2 KEY TRAINING COMPONENTS: Physical Conditioning Proper Technique for Each Event</p>	<p>2 KEY MASTERY COMPONENTS: Strength Competency for Each Pillar</p>
<p>For triathletes, a base level of fitness in all three events is the springboard to successful triathlon performance.</p> <p>For employees, a base level of organizational fitness on which they can rely– leadership, values and vision – builds the foundation to propel engagement.</p>	<p>MULTIPLE MUSCLE GROUPS AND TECHNIQUES to Develop and Improve</p> <p>TEAM OF COACHES AND TRIATHLETE Committed to Training Regimen for World Class Performance for All</p>	<p>47 CHARACTERISTICS to Develop and Improve</p> <p>TEAM OF LEADERS AND EMPLOYEES with Shared Values and a Clear Mission for World Class Engagement for All</p>

Once performance goals are set, triathletes assess where they are currently in each event and what it will take to meet their goals. For employees, the same holds true for each pillar of employee engagement.

Thus, this sports metaphor signals how to use this document for optimal employee engagement in your organization! The mantra for the Sport of Engagement is **LEARN, TRAIN, IMPROVE, REPEAT!** To begin, it's necessary to establish a baseline by assessing the current state of not only the organization, but the employees, leadership and yourself. The baseline is your current state of skill and fitness. Triathletes vary in their capabilities across all three events and need to know where they stand in each in order to set a performance improvement plan. Employees do, too, across the three pillars of engagement. Use the Employee Engagement Assessment Tool to get employees and their immediate leader on the same page regarding the base level of engagement.

Likewise, determine the base level of organizational fitness as it relates to the clarity of and commitment to the leadership, values and vision present in your organization.

Once a baseline is established, you and your organization can begin in earnest to **LEARN, TRAIN, IMPROVE,** and **REPEAT** your way to new levels of employee engagement.

LEARN

Set Pillar, Strength and Competency Goals for Improved Employee Engagement

If you ran cross-country in high school and swam in college, then the bike is possibly your weakest triathlon event and that's where you'll want to spend a good bit of your time all the while maintaining form in the other two events. You'll want to set goals for all three events and specifically do "crunches" for core body strength, get "fitted" on your bike and learn proper pedaling technique in order to improve in the biking event.

As an employee, your baseline engagement assessment will reveal your strongest and weakest events for which you'll want to set goals. Your "crunches," "fitting" and pedaling technique might be equivalent to practicing for taking responsibility, making a difference and investing some emotional equity in order to improve desire and authority in the Empowerment event.

TRAIN

Develop an Employee Engagement Improvement Plan

Running, biking, swimming and triathlon publications are chocked full of detailed training regimens for improving performance. Cross training, especially for the triathlon, is a key component in all of them. While goals provide the what, training regimens provide the how the team of coaches and triathlete will meet those goals.

Likewise, employees and leaders can easily develop a training regimen using the **SITUATION** Tool in Workforce Engagement: Authentic, Proven, Performance for each of the forty-seven attributes of employee engagement as guidance. Each Situation shows what employee engagement looks like in a **TRADITIONAL** organization and at the **BEGINNER, INTERMEDIATE** and **ADVANCED** stages of engagement. For both employees and leaders, this is a detailed training regimen that's clear and easy to follow.

Additionally, **LEADERSHIP** or **COACHING GUIDANCE** is provided for each attribute as well.

Workforce Engagement Authentic | Proven | Performance

ENABLEMENT SKILLS SELF AWARENESS

SITUATION Self awareness is a critical component of personal growth and development. Self awareness allows one to understand how they are experienced by others and enables one to adjust behaviors to best support team success.

Traditional	Beginner	Intermediate	Advanced
People are very reactive and their response to others emotional subtle cues for how others receive them. In general, people have a lack of understanding with respect to how they are experienced by others in the work group and even outside of work. Reflection on actions and interactions is rare. Emotional outbursts are allowed by the culture and accepted. Decisions are influenced by the leader, more dominant, and often more domineering individuals. The "sparely" who lead gets the "grace." Friends and enemies are taken personally. Manipulation and lobbying is used to influence decisions. People avoid or block decisions in an effort to obtain more control, getting higher levels of perceived positional power and perceived respect. Due to a lack of trust within the organization, people generally feel as if others are not on your team or alongside them. Individuals do not admit to their own responsibility for their part in resolving issues. Individuals respond emotionally and often in a way that offend others. Information may flow through interpretive channels without including the right people in decisions.	Some people have developed insight and awareness with respect to the impact emotional reactions have on the team. Those who have developed awareness are able to manage unresolvable conflicts to the best case of conflict resolution or escape. Many people, however, remain unable to acknowledge the root cause behaviors that create interpersonal issues. Team members will not speak openly about the impact of team interaction dynamics on the team performance. A few individuals, however, do recognize the need for greater openness. They attempt to get the team to adopt greater transparency and openness, but their efforts are often met with resistance or a lack of cooperation. They may even become angry at a being ineffective as to the people with the team. These individuals who have the courage to express concerns regarding the emotional response leading team effectiveness are met with justification, denial and discouragement. As a result, they are unable to effectively support their team's development. Many people are capable of reflecting on emotional response issues, even if they are unable to recognize and manage emotional responses at the time of the event. After reflection, only a few people have the courage to follow-up and create change caused by emotional responses. People generally have time and avoid-ance will repair relationship tension.	Most people express their thoughts and concerns in a way that takes into account how their communication will be received. Generally, most people in the organization are able to process their emotional response and are able to respond to their emotions effectively. A few individuals in the organization still express themselves in a way that is detrimental to the team. When this occurs, both leaders and peers clearly recognize this as disruptive behavior. The leadership of the team may be unsure how to most effectively guide those individuals to better support the team, but they will call out the issue. With some level of facilitation, disruptive actions can be addressed, allowing the organization to learn from one another and to begin to build trust bridges. The organization is becoming aware, but can still exhibit a level of reactivity in the approach. There is a level of transparency, but the culture is characterized by damage control and repair after the action.	People are able to recognize, understand and control their emotions. They have taken ownership. People are introspective, deliberate and intentional about how they respond in various situations. These situations that may carry emotional attachments are given extra attention. With awareness of their emotions and an understanding of how their actions are experienced by others, associates continually work to improve interaction dynamics. The skill enables intentional interactions based awareness of both the individual's emotions as well as the emotions of others. Associates are armed with the capability to recognize displayed responses and can separate those that do not belong in the context of the situation. In rare instances when people respond in a less than optimal emotional way they quickly recognize the issue and take appropriate action to resolve the interaction with others, generally on the spot. Intentional choice of actions has become an expected cultural norm. Team effectiveness is an organizational strength.

LEADERSHIP GUIDANCE

In the early stages of generating self awareness skills, leadership will need to provide frequent facilitation. One on one conversations combined with feedback will be needed to allow people the opportunity to "see" themselves through the lens of others. Expect many tough conversations in the early stage as people are developing the skill to see themselves through the eyes of others. As the team sees the interaction early, less facilitation is required. Individuals and teams are beginning to own meaning that people have a keen awareness of how they are being experienced. Leadership may need to provide a safe environment for "unsafe" conversations. Leadership will also need to be a support. 360 feedback processes are extremely valuable in any stage, but particularly in the early stages of awareness generation, development and transformation.

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IMPROVE

Monitor and Course Correct for Continuous Improvement

From Fitbits to Strava apps, triathletes have all sorts of tools to monitor improvement in distance covered, time to cover it, peddling cadence and swim stroke efficiency. From them they can assess progress in performance and adjust accordingly.

Employees and leaders can use the tools in Workforce Engagement: Authentic, Proven, Performance in the same way and course correct for optimal employee engagement. For example, people frequently misperceive how they come across to others. Employees who think they are great communicators are often not viewed as such by others. With leadership guidance these employees can use the Self-Awareness Situation Tool to correct this misperception and improve performance in the Enablement event.

REPEAT

Regularly Assess and Set New Goals for Next Level Performance

Crossing the finish line for triathletes brings euphoria, fatigue and relief. Astonishingly, they are right back at it the next day partly to rid aching muscles of lactic acid and partly to begin working on the next level of performance.

The same is true for highly engaged employees in a continuous improvement manufacturing environment where “good enough” is never enough. Whichever of the forty-seven characteristics or engagement event they’ve just improved upon, they’ll start the process all over again using the tools in Workforce Engagement: Authentic, Proven, Performance to achieve the next level of performance for themselves, their leaders and their organization.

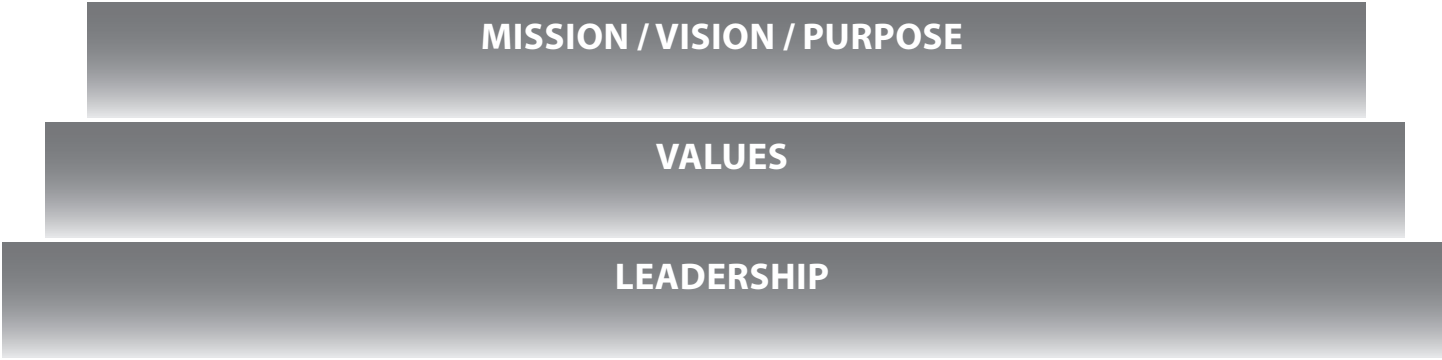
Running guru and philosopher George Sheehan liked to say, “Training is specific.” The best way to use this document is for employees and leaders to determine which aspects of engagement need to be improved and train (cross train) specifically for them and then move on to the next ones.

Bonne Chance!

In the following pages, click in this icon to get back to this main framework page

ENGAGEMENT FRAMEWORK[©]

EMPOWERMENT		ENABLEMENT		CONNECTION	
DESIRE	AUTHORITY	SKILLS	RESOURCES	FIT	COMMUNICATION
Meaningful Work	To Take Responsibility (<i>self</i>)	FUNCTIONAL (capabilities)	Tools	Role	Inspirational Vision
Team Contribution	To Hold Accountability (<i>self & others</i>)	Technical	Processes	Interest	Strategic Plan
Recognition	To Make Decisions	Management	Provisions	Culture	State of Business
Emotional Equity	To Lead	Leadership	Information	Recruitment	Goals & Objectives
	To Make a Difference	Financial/Business	Technical Support	Aptitude	Performance Meetings
	To Give Input & Challenge the Cultural Norm	Communication	Customer Requirements	Team Orientation	Metrics/KPIs
	To Take Risks	INTERPERSONAL (responses)		Attitude	Visual Controls
	To Take Action	Perceptiveness		Assimilation	Standard Procedures
	To be Flexible	Self Awareness			Standard Work
		Empathy			
		Collaborative Thinking			
		Systematic Thinking			
		Adaptability			



EMPOWERMENT

DESIRE | AUTHORITY

ENGAGEMENT FRAMEWORK[©]

EMPOWERMENT		ENABLEMENT		CONNECTION	
DESIRE	AUTHORITY	SKILLS	RESOURCES	FIT	COMMUNICATION
Meaningful Work Team Contribution Recognition Emotional Equity	To Take Responsibility (<i>self</i>)	FUNCTIONAL (capabilities)	Tools	Role	Inspirational Vision
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		Management	Provisions	Culture	State of Business
	To Make Decisions	Leadership	Information	Recruitment	Goals & Objectives
		Financial/Business	Technical Support	Aptitude	Performance Meetings
	To Lead	Communication	Customer Requirements	Team Orientation	Metrics/KPIs
	To Make a Difference	INTERPERSONAL (responses)		Attitude	Visual Controls
	To Give Input & Challenge the Cultural Norm	Perceptiveness		Assimilation	Standard Procedures
	To Take Risks	Self Awareness			Standard Work
	To Take Action	Empathy			
To be Flexible	Collaborative Thinking				
		Systematic Thinking			
		Adaptability			

MISSION / VISION / PURPOSE

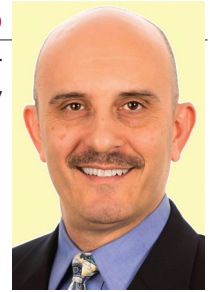
VALUES

LEADERSHIP

EMPOWERMENT DESIRE

AMIR GHANNAD

Senior Director
Campbell Soup Company



Passion and desire is indeed the engine behind every worthy transformation.

Desire is a key pillar of empowerment and engagement. It is the one ingredient that compels us to seek out or compensate for any other factor missing in keeping ourselves and others engaged in pursuit of the cause that we are committed to.

Genuine desire, i.e. commitment to a cause that we consider worthy of our creativity and effort, has the power to move mountains. History attests to this with countless examples of individuals who overcame insurmountable odds and achieved the unthinkable, without any formal authority, skills, or resources. In most cases, life-changing events and social or scientific breakthroughs started with one person or a small group of people simply declaring and fully committing themselves to a cause, without knowing how they would make it happen. In most cases, all they knew at the beginning was *why* it had to be done. All they had was the desire to get started and keep moving forward.

As critical as desire is, its presence can also be quite difficult to detect because it exists in many counterfeit forms in individuals and organizations. We say we want things to change and we may even believe it, but deep down, we have learned to live with status quo. While everyone inherently wants to contribute to a worthy cause, genuine desire is often buried under and drowned out by layers upon layers of disempowering thoughts and emotions, constructed from our experiences and the meanings we attach to them about ourselves and what's possible.

In my experience, as a personal and executive coach, I have found that when someone says they want a certain outcome and they are looking for coaching on how to go about achieving it, 9 times out of 10 the conversation that makes a real difference for them is about whether they really want that outcome or if they are just saying they do. When and if someone gets in touch with what is possible, and is moved and inspired by that possibility, they will seek out whatever is needed to achieve it. Even if it takes a long time and it requires them to overcome seemingly impossible challenges, they remain empowered because they are living the possibility of the outcome having been achieved in every moment. Passion and desire is indeed the engine behind every worthy transformation.

How, then, do we cultivate genuine desire in organizations? How do we detect counterfeit desire and coach one another on discovering and re-igniting the passion that exists in all of us? It is important to recognize that while each individual is responsible for examining his/her level of commitment, the leaders play a crucial role in creating an environment in which team members believe in a future that inspires them, see a connection between their immediate responsibilities and what the organization is out to create in the world, and feel recognized for their contribution. The Engagement Model addresses the key factors in creating desire and provides leadership guidance for creating, sustaining, and growing the necessary desire to create an empowered and engaged team.

EMPOWERMENT DESIRE MEANINGFUL WORK

SITUATION

People have a genuine need to know that their work has meaning. People must feel their role and effort is adding value to the group and organization.

Traditional	Beginner	Intermediate	Advanced
<p>In a traditional work environment, people are expected to follow regimented processes and procedures under direct supervision. People serve as labor and have limited or even no permission to improve the work. As a result of the environment that has been created, people have limited belief in the importance of their work. People feel they are just a number. Roles are clearly defined, but restricted. The culture is do what you are told and do not think beyond executing the tasks as they have been defined for you.</p>	<p>People begin to understand that their unique contribution adds value to their area, department or line. People are encouraged to use their hands and their minds to perform and improve their job duties, but lack the courage to take the risk to improve their work. People are beginning to understand that they can bring a broader impact to the organization, but are unclear or afraid of how to execute without support. People want to make a difference in the organization. They are being told that they have a unique and meaningful contribution, but have not translated the words to a true belief of importance. There may still be behaviors that do not reinforce the encouragement that is being verbalized. There is a desire to have variety in the work, but skills may be lacking, inhibiting one's ability to bring variety to the job. A cross-training program does not formally exist</p>	<p>People are beginning to incorporate variety into their jobs. Skills are growing, allowing enhanced job duties and variety that supports motivation or desire. The leadership willingly supports a formalized cross-training program. People are not only aware, but believe that their unique contribution is important to the team. The value of their contribution is understood by both the organization as well as the individual. They are starting to take on a level of ownership that transcends personal gratification and have concern about not letting co-workers, the team or the leader down. People not only believe, but begin to understand the importance of their unique contribution to the organization. People know that they can make a difference in the results and take actions to support performance improvements. People fully comprehend and appreciate how they contribute to the team, group and company.</p>	<p>In the advanced stage, people fully understand that their unique contribution is critical to the overall success of the team. The leadership supported the development of a comprehensive cross-training matrix and has facilitated a plan to support expansion of core competencies. The associates or technicians take responsibility and hold leadership accountable for ongoing training and education. Motivation is driven by personal pride as well as a need to ensure the team and the leadership is well supported. The success of the team supersedes personal success. People make significant and lasting positive impacts on the organization's performance. People are not only willing to make a difference, but actively pursue opportunities to contribute to making an impactful difference in team performance. The culture is one of peer to peer accountability, shared ownership and shared equity. All levels of the organization are viewed as peers to each other. People routinely fill multiple jobs and roles. People actively take on any job or role that is required at the time for the team to succeed. People take great pride in their contribution to the team, group and company.</p>

LEADERSHIP GUIDANCE

The leader must first generate awareness of how people contribute to the team, department and broader organization. Emphasizing the importance of the role, specifically when it is executed well is a significant driver of bringing meaning to the person. Leaders must express through words and especially through actions that people are relevant and not simply a replaceable number. Leaders must genuinely create a culture of understanding regarding the unique contribution that people make. The effort should be focused on one on one communication combined with team, department and organization awareness generation. Recognition is a significant component of leadership's effort to develop a cultural awareness of meaning.

EMPOWERMENT DESIRE TEAM CONTRIBUTION

SITUATION

For the highest level of success people understand how their role is a key component to the team's success. They are focused on serving the needs of the team over their own.

Traditional	Beginner	Intermediate	Advanced
<p>In a traditional culture, people are exclusively focused on their own needs and will support their own success at the expense of the team or the broader organization. Blame and finger pointing is the norm with self-preservation as the default approach. People exclusively fulfill their own job requirements, ignoring issues that fall outside of their own job, even if they are capable of remedying an issue. They can also choose to ignore issues that inhibit their jobs, "it's always been that way." "Not my job" is the cultural norm. Roles are very clear, but restricted to specific supervised tasks that are to be followed in a regimented fashion. People have limited sight to the direction of the organization. Cultural trust is at low levels being driven by "supervision."</p>	<p>In the beginner stage, people have awareness that the team objectives are important to their success, but they remain stuck in the default pattern of self before team. Early adopters are beginning to take accountability for their team's success with some level of action and with a portion of their communications. People are willing to help others outside of their core job responsibility, but are more comfortable with their assigned accountabilities. They can be afraid that they will be punished or not supported by the formal leader for working outside their core responsibilities. People remain heavily task focused and may become uncomfortable or confused as to their role as the lines of ownership are beginning to blur. The concept of "team" is becoming a focus of the leadership group in their transition from managers to leaders. People have a general awareness of the organization's direction.</p>	<p>The team objectives and success has become more of a focus and more important than individual needs. Recognition and celebration focuses on team success, reinforcing the culture of team. A few people will likely remain resistant, but the tipping point has been reached where the peer group pushes individuals to either focus on team or begin to look for other opportunities. The importance of team is now strongly supported in the peer group. At least half of the associate base is taking accountability and ownership for team centered goals. People are beginning to give credit to others, reinforcing the transition. People recognize that they have ownership and accountability for their own role as well as the other roles around them. As a result, people are not only willing to help others outside of their core job responsibility, but some are recognizing this approach as a preferred default. People are beginning to experience that the more they support and help others with their work, the more they will gain the same support in return. Roles are becoming clearer. People have accepted that role definition expands well beyond core job responsibility. The direction of the organization and the contribution of teams within the organization are well understood.</p>	<p>Team objectives and success are the primary focus. People not only understand, but embrace and own the philosophy that the success of the team and organization is their own success. As John Wooden stated in his pyramid of success, "the star of the team is the team, we supersedes me" is the modus operandi. Recognition and celebration focuses on team success, prompting associates to look for opportunities to recognize one another. The importance of team goals are the focus for the entire organization. People are equally focused on their role as well as the roles of their peers. Roles are once again very clear for the workforce within the new culture. The role has become "whatever needs to be done, when it needs to be done and do it that way all of the time." New comers to the organization could become confused as they try to adapt to a true high performance team culture. People have a full understanding of the direction of the organization and take an active role in not only contributing to, but shaping the direction.</p>

LEADERSHIP GUIDANCE

The leader must recognize that people will always be spread across a continuum in team contribution. Leadership must understand how to best utilize each member of the team based on the state of their personal development. People will progress across different phases of development at different rates. The leader must have a level of awareness and EQ (Emotional Quotient) to effectively bring people along on a case by case basis.

EMPOWERMENT **DESIRE** **RECOGNITION**

SITUATION

Recognition and celebration is a key component in any effort to change a culture. One must reinforce the new cultural norm ensuring evidence of the new expectation is intentionally celebrated while evidence of the old is discarded.

Traditional	Beginner	Intermediate	Advanced
<p>People may fail to be recognized for their efforts to go above and beyond as it is deemed part of the core job expectation. People doing their jobs is the expected norm, thus there is no need to recognize what is expected. The management approach incentivizes people by transactions, a carrot and stick process. They are given something management believes they will strive for in return for their work. These programs actually work counter common thought, eroding the culture and leading to the creation of a culture of entitlement. Career advancement opportunities are not built into the recognition system. Education, often referred to as training in the traditional world, is not viewed or supported as a recognition vehicle. The lack of a robust value added recognition system sequesters the associate's perception of respect and diminishes their self-worth. The lack of meaningful recognition reinforces the belief across the organization that people are only numbers.</p>	<p>In the early stages of recognition, people are motivated by simple efforts to thank them personally in the form of a conversation, a hand written note or in a forum among their peers. These very personal and authentic efforts reinforces self-worth, dramatically elevates ones perception of respect and can be motivation to a higher level. The leadership group is beginning to support opportunities for career advancement as a result of job performance. This is an investment in the associate and in the team, so it results in becoming a cornerstone for recognition that will enable career advancement. The leadership group must focus time in this phase to enable advancement and performance improvement. People are beginning to have opportunities to gain additional education, but it is often directed by the leadership group. Perceptions of respect are increasing and associate self-worth is on the rise.</p>	<p>Authentic personal recognition in the form of positive conversations, hand written notes and recognition in groups continues to grow. Education is viewed as recognition for effort and expressed potential. Associates are beginning to request and create their own education opportunities. Informal leaders are supporting the education of peers through mentoring and on the floor engagement. Some high potential performers are finding their way into new roles in the organization or at a minimum are gaining experience across the work system as a result of being recognized for performing within the new cultural norm. Peers are beginning to see that advancement opportunities are a reality driving motivation to want to give more discretionary effort. People feel genuinely respected and have pride in associating themselves with the organization and the products or services they provide.</p>	<p>Authentic personal recognition in the form of positive conversations, hand written notes and recognition in groups is the expectation. Communication technology is leveraged to communicate recognition through all levels of the organization. Peers are following suit and expressing recognition for one another in formal settings. People are looking for opportunities to highlight the accomplishments of others, especially in the peer groups. Education has become a formalized part of the recognition and career advancement process. It is directed by the associates pull, leaving leadership to ensure it is provided. Mentoring and peer driven education circles are key components of the culture. High potential performers are routinely placed into growth, development and promoted roles. Pay for skills programs are in place and in the most advanced cultures, peer teams own pay for skills promotions. Recognition has been a key contributor to setting the conditions to allow for motivation and commitment. Discretionary effort has become the norm. The culture has become one of accountability and respect.</p>

LEADERSHIP GUIDANCE

Perceptions of “fairness” may come into play with how people progress across the teamwork continuum. People must be differentiated to allow for maximal personal growth and team performance. Clear, concise feedback (truth conversation) is required to ensure full understanding of expectations and performance. There is a fine line between recognition and entitlement. Recognition must be centered on value added and meaningful engagement. Be very aware of the unintended consequences of transactions and monetary rewards. People are meaningfully engaged through personal and public recognition, handwritten cards, opportunities to represent the company and opportunities to learn. Transactions and rewards can quickly poison a culture.

EMPOWERMENT DESIRE EMOTIONAL EQUITY

SITUATION

Emotional equity is a measure of loyalty to the organization or team. As emotional equity grows, people transform from being compliant to becoming committed.

Traditional	Beginner	Intermediate	Advanced
<p>In the traditional environment associates have very low emotional equity. The job is considered a need and people would be willing to leave for a higher paying job down the street, simply because it offers short lived monetary benefit. The organization or the job does not inspire people. Communication is usually one way and feedback is held since it is not accepted as a cultural norm. When feedback is provided, it tends to be only negative in nature. One's position within the organization may be questioned or threatened. This drives a person to come to work physically and conform to the standards, but the organization has failed to capture a person's heart and mind.</p>	<p>In the beginner stage, emotional equity is beginning to sprout. People are still willing to leave for perceived better situations, but they have a level of respect and attachment to the organization. Two way communications are taking shape, but feedback is still only one way. People will engage both their physical being as well as their mind, but they are not committed. The organization has still failed to capture their heart. People are showing early signs of commitment to some peers or potentially a close in leader in the organization. The beginnings of emotional equity is driven by and centered upon a few close in and one off relationships.</p>	<p>Emotional equity is growing and could be considered a strength in some pockets of the organization. People are less willing to leave the organization as they have developed bonds to peers, leaders and the mission and values of the organization. Separation is difficult, because people have engaged their hearts into the organization. Signs of true commitment are very apparent. There is energy in the culture and a true sense of pride with rapidly growing ownership. Two way communication is strong and feedback is becoming an expectation within the communication process. Emotional equity and engagement are driven by connection to team and to leaders across the organization.</p>	<p>Emotional equity is strong and permeates the entire organization. Many people not only associate themselves with the organization, but the organization may even define them. Turnover is at benchmark levels due to deep rooted bonds to the people, culture and company. People are deeply connected to the organizational values and role model them both at work and in the community. The workforce is the biggest advocate of the organization and people internally and externally consider it a true great place to work. Two way communication and 360 degree feedback are a cultural norm. Emotional equity and engagement is exemplified by passion for all aspects of the organization.</p>

LEADERSHIP GUIDANCE

Emotional equity is driven by how people experience the organization. Identification of blockers or root cause deterrents is important. Developing emotional equity requires authentic and empathetic leadership with a strong EQ (Emotional Quotient). Creation of the conditions to develop deep bonds of emotional equity falls directly in the lap of leaders. The focus must be on not only "what" the team or organization is doing, but more importantly "how" the team or organization is doing it. It is vital that each person within the organization understands the "why" of what is being undertaken. Emotional Equity is driven by leadership, no program or policy can create it. A program or policy can, however, create a barrier. Leadership has the responsibility to remove barriers and pain points for associates. Potentially, policies and procedures may need to be removed as the team moves through the Emotional Equity continuum.

ENGAGEMENT FRAMEWORK[©]

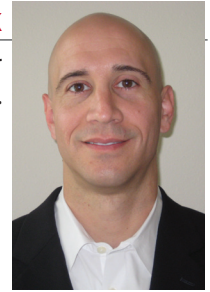
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	To be Flexible	Self Awareness			Standard Work
		Empathy			
		Collaborative Thinking			
		Systematic Thinking			
		Adaptability			



EMPOWERMENT AUTHORITY

BRIAN DUBAK

Site Distribution Manager
Snyder's-Lance, Inc.



LET THEM GO. LET THEM GROW.

There are still pockets of traditional hierarchical decision making in modern manufacturing and distribution. How well do you listen for the signs of traditional decision making? A simple test may begin with counting the number of times you are asked to answer general operations questions in a day.

In March of 2011, I took over as a Bakery Plant Manager at the Snyder's-Lance Columbus, Georgia facility. Prior to this role I had led teams in various stages of development, though mostly in the intermediate stage. I quickly learned that the culture in Columbus was far more traditional than any other work environment that I had experienced in my career. The Columbus facility had been an underperforming facility for decades, which included multiple ownership changes over that time frame. Even with the ownership changes the local management staff remained relatively constant. This led to a traditional top down management approach for the day-to-day decisions.

It was very apparent in my first month that the team's long standing expectation of the plant manager role was "Chief Decision Maker." Regardless of how big or small, nearly every decision was exclusively directed through the Plant Manager. The Supervisors were conditioned to manage and direct all activities while focusing on calling out issues. The historical culture expected conformance, but did not allow decision making authority to Supervisors, let alone hourly employees. The result created only two decision making pathways: no action being taken or ask the Plant Manager. Even the most basic floor level operations required Supervisor direction, confirmation and approval. What time should I start-up / shut down the line? Should I buy the part? When should I bring in the materials? The line is down, should I send people home? The endless questioning, at all hours of the day would have never stopped if someone did not have the courage and fortitude to create the stepping stones to achieve a new higher performing culture.

The decision to join the Columbus team was not driven by becoming the next Bakery Plant Manager, but was instead grounded in the opportunity to lead a cultural transformation by empowering the people. The starting point for this transformation was centered on not only giving people a voice, but allowing people to assume authority for themselves, their team and their plant. The reality was that Columbus was no different than any other business. The hourly employees were very aware where the

opportunities to improve were, they knew what needed to be done and understood what decisions needed to be made. The overriding issue and opportunity was simply giving the associates the authority to take ownership.

In just over two years' time the Columbus team took authority of their business achieving unheard of results:

- Zero-based scrap reduction from 30+% to 7%
- Injury Frequency Rate reduced by 60+%
- Service to Sales rates improved from 96% to 99%

It is important to note, these results were achieved through engaging people without any significant or directed capital. Performance results were not the only outcome, even the overall facility appearance and cleanliness significantly improved as a result of employee ownership and discretionary effort. It is amazing what happens when people are granted the authority to lead.

The Columbus improvement journey was accomplished through several intentional acts to release authority:

Define Front-Line Leadership: Many industries still use the term "Supervisor." Personally, I believe this is a culture killer. Employees and Supervisors assume their role exactly as defined by the term "Supervise". We must recognize that the words we chose are strong forces in shaping culture. We intentionally used the term "Team Leader" for our front-line leaders. The choice of words shifted role mindset and expectation. To fulfil the description, frontline leaders had to learn to facilitate decision making and process improvement. To build trust they had to allow authority. Some subtle ways of shifting from decision maker to decision facilitator would be to incorporate questions such as: how might we or have you considered...?

Standard Work: Simply defined it is the most efficient method to manage a process or produce a product, but how do you get to the most efficient method? Engaging leaders encourage their teams to quickly identify and define the attributes that will drive success (or failure). The teams codify the most effective practices into standard work. You must give associates the opportunity "to take responsibility" and "lead" the development of standard work. If teams own the creation, change management is built into the process. It allows the team to own the boundary conditions for their own decision making.

EMPOWERMENT AUTHORITY

LET THEM GO. LET THEM GROW. *continued*

Problem Solving: There are a multitude of methods that a location can use for problem solving whether it is Five Why, Cause Mapping, Fish Bone, DMIAC, A-3, etc.... The quintessential objective is the incorporation of associates into the problem solving events. Inclusion allows associates the opportunity “to take responsibility” for improving their process. Initially problem solving may require leader facilitation, but with coaching, it can transition to associate led then ultimately to associate generated.

Encouraged Engagement: Some associates have desire, but due to a lack of trust, a lack of confidence, the road blocks imposed by their leader or simply a failure to believe they have the authority they do not engage. A leader through one-to-one’s and daily interactions should always be considering how best to engage each individual on the team. Every associate brings various backgrounds, experiences and skill sets that can enhance the team. Participation in problem solving is a perfect first step to encourage associates to learn how to take ownership for improving their process. Including associates in all aspects of improvement activity opens the door for people to “make a difference,” creating a pathway for them to begin to “challenge the existing norm.”

Reinforced Desired Behaviors: Leaders must support and reinforce the behaviors directed at taking authority. Positive reinforcement can be achieved through one-to-one feedback, coaching, public recognition and actions taken. Depending on the existing culture it may require courage for an associate to act. When the associates trust that it is ok to challenge the cultural norm early adopters will begin to step forward. After success is achieved, others will engage in more events. In my current role, we introduced the concept of a sustainability team called the “Green Team.” This was our first structured approach geared towards teaching engagement via experience. Specifically, the program gives associates a safe environment with a tangible outcome in which to take the authority to lead. The team of volunteers quickly developed a comprehensive recycling program requiring minimal leadership direction. The team received positive feedback from peers, leaders and executives. Successful results and consistent recognition created pull from associates for more opportunities to “to lead” a team geared at improving the business. Pull is the key to successful and sustained culture change.

When will you let your team go and let them grow? By creating opportunities for associates and teams to take authority, you will develop a key component that unlocks discretionary effort.

EMPOWERMENT AUTHORITY TO TAKE RESPONSIBILITY (self)

SITUATION

If there is an issue of opportunity present, people should take responsibility regardless of role or function.

Traditional	Beginner	Intermediate	Advanced
<p>In a traditional organization, people may not notice an issue or opportunity. This falls into the conditioning that is often present of “it’s not my job.” Management often propagates the culture by questioning and even stopping people from taking additional responsibility. As the authoritarian culture permeates people who do “take notice” will begin to turn their heads to issues and opportunities. The perception becomes “no one cares” or “no one wants to hear.” Follow-up is limited to non-existent unless it is part of a non-conformity to or violation of the rules.</p>	<p>At the onset of engagement, people will tell their leader about issues, expecting action to be taken. People are testing the waters to see if they will be heard and if taking a higher level of responsibility will be embraced or resisted. Follow-up is critical at this early stage. As people progress, they may go beyond communicating the opportunity and ask how to resolve. At a minimum, leaders should encourage participation in this early stage. It is critically important that the leader does not discount any issue brought up by a person. All ideas must be evaluated within a process. If an idea is not feasible, the leader must provide the feedback directly to the person who raised the issue along with the business reason the idea cannot or will not be acted upon. One can never under communicate.</p>	<p>As the culture advances out of the beginner stage, people will engage with the leader and begin the process of issue resolution. Many may still be unsure if it is fully embraced and may ask for permission. As people begin to take additional responsibility mistakes will likely be made. Mistakes could be in execution, approach or even communication. These mistakes should be viewed as “opportunities.” Coachable moments will be bountiful. With supportive leadership the person and in turn the culture will accelerate responsibility advancement.</p>	<p>In the advanced stages of engagement, individuals and consequently teams will take full responsibility for outcomes, even if they were not the direct result of their actions. Issues and opportunities will be resolved by individuals and teams without required input or action by the leader. Too much leadership intervention will be viewed as micromanagement. Teams and team members are fully capable of running the daily business as well as developing long term solutions. In the advanced state, people take full responsibility for results, continuous improvement of the operation and for business performance. The leaders’ responsibility focuses on guiding the group towards the overarching strategy as well as the organization’s mission and vision. Leaders must also minimize or reduce barriers impeding responsibility ownership.</p>

LEADERSHIP GUIDANCE

In the early stages, leadership must be supportive of ideas and must visibly show high levels of intentional follow-up. High levels of communication are required to provide new data that a new cultural expectation is in place. People will look for inconsistency and highlight any actions or lack of action that is not consistent with leadership’s words. This is a critical stage of trust building. Leadership must work to transition from people informing of opportunities to executing with guidance to providing solutions. The intermediate stage requires leadership to understand mistakes and coachable moments. Trust has taken hold. The intermediate stage represents continued growth and strengthening of trust in leadership. Leadership must be supportive, spending the extra time, money and resources to allow the transformation to proceed. As the culture enters the advanced stage, leadership must delegate, coach and get out of the way. Too much intervention will often upset people, because associates feel leadership does not effectively trust.

EMPOWERMENT AUTHORITY TO HOLD ACCOUNTABLE (self and others)

SITUATION

People must take accountability for themselves as well as others in the organization.

Traditional	Beginner	Intermediate	Advanced
<p>In a traditional organization people will not hold themselves or others accountable. People will turn a blind eye to violations of policy and procedure. People will look to take short cuts and tend to be concerned with self-preservation above others and above organization. There is a fear of retribution and disciplinary action. Every perceived mistake or problem comes with blame and consequences. Self supersedes function and individual trumps team.</p>	<p>In the early phases, people often recognize issues followed by pointing them out to a person of authority. They will be hesitant to hold accountability for their own items and especially those of others. Fear of consequences and retribution are still present, but there is a willingness to inform and not ignore items or issues. People generally want to hold accountability of others, but are unwilling due to cultural norms that are present. Additionally, many do not have the tools or perceived support to take a "risk" by holding accountability.</p>	<p>As the culture progresses, people now not only express and communicate issues, but begin to take action to remedy issues. People feel empowered enough to hold each other accountable without fear of disciplinary action. People begin to hold peers accountable on obvious and direct opportunities. Items that pose risk to others or risk to product are addressed. People are beginning to feel empowered to confront. As the first adopters of the new culture show success without retribution, others will begin to model the behavior. People are willing to address peers, but holding people accountable that are in a position of authority can be difficult. Accountability is generally very reactive in nature.</p>	<p>As people move to the advanced stage, they are willing to hold each other accountability across the organization. Accountability has become a cultural expectation. People actively hold accountability of self, peers and those of authority. Accountability has transitioned beyond reactive to proactive. People are issuing proactive reminders and are fully empowered to take full ownership of accountability. In the most advanced organizations, teams take accountability all the way through development of HR policies and procedures, owning disciplinary process. A high standard of accountability has become part of the cultural fabric.</p>

LEADERSHIP GUIDANCE

Leaders must begin by demonstrating accountability for themselves. This begins to build trust in the leader and for the process. Leaders must initiate, encourage and role model holding accountability for self and others. Punitive policies for mistakes must be phased away. Leaders must create an environment that reinforces the expectation of holding accountability by coaching, mentoring and role modeling. The act of a leader openly assuming accountability for issues encourages others to follow suit. The early adopters must be given positive reinforcement and must be supported. If they feel unsupported, it will send a powerful signal to the masses that accountability is not truly accepted through actions. As the teams progress in the accountability spectrum, leaders must continue to support and reinforce the expected behavior through both words and especially actions. As accountability grows, the leader must actively support the transformation from a reactive to a proactive state.

EMPOWERMENT AUTHORITY TO MAKE DECISIONS

SITUATION

Teams and individuals in high performing and engaged organizations are responsible for decision making. Ownership of decision making is critical for the enablement of an engaged culture.

Traditional	Beginner	Intermediate	Advanced
<p>People are told what to do by managers. The organizational expectation and culture is one of conformance. Management issues direction and teams are expected to execute without questioning authority. One must recognize that informal networks exist. Informal networks may work to improve processes behind the scenes and away from management intervention. It is important to note that traditional cultures often house passive/aggressive behaviors which can undermine or at the extreme sabotage management authority.</p>	<p>In the early phases of cultural engagement, teams will begin to voice options and opinions in an effort to improve the organization. People will begin to ask why? They may go to the extent of offering options and asking for permission. Management begins to see that decision making and actions within the team can create improved efficiency and performance. Individuals will still defer decisions to those in positions of authority. People in positions of authority may feel threatened by the team. Frontline leaders often pose the greatest roadblock to progression as they often sequester ownership. This can be driven by a perceived fear of losing their role. Frontline leaders must grow to a new level of contribution beyond tactical decision making and control. They will need encouragement and support in making the transition from manager to coach and leader.</p>	<p>As cultural engagement increases teams recognize asking why or asking for permission is not enough. People know that decisions are required, often in real time. Teams begin to take actions without intervention of management. Leadership understands that real time associate owned decision making is a true enabler to performance. Leadership must not only support, but nurture decision making within the teams. True, best in class, leaders begin to understand that they are not responsible for knowing all solutions. They begin to leverage the knowledge of their teams to gain the best outcome. When decision rights are granted, one must understand that mistakes will be made. These are growth and learning opportunities. Mature leaders and mature organizations embrace the process, ensuring that people continue to be empowered with responsibility for decision making.</p>	<p>Teams understand the operational environment and all of the interactions and interdependencies. The teams are in touch with the business needs and leverage organizational values to make real time decisions. Teams have the courage to be deliberate and take actions. Root cause analysis becomes an important tool to the team. Leadership supports the team in evaluating results and providing information and resources to encourage continuous improvement. High performing teams follow the PDCA (Plan, Do, Check, Act) cycle as a component of their cultural norm. Leadership has progressed to a position of coach and mentor. The associate teams are the center point of the organization, taking full ownership and accountability for decision making with regards to the daily operation.</p>

LEADERSHIP GUIDANCE

Leadership must use the principles and values of the organization to provide the associates and teams with guidance for decision making. Leadership should use the concept of “smart trust” to enable the teams to begin to build experience and gain confidence in decision making. The boundary conditions for decision making should be slowly relaxed with an objective of making the boundary conditions broad enough in an advanced organization that they are not apparent. Leadership must understand the pitfalls of inappropriate decisions. Understanding of root cause and failure modes will provide leadership the opportunity to apply proper follow-up as leadership works to nurture higher levels of decision making within their teams. Leadership must have awareness that they may in fact be the issue or barrier to their team’s taking decision making ownership. Leadership can fail in many ways including but not limited to providing information, coaching processes, cause analysis education or creating restrictions via micromanagement.

EMPOWERMENT AUTHORITY TO LEAD

SITUATION

You do not need a title to be a leader. High performing organizations are comprised of leaders not followers.

Traditional	Beginner	Intermediate	Advanced
<p>In a traditional culture people are expected to follow directives. The organization can be classified as having a command and control style with authoritative managers who generally ensure there are clear lines between management and associates. The culture is visible as managers often wear differentiating clothes from those that the associates wear. Leadership will exist, but it is informal in nature. Teams are visibly managed, but also have an informal network or subculture governed by the “Pirate Code.”</p>	<p>Informal leadership within the peer group can exist, but it is not visible as a norm. People may have a desire to step up and lead, but the existing culture can suppress them. Additionally, people may not have the tools or education to lead effectively; soft skills are generally a gap. Potential leaders are fearful that they will not be fully supported, if they take the personal risk of stepping up to lead. The “crab culture” is a real risk at this stage. In this state, people generally exert effort to hold those who are emerging back, by undermining their efforts and pulling them back into the existing culture. It is amazing to see people exert high levels of energy in stopping progression as opposed to contributing to improvement. This is well documented in society and is a very real force in organizational transformations. Leadership must recognize this phenomenon and take intentional steps to eliminate these negative forces inhibiting change.</p>	<p>As the culture develops, peer leadership begins to become apparent. Leadership becomes participatory. People begin to show interest in leading, they begin to act like leaders. Leaders are emerging who are willing and growing in ability to act on solutions. Formal leadership must provide support in the form of encouragement, recognition, mentoring, coaching and formal education to accelerate and solidify the emerging leadership focused culture.</p>	<p>Associates have truly become leaders of themselves, their peers and their teams. Mutual respect is a foundational principle. Associates have the skills, competencies and tools to lead. Leadership is a peer level competency. Associate leaders are encouraged to take risks to innovate and drive the organization forward. Associate teams are not satisfied with the status quo and recognize that consistent change is required to maintain organizational business competitiveness. Teams are able to leverage each other’s strengths to drive actions improving productivity and performance. Formal leaders support mission/vision/purpose translation into the development of tangible organization and team goals. The culture values leadership and encourages decision-making at the lowest possible levels of the organization. There is not only an understanding, but a passionate belief that success hinges upon leadership capability.</p>

LEADERSHIP GUIDANCE

Formal leadership must provide a vision and expectation for people or associates to assume informal leadership. Formal leaders must energize, and enable. The early adopters must be supported, especially when mistakes occur. Training and education must be provided to give people the knowledge as well as tools and skills to become effective. Most importantly, opportunities must be created to allow people to gain experience and confidence. The success or failure will be directly proportional to formal leadership’s ability to coach and mentor. It is extremely difficult to find and develop leadership who truly values and understands the process of coaching and mentoring.

EMPOWERMENT AUTHORITY TO MAKE A DIFFERENCE

SITUATION

To have the greatest organizational influence and impact, every associate must have the authority to make a difference. Associates must feel they are “big” enough that their perspectives and actions make a difference in the organization.

Traditional	Beginner	Intermediate	Advanced
<p>In a traditional culture people feel very “small” and the organization feels very “big.” There is a genuine belief that my actions, my opinion and my beliefs do not matter. Management discourages, often overtly, input from lower levels. Associates routinely use the term “they” when referring to the company, organization, leadership or team. There is a feeling that what I say and do ultimately does not matter, because “they” are going to do it their way regardless. People suppress their ideas, and simply conform. The belief not only breeds conformance to the status quo, but can also entice people into cutting corners and even stealing, because “what I do doesn’t matter, no one will know the difference.” When one feels they are this small, they avoid emotional attachment and go through the motions. Organizational “silos” are very evident.</p>	<p>In the early phases of transformation people become excited when leadership asks for input. Motivation is seeded by the recognition that the associate is a real person and not a robot that is asked to follow directions and conform. People begin to feel as if they are a part of the organization and not simply a number in the crowd. At first people may be cautious when sharing ideas or improvements. They are not fully trusting and may assume that too many improvements could create job eliminations. When ideas are shared, people will go the safe route, only sharing low risk ideas or thoughts. Leadership must encourage ideas and suggestions by withholding judgment and providing clear learning focused feedback. People will typically ask for permission as opposed to spontaneously implementing ideas. Associates still feel very small compared to the organization, but now have a sense of belonging.</p>	<p>People are beginning to feel as if they truly have a voice. There is a willingness to share ideas that are more radical compared to the norm. People are willing to spontaneously implement sure bets, but still shy away from true innovative changes without approval from leadership. Associates are very supportive of teammates and feel that they can make a difference within their area or work group. The organization still feels large, but the associate feels “big” within their local work group. People can clearly see the impact they make locally. They feel energized when recognized for spontaneous acts of improvement. The teams will continue to make a difference as long as they are recognized and encouraged. Leaders no longer need to “pull” from associates, but must ensure they feel relevant to continue to grow individual confidence. A formalized, visual action item tracking and feedback process encourages growth. The term “we” is routinely used in discussion.</p>	<p>In the advanced or high performance culture. Associates feel “big” and the organization feels “small.” People feel as if they can make an impact locally as well as globally. People feel relevant and are motivated by feeling that what they do really matters. Each associate has a strong belief that what they do is not only important, but plays an integral role in the overall company success. People feel connected and trusted leading to a willingness to implement improvements big or small. There is no fear of sharing radical ideas and building support to make the vision a reality. The cultural norm has become one of “I am an integral part of our success and we can do anything.” Discretionary effort is high. People appreciate recognition, but also feel self-satisfaction by knowing they make a positive contribution to their team and to the organization’s success. Formalized support systems are in place.</p>

LEADERSHIP GUIDANCE

Leadership must engage associates by listening intently and encouraging them to not only share ideas, but implement. The beginner stage is focused on building trust. Leaders often have to “pull” from associates as they are very cautious and unsure of leadership’s ultimate intent. Follow-up, continual support, recognition and positive reinforcement is critical for building associate confidence. As culture progresses, people will begin to implement “sure bets.” Leadership must recognize and support efforts publically and in one on one conversation to continue building confidence and momentum. With continued leadership support through mentoring, recognition and encouragement, associates will become confident in sharing innovative concepts and ideas. They will be willing to form teams and implement without direction and formal leadership approval. Growth of individual and organizational discretionary effort will translate into substantial performance gains. Leadership must be careful to set appropriate boundaries as to not constrict or diminish the feeling of relevance. Leadership can kill the culture as fast as it grew, if they become “managing,” overly restrictive or fail to recognize accomplishments.

EMPOWERMENT AUTHORITY TO GIVE INPUT AND CHALLENGE THE CULTURAL NORM

SITUATION

All members of an organization must feel empowered to give input as well as challenge regardless of role. This type of transparent culture enhances sustainability and performance. Input is a critical component of eliminating organizational blind spots.

Traditional	Beginner	Intermediate	Advanced
<p>In a traditional organization people may give input when asked. They will be careful to not seem challenging, unless their objective is to create distraction or issues for managers. Generally input in the form of challenge is not embraced, it may even be discouraged. Associates and teams are expected to be compliant. The organization will achieve the minimum level of expectation, just enough performance to get by and stay under the radar. This level of performance is viewed by management as being “good” because it is perceived to achieve results.</p>	<p>In the beginner stage people have a fear of challenging others due to perceived consequences. With encouragement people will test the waters, especially when they are passionate about a topic or issue. The results and treatment associates receive from their direct leaders will determine if others are willing to supply input or challenge. The experiences and requisite perceptions that are generated will determine if the sparks of adoption ignite or get extinguished and shut down. This is a critical time for the organization in building the competency and willingness to challenge the established norms. Leaders must embrace the feedback and take actions to support interest and willingness to change. Follow-up, communication and support are just as important as showing meaningful actions that are aligned with the expected organizational values.</p>	<p>As the culture develops, people may still feel some level of discomfort but they have willingness to challenge. In fact, they begin to feel somewhat obligated to provide input and challenge the cultural norm using the organizational values as their foundation and guidepost. Leaders are quickly transforming into mentors and coaches, actively soliciting input on issues and provide positive feedback and guidance. Leaders may still be needed to step in and make the tough calls. Leaders may also be required to manage through HR policies in a formal sense until the HR support function catches up with the cultural needs of the developing ownership focused organization that is emerging. The fire in the associate group has been fully ignited and has gained enough momentum to overcome the few people in leadership positions who have failed to transform with the organization.</p>	<p>In the advanced stage, positive conflict is normal. Challenge is embraced and people feel empowered to do so. The focus is on the business and the best interest of generating team capability and success. The organization’s values and “shadow values” are very closely aligned, serving as the foundation for determining appropriate norms for behavior and decision making. The foundation allows anyone in the organization to hold accountability of any other individual regardless of role or position. The high degree of input ensures the best decisions for the business are being made in a timely manner. Leadership has fully embraced the role of coach and mentor. The teams have taken full responsibility and ownership for performance.</p>

LEADERSHIP GUIDANCE

In the early stages, leadership must encourage people to offer input and challenge. Leadership must provide vision and values as a foundation to enable challenge. Leaders must visibly recognize and support the courageous early adopters who are willing to take the perceived risk to challenge. Allowing feedback and challenge leads to innovation and improvisation. Leaders must be careful to support and follow-up and not get trapped in their own potentially biased views. Any level of defensiveness can create barriers that can hinder the culture, especially in the early stages of development. Leaders must be capable of transitioning from manager or supervisor in the traditional state to a true coach and mentor in the advanced state. It must be recognized that leadership, especially front line leadership who serves as the face of the organization often presents the biggest barrier to transformation.

EMPOWERMENT AUTHORITY TO TAKE RISKS

SITUATION

Highly successful organizations empower their leaders and associates to take risks. Every decision has a level of associated risk. Unwillingness to take risks can hinder and slow organizational effectiveness.

Traditional	Beginner	Intermediate	Advanced
<p>Risk taking is not encouraged. Associates are not authorized to take risk. They have no autonomy with regards to risk management. In fact, associates may knowingly execute tasks that generate reduced performance or loss without challenging, if management gives a directive. Management disciplines people who make mistakes or do not follow orders. As a result, people are unwilling to take any level of risk, which forces slow hierarchical processes. The system forces people to bring items to management for risk based decisions and guidance. If management is unable to follow-up rapidly, the culture may decline from apathy. The team is forced to compliance which results in a lack of innovation and achievement of only minimum standards.</p>	<p>Although people may be encouraged by leadership to take calculated risks, they are hesitant to do so. People in the early stages will take risks when the stakes are low or if the situation requires an immediate decision. People are constantly in an invisible mental chess game trying to assess what will be acceptable. Hesitation and self-doubt requires constant checking-in to ensure approval. Boundary conditions may remain narrow, but people are unsure of the flexibility of the boundary. Trust is beginning to emerge, but it is fragile. Leadership's follow-up, recognition and support are critical to allow the early adopters to provide a model for others to have the courage to follow.</p>	<p>As the culture continues to develop, people and as a result teams become more comfortable with calculated risk taking. Risk taking that supports quality, service, efficiency or performance is becoming part of the culture. The boundary conditions are expanding. People are becoming excited about the ability to take and own appropriate risk taking. The culture begins to understand the value of timeliness and will generate pull for additional information and understanding. The organizational decision making process becomes more fluid and more timely, which is reflective in not only performance, but morale. Leadership will need to coach and mentor as some may begin to become too comfortable with risk due to a lack of experience and consideration of unintended consequences.</p>	<p>People and teams are comfortable with evaluating and taking appropriate risk. It is celebrated. Information is transparent and available. Communication is open and flowing with an anchor in an understanding of the overall business strategy. People and teams take full ownership for decisions and resulting risk. Since the entire organization has ownership for overall risk, the risk profile of the business will decline. Failure modes are exposed and proactively addressed at all levels as the organization builds momentum. The organization has extremely high levels of trust that have been built over the progression of time. Organizational boundary conditions are so wide, that they are unapparent.</p>

LEADERSHIP GUIDANCE

Leadership must enable the freedom to fail within a framework. Leadership is responsible for intentionally developing an environment where taking risk on behalf of “doing the right thing” for the organization is expected and embraced. Leadership must provide values to serve as guideposts and relax boundary conditions as associate ownership is gained. Leadership must coach, mentor and facilitate with a focus on intent. In the beginning stages, leadership must earn the trust that they are attempting to give. Leadership's actions and reactions will determine if the associates will have the courage to progress. Leadership can do incredible damage to the process with only a few missteps, people are hyper sensitive to any data points that reinforce the old culture. Early adopters must be recognized and heavily supported regardless of results. As the organization moves to the intermediate stage, the risk process becomes participatory. Leadership must step up the communication and ensure that information is readily available. As teams begin to generate pull, Leadership will be under significant pressure to deliver timely information. Inability to serve teams will be met with frustration and a questioning of commitment. In the advanced state, leadership must ensure boundary conditions are greatly expanded. Teams will own the day to day activities and will bring leadership in where warranted or appropriate. Leadership should be working on the larger more global items and continuing a focus on providing education and information. The progression from traditional to advanced is a transformation from a low trust culture to a high trust culture.

EMPOWERMENT AUTHORITY TO TAKE ACTION

SITUATION

Effective teams take initiative to develop solutions. Effective teams also take action on opportunities, displaying full ownership and commitment to organizational performance.

Traditional	Beginner	Intermediate	Advanced
<p>People will not take action without an order. Managers are required to run the daily activities of the organization by directing and controlling decisions and actions. People will not take initiative for action, even if willing. The cultural norm dictates that people must be told or they must follow rigorous detailed guidelines. The business performance is restricted and capped. The organization is characterized by being cumbersome and mechanical.</p>	<p>People have a willingness to take action, but feel as if they must ask permission prior to taking action. Initiative is present, but may require encouragement to initiate action. Action is generally reactive. People are beginning to have a desire to own the daily activity and own their success. There is still a heavy leaning on leadership guidance, but it is beginning to be participatory as opposed to one way dictation. Managers who are expected to transition to leaders may have difficulty in this stage due to a fears of perceived loss of status or control (ego) or job loss (“If the team does this, what will I do”). The contribution of both associates and frontline leaders must be supported, reinforced and celebrated.</p>	<p>People will take action on the majority of issues. The day to day management of the organization can mostly be accomplished at the associate or team level. Action is balanced between reactive and proactive. Some still feel a need to ask for permission, but the culture is truly beginning to shift to one of confidence in action. Taking initiative and “going the extra mile” is becoming the expectation and cultural. People are beginning to freely take on value added items without being asked or told to do so. Discretionary effort is accelerating.</p>	<p>The culture is one where initiative and action are embedded as the expectation. People generally take proactive action prior to problems or issues occurring. The organization has a high level of awareness and vision. The team can fully manage daily activities. Teams have the skills, competency and ownership to run the daily business without intervention from leaders. Associates are taking initiative to not only develop, but act on longer term goals and projects. The culture will continually grow and continuously improve. The culture can effectively train new positional leaders and will respond if poor leadership is placed within the organization.</p>

LEADERSHIP GUIDANCE

Leadership must break the paradigm of command and control by enabling teams to have the authority to take action. The first step of breaking away from a traditional command and control culture is to ensure leaders are enabling their teams with information and encouragement. They must ensure team members feel a sense of relevancy for the daily actions. People that naturally show initiative or a bias for action should be fully supported with recognition and encouragement. Leadership can support the transition to team ownership for action by enabling the team to develop systematic standard work processes. People will begin to feel a sense of confidence in ownership by understanding their perspectives are valued. As trust is established, actions can become more spontaneous, strengthening the early confidence. Leadership must clearly support intent by providing education when actions are less effective and by focusing on the positive outcomes. Language and actions are critical to progression to higher levels. In the intermediate stage leadership must work extra hard to provide resources and remove barriers for the teams. The daily direction ownership is transitioning to the associates and the teams. Leadership must embrace the new role of facilitator. Individual and team development becomes the focus. In the advanced stages, leadership must stay out of the way of daily work; otherwise the teams will feel micromanaged. Leadership must leverage influence and advocacy skills to accomplish strategic efforts. Leadership can fully focus on the development of people and collaboratively developing long term organizational strategy. The progression from traditional to advanced is a transformation from a focus on labor to a focus on the intellect and capability of the individual. Advanced cultures center on respect.

EMPOWERMENT AUTHORITY TO BE FLEXIBLE

SITUATION

Flexibility is a key attribute of high performance and sustaining organizations. Case study after case study shows that only those organizations that are flexible and adaptable will remain competitive over the long term.

Traditional	Beginner	Intermediate	Advanced
<p>“Not my job” is the overriding theme of the organization. People only do the task they are assigned in their job role and nothing else. In many cases, the organization requires rigid conformance, even at the expense of effectiveness. If new or unanticipated issues arise, associates and as a result teams cannot adapt or adjust. There is an overarching deferral to others. People are victims of the environment placing blame towards others, towards organizational hierarchy and even towards those outside of the organization for issues, problems and forced change. Someone or something is always to blame. When the courageous few do step forward to exhibit flexibility, the organization tends to pull them back to the established norm. The “pirate code” or “shadow values” tend to undermine those who make an effort to become.</p>	<p>People have a willingness to take on different roles or to have flexibility in their job. They may lack training or knowledge to do so effectively, but they are willing to learn. There remains an overriding force to stick to the safety of structure and to cling to what is defined. The default will be to defer to others, but with encouragement and celebrated success, people begin to become more comfortable with adaptation. With intentional leadership support and encouragement, people will begin to grow confidence in their capabilities. Leadership support is also critical at this juncture in breaking down the “pirate code” and well documented “crab mentality” that may reside deep within the culture.</p>	<p>People have the basic skills and capability to exhibit flexibility in their jobs. They can fill in for one another and have an interest in doing what will help support the success of the team and organization. When something comes at the team or associates, they are willing, able and ready to learn and adapt. The organization is becoming more forward looking and learning focused. People are developing an understanding that flexibility and adaptability increases performance and can create a competitive advantage for the organization. Flexibility is becoming a cultural mindset. Leadership must provide both formal and informal opportunities for people to grow and learn. Recognition, especially for the small things remains a key catalyst for reinforcing the growth of flexible associates.</p>	<p>People exhibit a very high level of flexibility and have the skills to do so. The desire to take on multiple functions and have wide ranging skill sets are fully established. The organization can easily adapt to the new or unknown. People routinely take on multiple roles and add value in all facets of the business, well beyond their core role. The organization is fluid with capability to address any problem or capitalize on any opportunity. Associates are highly supportive of growing each other’s capabilities. They take great pride in the ability to tackle any job and any challenge. The culture emphasizes and recognizes the value of flexibility both formally and informally. There is excitement with being a highly flexible culture and it creates a distinct competitive advantage for the organization.</p>

LEADERSHIP GUIDANCE

In the early stages, leadership must focus on supporting the group by providing skill based education and training. Associates must be equipped with the tools and skills to enable them to each personally have flexibility and adaptability. Concurrently, leadership must reinforce the value that flexibility brings to the organization. As the organization matures, leaders must ensure successes are well publicized and celebrated. The change process continues as one progresses to the intermediate stage, where information and metrics support the value that is being brought to the organization. The entire progression requires a high degree of information sharing and resources to provide continuous education.

ENABLEMENT

SKILLS | **RESOURCES**

ENGAGEMENT FRAMEWORK[©]

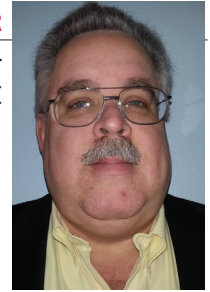
EMPOWERMENT		ENABLEMENT		CONNECTION	
DESIRE	AUTHORITY	SKILLS	RESOURCES	FIT	COMMUNICATION
Meaningful Work	To Take Responsibility (<i>self</i>)	FUNCTIONAL (capabilities)	Tools	Role	Inspirational Vision
Team Contribution	To Hold Accountability (<i>self & others</i>)	Technical	Processes	Interest	Strategic Plan
Recognition	To Make Decisions	Management	Provisions	Culture	State of Business
Emotional Equity	To Lead	Leadership	Information	Recruitment	Goals & Objectives
	To Make a Difference	Financial/Business	Technical Support	Aptitude	Performance Meetings
	To Give Input & Challenge the Cultural Norm	Communication	Customer Requirements	Team Orientation	Metrics/KPIs
	To Take Risks	INTERPERSONAL (responses)		Attitude	Visual Controls
	To Take Action	Perceptiveness		Assimilation	Standard Procedures
	To be Flexible	Self Awareness			Standard Work
		Empathy			
		Collaborative Thinking			
		Systematic Thinking			
		Adaptability			



ENABLEMENT SKILLS

JOSEPH LANGER

Sr. Continuous Improvement Manager
Dole Packaged Foods, LLC



Improving Essential Skills Makes a Tremendous Positive Impact

Finding and retaining associates with the knowledge and skills to effectively and efficiently run your business is critical in today’s highly competitive workplace. Even more important than recruiting talented associates is developing the skills and capabilities of your existing workforce. Skill development and retention is a critical component of both business growth and stability, determining the long term success of your business. Providing meaningful opportunities for associates to develop and grow their skills can provide a pathway to grow associate engagement as well as increase retention.

It is relatively easy to build or acquire physical assets in an organization. The differentiator between average organizations and elite organizations are the people. By removing barriers to engagement, leadership can create the conditions to allow engagement to grow. One of the most effective pathways to enabling engagement is to create opportunities for associates to grow their personal skills, allowing them to grow their sense of pride as well as their ability to contribute to the organization. When highly skilled associates are engaged with their work teams, they will naturally achieve the best possible results.

There are two focus areas of associate skills development. The first is the functional skills, which are the items that most organizations are aware of and often deploy some level of funding. These are the skills that unlock capabilities, giving associates the necessary “tools” to successfully perform their roles within the organization. This includes education in technical knowledge, management, leadership, finance, business process as well as communication. It is the responsibility of leadership to provide the associates with opportunities to develop these core skills.

The second focus area for skill development is Interpersonal skills responses. These areas are often over looked by organizations. Most wrongly classify these skills as character traits when they are in fact learned skills. When approached systematically many of these skills can be developed faster than many of the core technical skills. Like any learned skill, success is measured when the learning is translated into positive actions in their daily work. Many of the softer skills are required to enable leadership to effectively delegate daily leadership and decision making down to the lowest possible level of the organization.

Improving the essential skills of workers has tremendous impact for both the associates and employer. These benefits include:

- Increased productivity
- Improved quality
- Improved health and safety
- Higher retention rates of valued associates
- Improved team performance
- Improved participation and communication
- Increased worker confidence
- Increased customer loyalty
- Increased company profitability

These benefits are realized, in part, through a successful development of the skill attributes. When associates have the requisite skills to perform their roles, they are well on their way to being enabled to contribute to the organization, a key element of the overall engagement framework. When associates are enabled to successfully perform their roles, both the organization as well as the associates win.

ENABLEMENT SKILLS TECHNICAL

SITUATION

Every associate must have a strong core of technical knowledge to maximize their contribution to the team. Technical knowledge is a key foundational element of individual success.

Traditional	Beginner	Intermediate	Advanced
<p>In a traditional environment, individuals gain technical skills on an as needed basis. A significant amount of emphasis is placed upon technical knowledge, but it is only specific to required job duties. People are not encouraged to expand beyond their specific work activity. People are “trained.” The training is driven and managed by the management group. Peers typically hold technical knowledge close to the vest and are not willing to actively educate coworkers. If coworkers are put in situations to train one another, people will generally hold back key elements that are deemed a component of “job security.” Knowledge and technical skills are closely guarded by individuals.</p>	<p>In the beginner phase, technical knowledge is still considered “training.” There is an expectation that peers support the development of each other, but it must be pushed by leadership as it does not happen naturally. People remain hesitant to supply key areas of knowledge due to perceived job security. Leadership is beginning to focus on the need to develop technical knowledge beyond the core areas of job duties. People are encouraged to expand learning as it supports enhanced team performance and provides a pathway to future individual growth opportunity. Education and training funds may remain difficult to secure as management may view this as an added expense.</p>	<p>In the intermediate phase, technical training is viewed as education. Individuals are motivated to own their own technical development. Peers are willing to support the technical development of each other. Leadership is focused on developing advanced technical development programs to fully support team performance and individual growth. Associates take responsibility for their own development and see technical knowledge as a pathway to career growth. Associates have comprehensive development plans. Funding for education, training and personal development is available as the organizational leadership recognizes the value it brings to both culture and performance. Leadership ensures associates view training and education as an investment in them as highly valued people in the organization. The investment serves as recognition.</p>	<p>In the advanced stage, people understand that education is critical. Associates actively support each other’s technical development and growth. Technical knowledge development is facilitated at the peer level with associates taking ownership for both their own development as well as that of their peers. Mentorship programs are typically in place and fully functional. The culture actively supports technical knowledge development. The organization budgets funds to support technical education. The culture fully understands and embraces education as an investment in the people of the organization.</p>

LEADERSHIP GUIDANCE

The technical skills development resources and programs are readily available and accessible. Leadership can choose to create internal programs, leverage mentorships, structured third party development and assessments. Community colleges or other outside training organizations are utilized to grow technical knowledge and skill. Time and funding must be allotted to ensure associates are able to keep pace with the blazing growth of technology and knowledge. Technical development is a key element of associate lifelong learning. Leadership has a responsibility and an obligation to prioritize technical skill development. This area can be one of the easiest places to cut, but is also one of the most critical for efficient, productive and competitive operations.

ENABLEMENT SKILLS MANAGEMENT

SITUATION

Systems are managed and people are led. The effort is to ensure the organization focuses on the proper balance of management versus leadership.

Traditional	Beginner	Intermediate	Advanced
<p>In the traditional organization, management of people is the norm for all aspects of the organization. The associates are individually and directly managed by supervision. Supervision takes the form of a “police force” looking for inconsistencies or mistakes and taking punitive approaches to correct. This creates a culture of forced compliance and generates a situation where distinct “pirate-codes” are created as a coping mechanism to combat “management.” A “we” versus “them” mentality predominates within the organization. People are extensively micromanaged for compliance. Any problem or deviation is addressed with a new rule or a new check to ensure conformity. People have limited to no ability to adopt new and better ways to manage their systems or processes. They are instructed and trained on the what, how, when and where to do a task. Mediocrity is the norm. The organization will struggle to advance performance. The salaried groups (supervisors) are exclusively focused on managing the performance on a daily basis.</p>	<p>The leadership group begins to recognize that people need to be led to achieve their inherent capability. Management practices remain focused on both individual and system, but the people side begins to focus on guidance as opposed to punitive policing. There is less micromanagement. Associates are encouraged to own the management of the system in terms of making improvements to the routines and evolving them to enhance performance. This approach begins to grow as associate ownership. The development of management routines is uncomfortable for associates as they begin to build trust in the leadership team. The first steps in creating delegation are taking shape. The leadership group is still over indexed towards system performance numbers and compliance, but people are now becoming recognized for their ability to manage systems without “policing.” Leadership is beginning to have time to allocate to organizational improvement efforts beyond the daily operations. The culture is developing awareness that you manage “things” such as systems and you lead people.</p>	<p>The leadership group is transitioning from a guidance based approach to a mentorship approach. Associates are taking ownership for execution as well as improvement of the system management processes. Since associates are making their improvements and changes to the management routines, they are beginning to take not only accountability, but a level of ownership. A sense of commitment is growing as micromanagement becomes an archaic process of the past. Associates become irritated and at times upset if the leadership is perceived to micromanage the process. Leadership develops a LSW (Leader Standard Work) routine that begins to focus more on the people aspects of the work system. The LSW routine is developed by the leadership group and has an equal weighting of system performance metrics and people engagement. The LSW ensures consistency across the organization. Fewer salaried leaders are required to manage the organization. As a result, roles are changing to focus on areas including people development, reliability, technology development, connecting to the outside world and strategic planning.</p>	<p>Management in the advanced culture is focused on systems and processes. The associate team takes full accountability for creating, improving and executing system management practices (standard work). The leadership group supports the team by providing feedback and resources. Leadership develops and executes comprehensive Leader Standard Work (LSW) that overlays the standard work of the associates. The layered process is in place to serve as an engagement mechanism where associates are supported, recognized for performance and celebrated. Comprehensive LSW will expose educational opportunities. Leadership is obligated to provide the education necessary to eliminate gaps; while the associates take ownership of improving their management routines to eliminate gaps. The culture with respect to management is one of commitment to continual improvement with ownership lying squarely on the shoulders of those who are accountable for the processes. The organization is flat requiring far less salaried leaders focused on system management. Salaried leaders are free to focus on the longer term strategic areas of the operation along with associate development.</p>

LEADERSHIP GUIDANCE

The leader must ensure that management efforts are directed at and focused upon the systems and processes. The associates responsible must be fully engaged in the ownership of the development of the management processes that they use. This ensures that change management is built into the execution process. If people are accountable and responsible to developing management routines, they will become the proprietors of the process, allowing leadership to focus upon leadership and facilitation as opposed to management efforts. Never forget, we manage things and lead people.

ENABLEMENT SKILLS LEADERSHIP

SITUATION

Leadership a key differentiator of organizations. Leadership is critical across all levels of the organization and is not limited to a position. One does not need a title to be an effective leader.

Traditional	Beginner	Intermediate	Advanced
<p>Leadership is not truly “present” or recognized. Traditional organizations may have pockets of leadership, but it is clearly not the norm. Those who focus upon leading are constricted by rigid hierarchy and cumbersome systems intended to manage every aspect of the organization. People are expected to conform and comply. They generally are told what to do by overriding and at times excessive micromanagement. Degrees of freedom to act are suppressed and constrained with intent. Compliance is the overriding expectation with decisions reserved for the few. Managers are exclusively focused on maintaining control. Overall the management group is exceedingly reactionary. To the casual observer, management may appear to be exhibiting a significant level of leadership, but the quality is extremely low.</p>	<p>Leaders are beginning to emerge informally. People are gaining degrees of freedom to act within slightly relaxed and expanded boundary conditions. As people begin to break out of the norm and lead, this can create a level of ambiguity and confusion within the organization. The cultural immune response to change will create pressure on the early adopters to fall back into historical alignment. Leadership must quickly move to support early adopter efforts with changes to the ridged control focused structure. Successes must be celebrated and used to encourage others to join into the new approach. Facts are leveraged in decision processes, but bias and opinion can still override. Emerging leaders are generally tentative in assuming leadership displaying a level of insecurity. Formal leaders remain highly visible and still hold the majority of the accountability for leading. The organization remains reactive with a high risk of regression to preexisting norms. Leaders must be diligent and at times surgical in their efforts to visibly and intentionally emphasize the success and the improved results.</p>	<p>The organization is focused on transformation and is becoming proactive in all aspects of the operation. Degrees of freedom to act are increasing as the boundary conditions continue to expand. At times people may become over confident in their ability to lead, but this is a natural progression that should be used as a maturation opportunity to create an awareness of blind spots. Opinions and bias are still present, but will be overcome by facts. The organization is heavily focused upon principle based decisions. Formal leaders are still critically important as they take the role of facilitation and education of the informal leaders and teams. The organization is vested in the improved approach to operating the business and will band together against those who are not displaying the principle based expectations. The resisters will be forced to comply with the new cultural norms. Resisters are struggling with a choice to join in or exit the organization. The risk of regression is still present, but poses limited risk as long as the true believers in leadership are still present.</p>	<p>The organization is defined as one of having holistic leadership where one does not need a title to be a leader. Leadership is an expectation. The culture has become one of accountability, respect and influence. Leadership can best be defined as being dynamic with clear accountability. There is clarity and ownership in decision making as it has been pushed to the levels in the organization where the action is taking place (the floor level). Facts combined with strong guiding principles create the foundation for effective decision making. Egos and opinions are not allowed to derail organizational effectiveness. The cultural expectation is to be “effective” as opposed to holding firm to the need to be “right.” Formal leadership is seamlessly integrated into the organization. In fact, formal leaders do not appear to be leading, they could be considered to be leading from behind as the teams take front and center in the leadership effort. The leader may not be easily recognized by the casual observer. The organization is proactive.</p>

LEADERSHIP GUIDANCE

Improved results and improved flexibility in operations will eventually create a competitive advantage for the organization. As a leader, one will move from the center point of the effort setting direction, to a team contributor, to a facilitator and mentor and eventually to a seamless leader who is working behind the scenes enabling teams to lead themselves. It takes a selfless and confident leader who has mastered their ego to mature to an advanced leader. Transformation of organizational leadership is one of the most critical components in building a strong, sustaining and engaged ownership based organization.

ENABLEMENT SKILLS FINANCIAL/BUSINESS

SITUATION

For both informal and formal leaders to lead, they must have a basic understanding and ownership for financial and business performance. The ability to perform will be the sole enabler to building a high performance culture.

Traditional	Beginner	Intermediate	Advanced
<p>Teams and associates are expected to rigidly follow their tasks. They will be measured against specific and directed KPIs without enabling them with the knowledge or understanding of how their performance can effect or support the remainder of the business. Management has no intent or desire to expend time or energy to equip front line leaders or associates with the financial or business acumen to expand their influence. The expectation is to do as you are told and your performance will be measured against a few very direct and specific KPIs that can seemingly exist in a vacuum. Context and insight are often missing as associates are on a “need to know basis.” People are treated as manual labor and are not encouraged to leverage their intellect to improve business performance. Some in the management ranks will selfishly hold financial and business knowledge close to the vest because they feel it supports their ability to maintain a leg up on others in the organization, insulating their perception of job security.</p>	<p>Associates are provided knowledge and education beyond their individual tasks. They are provided direct access to team, shift, department, organization and company performance. Many may not understand the relevance or how they directly affect the numbers. It is incumbent upon leadership to boil the performance numbers down to simple and relevant terms with examples to allow people to gain understanding. Leaders must set up meaningful tracking on a frequent basis to compel people to want to know more. Once teams catch the excitement of seeing their contributions move the dial on charts and graphs, they will begin to pull for even more. As excitement and pull begins, leadership must be ready to provide more formalized education in finance and business principles. The content should be geared towards the business results as well as real world application of personal finance. Once interest is generated, leadership has a unique opportunity to support associates with education in personal finance areas, increasing their sense of company value.</p>	<p>Associates have a firm grasp of financial business basics. They fully understand how each KPI rolls up to the bigger picture numbers and how their unique contribution drives the results. This knowledge enables people to make educated and intentional choices to benefit business performance in their daily roles. Additionally, associates are armed with the knowledge and understanding to systematically apply continuous improvement tools to sustainably drive performance improvement. Associates in this state of the organization should have open access to not only business performance information, but to systems to gather business performance information. Leadership must provide opportunities to advance associate business and financial skills through both internal formal education and performance improvement projects. Performance improvement projects provide an optimal classroom for meaningful education and application of knowledge.</p>	<p>Associates are using business and financial knowledge, skills and information to create performance value beyond the day to day operation. They are armed with the knowledge to create and execute projects and programs that enhance the future performance of the organization sustainably. Their knowledge and expertise goes well beyond the KPIs. Associates trigger improvement efforts based on historical performance trends and business intelligence (BI). Information and knowledge is used to launch continuous improvement (CI) efforts with tracked and measured success. Both internal and external resources are leveraged to build competency. Outside educational opportunities are offered and utilized to enhance skills and seed new improvement ideas and concepts that may not already be present in the organization. Performance improvement projects are a cultural norm and may become a component of not only development, but advancement in the organization.</p>

LEADERSHIP GUIDANCE

Leadership must take responsibility for educating the broader organization with regards to financial and business acumen. The organization must intently look for those who attempt to hold knowledge and information in an effort to create a sense of job security. These people must be identified and educated that individual contribution is a traditional mindset, while success accomplished by supporting and working through others is highly valued. Leaders must understand that it is not their job to know everything; it is their job to support learning and project execution along with obtaining and providing resources.

ENABLEMENT SKILLS COMMUNICATION

SITUATION

The capability to communicate across many different media and across various environments is a foundational element of any successful organization. Communication capability must be intentionally developed.

Traditional	Beginner	Intermediate	Advanced
<p>People are myopically focused upon their own needs. Communication in this environment tends to be pushed from the top down. Communication is very structured and ridged. Associates are expected to listen and take orders. Communication tends to focus on verbal, written and computer media with extreme limitations driven by a management mindset of only “need to know” content. There is a lack of transparency limiting the associates’ opportunity to have a broader view. The work environment does not embrace personal advancement of communication skills as the associate role is merely one of task driven, transactional compliance. The language and approach conforms to the language of the manager. The cadence is exclusively set by the leader. Associates learn the manager’s body language and adapt to the signals that are sent. The objective is to try to control people through metering and restriction of information. The art and skill of communication follows suit. Communication content centers upon compliance or blame for self-preservation as the default approach. People have limited insight to the direction of the organization.</p>	<p>Communication still leans towards being pushed, but elements of pull are beginning to emerge. Default communication remains one way; however, associates are beginning to test two way communications. Positive leadership reinforcement is required to support, nurture and grow two way communications as a cultural norm. People are expected to learn and grow their skills in verbal, nonverbal and written forms of communication. Communication skill sets are typically lacking since people have not previously had opportunities to develop. Leadership is creating an expectation of open communication and must provide formal and informal means to develop associate communication skills. Information is becoming more readily available, but supporting structures to transfer information require development. Leaders must begin to model acceptance of feedback with visible follow-up. Communication still takes the form, frequency and cadence of the leadership, but visible change is beginning.</p>	<p>As associate communication capability and confidence has grown, a shift from push to pull has taken shape. Teams have taken ownership for communication frequency and the cadence. Two way communications with feedback and follow-up has become the cultural expectation. The organization has a full range of formal and informal communication skill development programs. Associates are fluent in all forms of communication including but not limited to verbal, nonverbal and written. Associates are able to leverage all forms of communication media including: one on one, group meetings, electronic media, postings, standard documents, etc... Information is readily available and readily accessible with structured systems and processes to support. Communication is characterized by being purposeful and insightful with actionable outcomes. Associates are open and transparent with a willingness to call out opportunities and issues. Leadership is fully aware of associate concerns.</p>	<p>Communication is best characterized as being “multi-lingual.” All forms of communication are leveraged to positively move the team, organization and business forward. The frequency of communication is adapted to the level of the organization driven by “pull.” Associates and teams, have open and transparent access to all forms of information. All information including “nice to know” and role relevant is accessible and available. The availability of information combined with the open communication expectation creates not only transparency around decision making, but empowers associates to take ownership for decision making. The full organization is skilled at giving and receiving feedback. Action is taken to quickly close the loop on opportunities and follow-up. The message intended is the message received. The ability to communicate is the foundation and backbone of the empowered and ownership centric high performance organization.</p>

LEADERSHIP GUIDANCE

The leader is responsible for modeling the communication expectation of the culture. In the early stages, the leader will have to prompt, coerce and push people to engage in open communication. The leader is also responsible for not only providing communication skill development, but for placing associates in situations to stretch and grow their communication skills. As the culture emerges and grows, the leader will need to step back from the communication lead, allowing associates to take ownership in development and acts of communication. The leader must fall back in the advanced state as the quiet supporter and developer, while letting associates take center stage. Feedback and follow-up is a critical skill that must be modeled by all leaders.

ENABLEMENT SKILLS PERCEPTIVENESS

SITUATION

The ability for people in an organization to exhibit insightfulness, discernment and understanding is a vital to cultural accountability and success. Perceptiveness is a key element of supporting the growth and maturation of high performing teams.

Traditional	Beginner	Intermediate	Advanced
<p>The organization typically operates based on assumptions, experiential judgment and bias intertwined with facts. Associates acknowledge data points that support their bias or opinions quickly passing judgment. Opinions are established in a one-sided way with individuals defaulting to a focus on being “right.” Conversations are typically an expression of individual biases with very limited or filtered listening. People generally listen to respond as opposed to listening to understand. Decisions are often made without agreement or at times with a false assumption of agreement. People frequently ignore disagreement or different perspectives and try to force their own priorities onto situations. There is deemed to be only one right way and it is typically from the point of view and prejudice of the individual. People focus on directing and telling without an interest in questions or input. The organization operates on preconceived definitions and assumptions leading to conflicts and issues that could have been prevented. The atmosphere is very political and often driven by functional silos. Individuals dominate conversations and continuously push their own agendas.</p>	<p>The organization still defaults to experiential judgment and bias. With effort and extensive communication people will begin to listen and assimilate facts. A few leaders in the organization are aware of biases and the failure to listen for understanding, but are unsure how to influence other leaders to make needed changes. Significant proof, effort and reinforcement is essential to soften the adherence to opinions and bias. Conversations are touching on issues that necessitate greater transparency but rather than being resolved, they can become drawn out with indecision creating frustration. There are some examples of people exhibiting the willingness to listen to understand, especially in individual conversations. Some team members are beginning to ask the important questions along with providing input with the intention of producing an effective decision making process. A few teams are experiencing instances where questions, input and not quickly passing judgment have led to improved results. Silos still dominate, but examples of success are present that will soon catalyze the change to a new more effective approach where perceptiveness becomes a cultural expectation.</p>	<p>Assumptions and bias remain present, but are limited to a few individuals. Most people in the organization are open, willing to listen to understand and willing to consider a range of options prior to passing final judgment. There is an expectation that all voices need to be heard with a recognition that the effort will generally lead to improved outcomes. A few influential individuals may still attempt to block teams. The team can recognize the impact of these individuals, but leadership may be unsure of how to successfully guide these individuals to support teams. Most associates have an awareness of bias and are willing to address openly. There is an understanding that effective problem solving requires open mindedness, which may not always be natural, but is becoming much more of a cultural norm with continued reinforcement through successes and positive feedback. There is a growing focus on the value stream, which diminishes the politics and begins to break down silos in many areas. Most associates have a good balance between listening and pushing their perspectives.</p>	<p>Associates have the capability to separate facts from assumptions and bias. This is a key element of holding accountability of both self and others. Associates have developed the capability to postpone judgment and are willing to explore and obtain multiple perspectives prior to forming an opinion or making a decision. This allows the organization to successfully innovate and approach problems with unique solutions. People focus on asking questions to probe for understanding as opposed to focusing on trying to share individual knowledge and perspective. The organization has developed the ability to be fully “present” enabling transparent, open minded discussions without interjection of preconceived definitions and assumptions. This allows the teams to innovate, problem solve and work as a cohesive unit focused on the value stream as opposed to functional silos.</p>

LEADERSHIP GUIDANCE

Leadership must begin by showing associates how to behave with perceptiveness. It cannot be commanded and is difficult to teach, it must be experienced. Leaders must role model the behavior and spend extensive time coaching associates through the process. Growth of the skill comes from gentle coaching combined with the opportunity to experience success in a safe environment. Leaders must ensure that people are not called out or chastised for being wrong. This will only grow resistance to allowing perceptiveness as people will defend their bias vehemently to avoid embarrassment among peers. Success will be found in the early stages by recognizing and celebrating the appropriate behavior as opposed to calling out the default low perceptiveness behaviors. As the culture grows and matures, associates develop self-confidence and trust empowering them to call out and address those who lack perceptiveness.

ENABLEMENT SKILLS SELF AWARENESS

SITUATION

Self awareness is a critical component of personal growth and development. Self awareness allows one to understand how they are experienced by others and enables one to adjust behaviors to best support team success.

Traditional	Beginner	Intermediate	Advanced
<p>People are very reactive and their response is often emotional without concern for how others receive them. In general, people have a lack of understanding with respect to how they are experienced by others in the work group and even outside of work. Reflection on actions and interactions is rare. Emotional outbursts are allowed by the culture and accepted. Decisions are influenced by the louder, more dominant, and often more domineering individuals. The “squeaky wheel gets the grease.” Events and outcomes are taken personally. Manipulation and lobbying is used to influence decisions. People tend to block decisions in an effort to obtain more control; gaining higher levels of perceived positional power and perceived respect. Due to a lack of trust within the organization, people generally feel as if others are out to get them or discredit them. Individuals do not admit or take ownership for their part in resolving issues. Individuals respond emotionally and often in a way that offends others. Information may flow through interpersonal channels without including the right people in decisions.</p>	<p>Some people have developed insight and awareness with respect to the impact emotional reactions have on the team. Those who have developed awareness are able to assign unresolved conflicts to the root cause of insufficient trust or respect. Many people, however, remain unable to acknowledge the root cause behaviors that catalyze interpersonal issues. Team members will not speak openly about the impact of team interaction dynamics on the team performance. A few individuals, however, do recognize the need for greater openness. They attempt to get the team to adopt greater transparency and awareness, but their efforts are often met with resistance or a lack of cooperation. They may even become singled out as being ineffective or as the people with the issue. These individuals who have the courage to express concerns regarding the emotional responses blocking team effectiveness are met with justification, denial and disagreement. As a result, they are unsure how to effectively support their team’s development. Many people are capable of reflecting on emotional response issues, even if they are unable to recognize and manage emotional responses at the time of the event. After reflection, only a few people have the courage to follow-up and repair damage caused by emotional responses. People generally hope time and avoidance will repair relationship tension.</p>	<p>Most people express their thoughts and concerns in a way that takes into account how their communication will be received. Generally, most people in the organization are able to process their emotional response and are able to respond to their emotions effectively. A few individuals in the organization still express themselves in a way that is detrimental to the team. When this occurs, both leaders and peers clearly recognize this as disruptive behavior. The leadership of the team may be unsure how to most effectively guide those individuals to better support the team, but they will call out the issue. With some level of facilitation, disruptive actions can be addressed allowing the organization to learn from one another and to begin to build trust bridges. The organization is becoming aware, but can still exhibit a level of reactivity in the approach. There is a level of proactivity, but the culture is characterized by damage control and repair after the action.</p>	<p>People are able to recognize, understand and control their emotions. They have taken ownership. People are introspective, deliberate and intentional about how they respond to various situations. Those situations that may carry emotional attachment are given extra attention. With awareness of their emotions and an understanding of how their actions are experienced by others, associates continually work to improve team interaction dynamics. The skill enables intentional interactions basis awareness of both the individual’s emotions as well as the emotions of others. Associates are armed with the capability to recognize displaced responses and can separate those that do not belong in the context of the situation. In the rare instances when people respond in a less than optimal emotional way they quickly recognize the issue and take appropriate action to rectify the interaction with others, generally on the spot. Intentional choice of actions has become an expected cultural norm. Team effectiveness is an organizational strength.</p>

LEADERSHIP GUIDANCE

In the early stages of generating self awareness skills, leadership will need to provide frequent facilitations. One on one conversations combined with feedback will be needed to allow people the opportunity to “see” themselves through the lens of others. Expect many tough conversations in the early stage as people are developing the skill to see themselves through the eyes of others. As the teams enter the intermediate stage, less facilitation is required. Individuals and teams are beginning to own ensuring that people have a keen awareness of how they are being experienced. Leadership may need to provide a safe environment for “truth” conversations. Leadership will also need to be a support. 360 feedback processes are extremely valuable in any stage, but particularly in the early stages of awareness generation, development and transformation.

ENABLEMENT **SKILLS** **EMPATHY**

SITUATION

People who have mastered the trait of empathy are able view situations through the perspective of others. Mastery of empathy enables teams to be highly effective as opposed to getting hung up in being right at the expense of others.

Traditional	Beginner	Intermediate	Advanced
<p>Associates are highly self-centric and are only able to see a situation through their personal lens. They are fully focused upon what is in it for them as an individual without regard for the needs of other individuals, the team, or the organization. Associates are always working to impose their own perspective, values, and needs into any situation. People are unable to look at situations impartially. In general people look at situations as win-lose. Discussions and particularly decisions can become emotionally charged as many are focused on generating single self-serving outcomes. Associates talk in terms of blame and accusations with a reference to the circumstances as well as “they.” Associates are unwilling to take ownership of their own limitations and challenges. Excuses are used to pin blame and defray responsibility.</p>	<p>Associates naturally default to the view through their own lens and bias. They are, however, able to consider the situation from the perspective of others with direction and coaching. Typically, associates are only willing to look at the other person’s view and perspective in the absence of emotion. As a result, the conditions of the situation are key to enabling consideration. The default remains focused on self-preservation and personal needs, but since consideration for others can be facilitated, the best interest of the group will sometimes be addressed. Associates naturally push to impose their own perspective, values, and needs into most situations. With facilitation teams can be led to apply energy towards impartial evaluation and decision making. Emotions will run high at times, but a level of control is developing within the culture. Associates tend to jump to blame and create excuses. With coaching some are beginning to take ownership and accountability.</p>	<p>Associates have a balance between their personal views and the perspectives of others. People’s need to be right is becoming counter-balanced by a cultural and organizational objective of effectiveness. People are genuinely gaining the capability to understand situations from multiple perspectives aside from their own (Perceptiveness). At times, support will still be needed to generate awareness of others perspectives. Ownership is growing with a key indicator in the language that is used. The term “we” is used much more frequently than the terms “I” or “they.” People are able to speak directly and transparently about issues prompting meaningful feedback conversations. Giving and receiving feedback is becoming an accepted cultural norm. Ownership of personal feelings and emotions as well as a person’s effect on the feelings and emotions of others is growing.</p>	<p>Associates have the ability to see reality from the perspectives, values, and needs of others, without imposing their own perspective, values, and needs into the situation. People have the flexibility within the hierarchy of their values to allow them to gain understanding by seeing things from different perspectives. Associates are able to talk in terms of how they feel and how things are affecting them rather than accusing other people or the situation. In essence, associates have the ability to take ownership of their own limitations and challenges. With ownership of their limitations, people are able to forgive and accept their own shortcomings, which enable them to forgive and accept the limitations of others. People are able to tell the difference between understanding and acceptance. They are able to become enlightened through understanding, which opens the pathway to acceptance. The terms “we” and “us” are core to the vernacular.</p>

LEADERSHIP GUIDANCE

At the onset of cultural transformation, people will generally struggle to have awareness of the perspectives of others. We all default to our own lens. Leadership must reinforce the expectation to see situations through the eyes of others and must prompt the “train of thought” by asking stimulating questions along with supporting an understanding of perspective. Sharing of stories and relating to feelings that have been experienced are key elements of creating connection. As people begin to develop the ability to step outside of their own self-centric views and empathize, leadership will need to prompt thought and call out when people are not assessing with full awareness. As the culture grows, peers can fill the role of holding accountability for ensuring consideration of others. Empathy is a learned skill that takes directed reinforcement and practice to grow within people and ultimately a culture.

ENABLEMENT SKILLS COLLABORATIVE THINKING

SITUATION

Collaborative thinking is a key component of successful high performing teams. It allows teams to take full control and ownership of developing and implementing effective solutions.

Traditional	Beginner	Intermediate	Advanced
<p>Associates are myopically focused upon problems and rationalize why they are unable to impact the results. Every proposed solution is attacked with the reasons why it would not work. Associates may struggle to accept the logic behind a proposed solution. Even when logic prevails, communication fails to motivate or compel people to action. Associates may only see one option or opportunity as possible. More often than not, the singular option is one that does not require change. People do not have a recognition or interest in taking into account how a possible solution will affect others. Mindsets are self-centric and self-serving with a focus on “me against everyone else.”</p>	<p>Associates naturally fixate on the problems, but with coaching and facilitation are able to shift to understanding and addressing of root causes. Teams begin to understand the importance of root cause analysis and cause mapping. Teams require support in this stage as they lack confidence and experience in taking control of their results. Proposed solutions are initially met with some level of doubt, but with logic and fact based perspective associates are willing to cautiously accept and contribute to proposed solutions. With success and experience, associate confidence will grow. Significant communication and reinforcement is required from leadership to get associates over the activation energy to initiate change. With leadership persistence and positive reinforcement people will take action. There remains a natural apprehension to change and contributing to initiating change.</p>	<p>Associates tend to focus more on solutions than the problems. They still may occasionally get stuck on the problems, but this is becoming less prevalent. Associates have gained confidence and have developed a bias for action. Teams are able and willing to evaluate multiple options and solutions through cause analysis. Communication is prevalent, transparent and effective. The culture has grown to become accepting of varied views and approaches. Teams are cross functional as they continue to learn how to effectively collaborate with one another. Associates are requesting to join teams. Blind spots are finally being uncovered and addressed often before unintended consequences occur. There are still instances where unintended consequences take place. These instances serve to humble associates as well as provide key learning opportunities. Associates balance decision making by considering short and long term consequences in combination with individual and team impacts.</p>	<p>Associates have the ability to think in terms of what will help or promote a solution rather than focusing on problems. They have the ability to communicate needs and expectations in a way that motivates others (just because you understand things logically, doesn't mean others are motivated by the same). Associates have the ability to see multiple options, truths and opportunities as possible. They are able to set boundaries and communicate expectations with empathy. They are able to take into account the affect a possible solution will have on others. People have the ability to recognize the thinking and emotional processes of others and respond with this perspective in mind. Teams are high performing with individuals taking more concern for solutions which benefit the organization than for the group.</p>

LEADERSHIP GUIDANCE

Leadership must work to support changing the lens or view that associates have on problems. In the early stages of development, it is essential that leaders act as facilitators providing positive reinforcement combined with generating awareness by calling out areas or ideas that were missed. As teams develop, they will require less intervention/support as they will have the capability of exploring options. Leadership should appropriately support teams with structured processes to align them in methodical exploration efforts. As teams progress they will only need support and encouragement. The objective is to change the organizational mindset, followed by giving teams the opportunity to gain experience and confidence.

ENABLEMENT SKILLS SYSTEMIC THINKING

SITUATION

Systemic thinking is a key element of organizations that are able to maintain balance between long term and short term objectives. It allows people to separate symptoms from causes.

Traditional	Beginner	Intermediate	Advanced
<p>People are focused solely on short term needs and desires without thought or consideration for the long term consequences or implications. Longer term outcomes are of no concern and will be addressed only after they occur. In fact, short term gain will always be taken even if it generates known longer term issues. The organization tends to be tactical and responsive. There is limited anticipation of multiple outcomes of actions. The organization has numerous blind spots and focuses on treating symptoms of issues. Processes do not exist to identify and address the true root causes of issues. The teams are only capable of thinking in a sequential, linear fashion. The best teams can dive into detailed thinking, but the focus remains exclusive to daily activity. Solutions are offered without sufficient thought or consideration and decisions often have to be revised and patched on an ongoing basis.</p>	<p>Most people focus and act on short term needs and desires. A few individuals recognize that there are systemic issues that must be addressed beyond tactical operations. The “right” questions are raised by some, but are dismissed. Decision making is done without taking all considerations into account with a focus solely on the impact to the local team or department. A few individuals have awareness and concern for the overall organizational operation. Some associates are beginning to ask for more information and more involvement of other departments. Many team members do not see a need to share outside of their silo of responsibility and fail to recognize potential effects on other teams. The organization defaults to short term solutions, but there is a willingness to consider multiple outcomes of action when the team is informed about the potential outcomes. The organization still has many blind spots, but some are beginning to become exposed. There is limited use of process to cut through the noise of symptoms and address meaningful cause, but formal cause analysis processes are being initiated. The teams still default to sequential problem solving, but processes to support analysis are beginning to find use. The focus remains on the daily but with a growing awareness of the longer term.</p>	<p>People can effectively listen, consider and fairly evaluate longer term outcomes, but it may take a trigger to ensure consideration is early enough to become impactful in the decision making process. Associates are able to evaluate multiple inputs and outcomes enabling effective decision making in the best interest of the overall team. Symptoms may still confuse the issue being addressed as associates are still developing skill in root cause analysis methods. Conversation and discussion about root cause is followed by action, but sufficient effort to fully sustain the desired changes may be lacking. Associates are able to recognize patterns, but cannot always leverage the patterns to change course, unless the pattern and result are highly obvious. Associates are beginning to find a balance between details and strategy. There is awareness that the daily activity will create stepping stones to the future end state, but the path may not always be clear. Systemic thinking focused conversations may still need to be facilitated to happen, but when they occur, people find them enlightening. When significant negative long term impact is a risk, teams will have a willingness to forgo the short term need.</p>	<p>On an ongoing basis, people are evaluating both the long term and the short term consequences of potential decisions and actions. People and teams are able to anticipate multiple potential outcomes of actions. Formal cause analysis processes are in place and are utilized throughout the organization. Associates are able to evaluate and separate root causes from contributing factors and symptoms. Decisions are made after relevant information and potential consequences are effectively considered. There is a clear understanding of the impact departments have on one another. Cross functional information is shared effectively enabling decisions to be made swiftly. Associates are able to recognize patterns and successfully draw meaning from the observed patterns allowing identification and resolution of complex issues. Teams are armed with the capability to switch between wide synthesis thinking to detailed analysis thinking. This is an enabler of maintaining focus on daily activity while not losing sight of the longer term vision.</p>

LEADERSHIP GUIDANCE

In the early stages, leadership must ensure that teams stay on course toward the desired long term objectives by keeping focus on daily activities. Leadership must educate associates on how their daily activities contribute to the realization of broader strategy. As people develop awareness, they will become more open to considering the impact of actions on the longer term. In the early stages, leadership may have to step in to make decisions or to support a balance between the short term and the long term. Leadership will serve as a catalyst and often the facilitator reminding associates to consider longer term outcomes and impacts. As teams grow and mature with experience, they will consider all time frames and levels of detail in their evaluation processes. Development of systemic thinking skills takes a significant amount of practice and effort. Leadership must serve as a strong coach and mentor by allowing teams to develop without micromanaging and removing accountability along with experiential learning.

ENABLEMENT SKILLS ADAPTABILITY

SITUATION

Organizations face change on a daily basis. The better equipped associates and teams are for change, the more effective and successful the organization.

Traditional	Beginner	Intermediate	Advanced
<p>Associates are highly resistant to change from the routine. They are comfortable in their “box” perceiving it as security. Associates focus energy on resisting change, sometimes to the extent of undermining new methods and approaches. People focus on problems and are fixated on reasons why new approaches will not work or improve a situation. Associates may be highly emotional and at times address change with irrational statements and actions in an effort to resist. The focus is generally on what is not wanted as opposed to what is desired. Even facts generally fail to convince people that change is required. People are usually unwilling to work through discomfort and will make the organization force them to change or conform, before they commit, often unwillingly. The traditional culture attempts to use “write-ups” and discipline to drive conformance. A trust gap with management is a key driver of high levels of resistance. People exhibit a lack of understanding when it comes to change and adaptation.</p>	<p>Resistance remains embedded in the organization, but not towards all changes. There is evidence of passive aggressive behavior as resistance is not always manifested overtly. Most associates remain resistant to change from the routine, but a few associates are willing to listen to facts and rational followed by supporting needed changes. People remain focused on problems, but awareness is growing for the need and value of well-conceived changes. Facts and reasoning reduce resistance for some while many look for ways to direct attention away from themselves in an effort to avoid making needed changes. The declared organizational culture is different than the practiced culture. Visible improvements create sparks of success that build “buy in” for some which leads to a perspective gap that may be invisible. Although change is commonly met with skepticism, pockets of excellence are forming where higher levels of communication and facilitation exist. Leaders are unclear regarding how to extend pockets of excellence to the broader organization. The culture remains predisposed to personal needs and comfort over team and organizational needs.</p>	<p>Associates are cautious with respect to change, but there is willingness to listen and understand the “why.” Most people in the organization can work through discomfort with facilitation and support. The organization is beginning to show signs of flexibility. A few individuals still respond to the discomfort of change with disagreement in a suboptimal way. The team recognizes these individuals, but is unsure how to guide them to support team alignment. Trust is growing; many buy into the need for change without the need of extensive facts and reasoning for assurance. Only a few individuals remain who react in a way that stalls needed changes. Questions are focused on clarification and finding improved approaches. There is less focus on “why” and more on determining “how.” Most issues are being resolved quickly however some important deeper issues are still too sensitive and too difficult to address in the presence of some team members. Leadership must be careful to honor associate trust. Any perception of a lack of transparency will quickly erode the culture that has been established.</p>	<p>Teams support one another and can work through discomfort themselves without significant facilitation or assurance from leadership. People exhibit significant understanding regarding change and the need to adapt. Change is viewed as essential for security and continued organizational relevance. Associates are solution oriented as opposed to being problem oriented. Associates and teams focus on what they want as opposed to what they do not want, a key solution centered mind set. Associates are able to translate intellectual understandings into practice. Once teams understand the issues, facts or opportunities, they are able to take meaningful action to create intended outcomes. Associates do not need facilitation to have the confidence and courage to take action. When change occurs, people naturally feel a level of discomfort with disruption from the routine or with the unknown. But, associates are able to work through their discomfort quickly and effectively by focusing on opportunity and workable solutions. People feel as if they have ownership and control over change and adaptation. Effective change is viewed as a competitive advantage.</p>

LEADERSHIP GUIDANCE

Adaptability is a learned skill. Leadership must support associates in their development of the skill by building trust, communicating effectively and by providing experience or practice. A few recommended change management approaches include the ADKAR Model developed by Prosci® and John Kotter’s Leading Change framework. These models as well as others can support the leader’s development in facilitating change in the organization. Leaders must ensure change becomes not only the cultural expectation and norm, but a competitive advantage. Critical components of building adaptability include effective communication and transparency of information.

ENGAGEMENT FRAMEWORK[©]

EMPOWERMENT		ENABLEMENT		CONNECTION	
DESIRE	AUTHORITY	SKILLS	RESOURCES	FIT	COMMUNICATION
Meaningful Work	To Take Responsibility (<i>self</i>)	FUNCTIONAL (capabilities)	Tools	Role	Inspirational Vision
Team Contribution	To Hold Accountability (<i>self & others</i>)	Technical	Processes	Interest	Strategic Plan
Recognition	To Make Decisions	Management	Provisions	Culture	State of Business
Emotional Equity	To Lead	Leadership	Information	Recruitment	Goals & Objectives
	To Make a Difference	Financial/Business	Technical Support	Aptitude	Performance Meetings
	To Give Input & Challenge the Cultural Norm	Communication	Customer Requirements	Team Orientation	Metrics/KPIs
	To Take Risks	INTERPERSONAL (responses)		Attitude	Visual Controls
	To Take Action	Perceptiveness		Assimilation	Standard Procedures
	To be Flexible	Self Awareness			Standard Work
		Empathy			
		Collaborative Thinking			
		Systematic Thinking			
		Adaptability			

MISSION / VISION / PURPOSE

VALUES

LEADERSHIP

ENABLEMENT RESOURCES

RICHARD KING

Principal Engineer- Global Reliability
General Mills, Inc.



Without Appropriate Resourcing, We Do Nothing But Form Barriers to Performance

In a highly functioning organization, reducing variation by systematically managing the processes is the key to sustained performance. Effective processes are the force multiplier for highly engaged employees. There are entire departments and consultancies aimed at developing and providing process whether it is Root Cause Analysis processes, Lean Six Sigma, TPM, TQM, etc..., our teams deserve to have the best possible processes to accomplish their work. Many organizations view process as a direct way to gain performance improvement. The best organizations, the ones with highly engaged workforces, use process as a vehicle to support culture change with results not as the focus, but as the outcome. Enlightened leaders intentionally use processes as an avenue to influence, develop and grow many connected attributes in the Engagement Framework. It has been said that you can create a 15% improvement by just focusing on the problem. A process provides that focus.

In my experience, what does a process for manufacturing excellence look like? The foundation is a daily scripted process for reviewing the past 24 hours; Standard Work execution, equipment centerline utilization, defect analysis, and root cause analysis. Each component is an individual process working in concert with the other for a powerful fifteen minute daily meeting that can drive an

ordinary company to extraordinary results. The meeting focuses on what has failed in the process and not the individual. The processes have check and balance systems that keep them alive, focused and generating superior results. They are not free and must be funded to reap the rewards.

When the right processes are executed well and connected to empowered employees, they will support delivering not only sustaining, but continuously improving results. Do not forget that the entire suite of continuous improvement tools are components of process. Although processes are critically important, they are only one of many resources that leaders must employ to effectively support our associate teams. Our associates also need provisions or time and money to accomplish their tasks, to grow and to succeed in their work. It is also imperative that leaders resource teams with timely and actionable information, technical support and customer requirement knowledge. If we truly aspire to engage our associates as valued business owners, we must ensure they have access to a full range of resources. Without appropriate resourcing, we are doing nothing but forming barriers to not only associate performance, but business performance. Are you creating barriers to success as a result of short term cost cutting or are you willing to invest in your people?

ENABLEMENT RESOURCES TOOLS

SITUATION

Highly successful organizations develop and empower their entire workforce to contribute at a higher level with all available tools and technology. This requires a skill-based progression that allows associates to continually grow their ability to contribute via technical skills and knowledge without losing sight of the soft skills required to successfully deploy their technical abilities in a team-based environment.

Traditional	Beginner	Intermediate	Advanced
<p>There are strict lines of separation between those who have access to tools and technology and those who do not. In the manufacturing environment, this is evident between the various operational and equipment maintenance tasks. These cultures typically use the state licensing process as the rationale for managing their workforce structure, e.g., divide tasks into specific roles that align to specific licensing requirements. Even where this is not the driving force, reduction of each role to a definitive set of tasks and boundaries is the prevailing norm. The management approach reinforces the “That’s not my job” mentality. Tools for the communication of work needs through work execution are informal and can be discouraged. Tool availability is limited by the organization due to time, availability and funds. The culture is one of specialization and restriction.</p>	<p>Lines of separation still exist, but intentional effort is underway to enable associates with access to tools. Significant education and practice is required to enhance skill levels of the associates to best leverage tools. In the manufacturing environment, dividing lines still exist between “Maintenance” and “Operator,” but there will be some broadening of scope beyond rigid job descriptions. The maintenance associates are beginning to work in a multi-skilled manner. Operators have an expectation to perform basic equipment set-up and some level of inspection that would have traditionally fallen to maintenance. On the job training (OJT) remains the primary development practice, since there is limited structure for skill-based progression – the job title will still dictate the pay and allowed contribution. OJT will follow the typical model of experience-based learning and likely neglect foundational principles training. The organization is beginning to invest in people by allowing funds to acquire tools and time to grow skills and competency.</p>	<p>Associates have access to tools, but many still require the time and applied funds to grow the skills required to effectively use them. The organization is vested in the future, providing time and funding. In the manufacturing setting, maintenance departments have become multi-skilled and grow skills via formal development. Maintenance planning is used as a tool for communication and expectation setting. Defined and efficient processes are developed and in use for requests, planning, scheduling, analysis and review. Operators on the floor are technicians. They have access and capability to work across varied work flows with the working knowledge and the skills to use appropriate tools. Elements of formal associate skill based progression are present. The organization is fully vested in supplying the necessary time and funding to support associate skill and competency development.</p>	<p>Associates have full access to tools and a strong working competency of effective tool use. Some associates’ passions pull them into very deep tool knowledge and use. In the manufacturing environment, the formal skill-based progression is completely developed. The maintenance planning process is fully developed and functional, leveraging visual communication methods. Equipment ownership expectations are defined. Norms of communication are established ensuring a cohesive flow of work requests and execution. The communication process is crucial due to the blurred line between “Maintenance” personnel and “Operators” who also perform a large amount of the basic maintenance and reliability tasks. The idea that “equipment serves people, not the other way around” is a guiding mantra for proactive maintenance and reliability methods. Organizational skill sets are broad and diverse leveraging disciplines such as Mechatronics. Time and funds do not present barriers.</p>

LEADERSHIP GUIDANCE

Equipment Ownership must be the guiding principle driving a skill-based criteria and a pay structure that supports unleashing discretionary effort from associates. Focus should be on assuring processes enabling ownership, including: hiring for aptitude and attitude, skill training that is both intense and supportive, maintenance planning systems that measure and facilitate appropriate actions, and establishment of decision rights supporting a high performance environment. Leadership must supply time and funding along the way to enable access to leverage available technology and tools.

ENABLEMENT RESOURCES PROCESSES

SITUATION

Continuous improvement processes are vehicles for performance improvement, associate development and culture change. People in successful organizations are open to training on advanced processes and will make substantial changes to their work patterns to support success of the organization.

Traditional	Beginner	Intermediate	Advanced
<p>A command and control management style is in place with strict lines of difference between technical experts, operators and functions. Processes are task based and dictated by supervision. Processes are owned by management and executed by associates with the expectation of compliance/obedience. Associates do not have a voice and find it next to impossible to change an existing process. Generally, processes are static and are not permitted to be improved unless management makes the changes. Improvement teams are composed of salaried positional experts, excluding the front line associates who have primary responsibilities for process execution. As a result of the controlled environment, associates struggle with new process and process change. Decision making is driven by organizational hierarchy. The culture is reactive at best and will follow a poor or even detrimental process due to overwhelming management restrictions and control.</p>	<p>The culture is reactive, but front-line associates are beginning to find inclusion in process development and problem solving efforts. Inclusion can be uncomfortable for associates as well as those who have traditionally owned the process and process improvement. People are in the early stages of learning how to work together in process design, development and improvement. Lack of process competency exists, but associates are learning through participation. Employees are beyond coexisting, but elements of blame and finger pointing remain as teams are slowly learning to trust. Organizations may experience heightened employee turnover as people are deciding if they are willing to commit to and participate in the new collaborative environment.</p> <p>Key Processes Examples:</p> <ul style="list-style-type: none"> ■ Hierarchical decision making continues ■ Foundational development of processes such as CIL, LSW, Why/Why, FI, Kaizen, etc.... ■ Visual effort of cost improvement ■ Climate Survey is in place, but follow-up is experienced as being superficial. 	<p>The culture is transforming from reactive to planned. Enlightenment has taken place as associates are able to contribute and experience tangible improvement. Production efficiency has increased creating excitement and an associate pull for inclusion in process improvement efforts. Opportunities for advanced tools, education and leadership exist, but the gap is quickly closing. Clear pockets of excellence are seen within the organization, serving as examples for others to follow. The organization is approaching the cusp of sustainment as gains are beginning to be consolidated and aligned with overall organizational goals and commitment. The workplace is rewarding.</p> <p>Key Processes Examples:</p> <ul style="list-style-type: none"> ■ Maintenance Planning ■ Standard work is implemented and owned at lowest level (CIL, LSW) ■ Audits in place, but may be inconsistent ■ Daily Direction Setting is implemented ■ Foundational processes are a component of the cultural norm and expectation: CIL, LSW, FI, Kaizen, Cause Mapping, etc.... ■ The organization is beginning to apply AM, SPC and more advanced problem solving. 	<p>The culture is proactive. Associates are fully vested in the use of Continuous Improvement processes. Autonomous maintenance teams have progressed to the final 3 stages of AM and are utilizing best in class approaches, tactics and metrics. The culture is well educated in Continuous Improvement owning a full portfolio of processes/tools to drive system performance, optimization and sustainment. The culture fully embraces the belief and understanding that the success of the work group and organization is more important than the individual. As John Wooden states in his Pyramid of Success: "The star of the team is the team, we supersedes me."</p> <p>Key Processes Examples:</p> <ul style="list-style-type: none"> ■ Portfolio of formal Root Cause Analysis processes inclusive of advanced approaches such as DMAIC ■ Detailed Layered Audit structure ■ Predictive Maintenance in place ■ AM steps 5,6,7

LEADERSHIP GUIDANCE

Leaders must start with a vision of the future organizational state and then address the current reality of their teams in a planned and sequential fashion. Each situation has a different starting point, so there is no cookie cutter solution – leadership discretion and solid change-leadership skills are the essential fuel for a progression through levels. Processes are a pathway to align teams, solve both acute and systemic issues, develop associates and sustainably improve performance. Processes are vehicles for culture change. It is important to start with foundational methods then expand to more advanced as team competencies grow. Many CI references exist. Recommended texts include "TPM in Process Industries" by Suzuki and The "TPM Shop Floor Series" by The Productivity Press translated from The Japan Institute of Plant Maintenance (JPIM).

ENABLEMENT RESOURCES PROVISIONS

SITUATION

Successful organizations strike a balance between adequate funding and achieving results. The mantra will be “pay to play”, i.e., at times an investment needs to be made up front with some degree of confidence in the results. Small victories must be celebrated and built upon for larger gains.

Traditional	Beginner	Intermediate	Advanced
<p>The organization is driven by a command and control approach to spending. Control is extreme with a myopic focus on current month and current quarter. Spending is limited to “must have” items primarily focused on relieving short term issues with limited vision to the longer term. Spending occurs through a maze of approvals by which small and large decisions are escalated as far up as possible to avoid responsibility. Compliance interpretation is a justification for constrictive control. Associates are viewed as a cost and not as an organizational asset worthy of investment. Time is tightly controlled requiring approvals and justification for deviations from financial routings. Time for associate development is always one of the first expenses to be cut. Reducing cost is a focal priority without a concern for the impact on culture or people. Cost reductions are for short term P&L results with efficiency gains immediately translated into headcount reductions. Maintenance spending is typically reactive – spend when something fails but not before.</p>	<p>Traditional attributes still exist. The organization plans spending, but operates with a minimization mind set, resulting in a reactive approach. Time and funds are still treated on an as need basis, but constriction and control is relaxed when issues are present. Leaders deeper in the organization are pushing back expecting a greater level of ownership regarding discretionary use of time and funding. Rigid approval procedures remain, but are beginning to be challenged. A few courageous leaders have created compelling examples of the value that can be created when financial decision rights are owned closer to the frontlines. Leaders are earning credibility and commensurate degrees of freedom to make time and funding decisions. The organization has distinct examples of the value that is elicited by relieving hierarchical control.</p>	<p>Many successful examples of time and funding ownership at levels deep in the organization are well known, understood and supported. The organization is a planning organization with a keen awareness that proactive effort yields future payback. Higher level approvals may still be required for medium scale project efforts that could be handled at lower levels, but credibility is strong and growing with each successful effort. Maintenance planning and daily direction setting processes are not perfected, but are driving system reliability and performance improvements. Decision making is aligned with values and business needs. Front line leaders have significant ownership of discretionary time and funding. An organizational tipping point in the ownership continuum has been passed, where leaders and associates hold an expectation to control their local provisions. The higher level leadership group has become a bottleneck and feels pressure to “get out of the way.”</p>	<p>The organization is proactive with a directed emphasis on achieving Operational Excellence. Resources are deployed within a strategically prioritized framework bounded by values, vision and a transparent multiyear plan. Leadership understands that the most timely and effective decisions are made on the frontlines. Decision making and the allocation of time and funding are owned at the lowest levels of the organization. Since associate teams are fully empowered with process and decision making authority, the organization is nimble and flexible. Associate led teams establish aggressive goals and deploy resources to achieve them. Decision making is aligned with values and goes well beyond business needs to addressing business opportunities. Maintenance is planned, proactive and striving to become predictive. Associates are vested in the successful operation of the facility and take ownership for the long term future.</p>

LEADERSHIP GUIDANCE

Leaders must constantly engage in dialogue and information sharing to ensure employees understand and believe in the overall resource plan and strategy. Open and transparent communication allows associates the information needed to make effective decisions with regards to value added application of time and funding. In the early stages, leadership may need to facilitate the decision process until associates and teams are equipped with the business perspective skills to make effective resource allocation decisions. As teams begin to pull the decision rights, this will breed even greater ownership and deeper levels of commitment. Associates will fully commit and actively participate through tough times, if they know gains are obtainable and they are part of something bigger than themselves. Fully transparent communication and information sharing allows for understanding even if certain project ideas are not funded.

ENABLEMENT RESOURCES INFORMATION

SITUATION

Information is a critical component of decision making. Providing timely, accurate and actionable information is a never ending effort. The content is just as important as the infrastructures providing the flow of information.

Traditional	Beginner	Intermediate	Advanced
<p>Data and requisite information is often kept in files rarely used or accessed unless there is an investigation to verify performance or to verify if requirements were not met. Information is often used as a form of management control. Associates are typically kept in a “need to know” basis. Information is treated with a shroud of secrecy breeding distrust. Information sharing outside of the associate’s core ownership area is spread through the internal grapevine. The grapevine information is typically inaccurate and spun to conform to personal bias with a focus on the negative. Even if higher level information is shared, associates typically tune it out and are disinterested. The disinterest stems from management’s failure to engage associates in ownership for the operation of the business.</p>	<p>Leadership encourages information sharing, but faces residual cultural views reminiscent of the traditional organization. Information can still be viewed as a punitive tool, but confidence and trust grows as instances of successful problem solving increase. Some leaders will hold information as a tool to assert control or to maintain positional status. The progressive leaders are applying effort to ensure information is not only available, but in a form that allows it to be assimilated effectively. Associates are not fully trusting of the information that is being shared, but credibility is growing. Information flow is balanced through formal channels and the grapevine. There is a realization that with open transparent information sharing that challenges and opportunities can be dealt with proactively. The associate base appreciates information sharing and gravitates to the leaders who are perceived to be open with information. The efficiency of processing data remains a resource drain upon the organization.</p>	<p>The organization is hungry for information. The pull for information challenges leadership’s ability to supply timely and actionable information. The organization is focused on planning and displays elements of becoming proactive. Information is viewed as being empowering, a true enabler of effective problem solving. Leaders are viewed as being genuine and transparent. Leadership is focused on ensuring information is fully available and comprehensive. Much of the focus on the leadership side is on ensuring that the critical information is not only timely, but easily assimilated. The cultural immune response has pressured those in leadership roles who are not open to exit the organization or at a minimum conform. Associates trust the information they have and press for more information in more effective channels. Technology is becoming a key enabler of effective information gathering and sharing.</p>	<p>Data gathering technology is used to automate the collection of and access to information. This allows the leaders and especially associates to focus their efforts on utilizing the data for effective decision making rather than collecting and organizing data points in a manual or semi-manual manner. Financials are connected to systems allowing widespread use and transparency. Associates have all of the local and larger scale performance information at their fingertips. All functions are interconnected to the same information source ensuring one version of the truth. Information efficiency is a key area of focus for the organization. Information accuracy combined with an efficient infrastructure allows the organization to become proactive and in some instances predictive.</p>

LEADERSHIP GUIDANCE

Leadership must continually focus on providing timely, accurate and actionable information. Associates require full transparency, something that many organizations and managers may have trouble providing due to irrational concerns for confidentiality. Be aware that managers may withhold information to support their positional power. Information empowers swift effective decision making and resultant performance. Be mindful that information delivery and content is just as important as access. Consider both the delivery as well as the reception. Be cognizant that information should never be used as a tool to drive punitive action. An inquisitive leadership approach, focused on understanding any loss while also finding the solution to eliminate the loss, is crucial to success. If a team fears the daily data review, the data will cease to be meaningful and likely cease to be truthful.

ENABLEMENT RESOURCES TECHNICAL SUPPORT

SITUATION

Developing internal expertise is the principle focus of great organizations. Great organizations also nurture a culture that recognizes and supports the need to reach out for advanced help when circumstances are beyond the capability of the in-house team.

Traditional	Beginner	Intermediate	Advanced
<p>As a parallel to a lack of investment in skill development, traditional organizations rely heavily on contract services and OEMs (Original Equipment Manufacturers) to support equipment maintenance and detailed operation. The organization defaults to sending “experts” to improve systems, operations and efficiency. Associates who perform the job on a daily basis are viewed as unable to support technical improvements, considered only as necessary labor. Technical experts, sent by management, are solely focused on the equipment and/or process and routinely avoid engaging with associates, even if it is their core ownership area. The internal maintenance team is reactive and typically focuses only on equipment breakdowns. Trust is very low. The organization has failed to invest in developing their associates, viewing them as incapable of more advanced technical contribution. Ultimately the true failure rests squarely upon the managers who have been placed in positions of leadership.</p>	<p>The organization is reactive. There remains a heavy requirement to leverage both outside technical experts as well as internal subject matter experts to enhance performance and solve technical problems. Technical resources are beginning to tap into the associates for insight, information and troubleshooting guidance. Technical experts understand that they are not only improving a system, but are supporting an improved work life for the associates. Technical experts are supportive of educating associates as a component of the improvement effort. Knowledge is transferred to the associate group growing their technical acumen. The need for technical experts remains high as associate technical skill development is a significant organizational gap. A culture shift begins by moving some basic services into the internal teams and staff. Associates are members of continuous improvement efforts. They are viewed as contributing members of the team, but generally find themselves as only participants.</p>	<p>The organization is focused on planning. Technical experts as well as internal subject matter experts are pulled in by leadership and emerging associate leaders as a support for problem solving. Technical experts are leveraged as a contributor who enables effective problem solving in conjunction with education and training. Technical resources understand they are an “invited guest” and not the driver of the team. The objective is to grow the team’s acumen with performance enhancements as an outcome. The need for extensive technical expert support is diminishing as associates grow their own expertise. Technical experts are focused on education more than specific problem solving although their expertise finds valuable application in deep technical areas. Technical support is now based more on situational needs and skill specificity. The development of internal resources has allowed much of the technical support to move in-house.</p>	<p>The blossoming proactive organization has a high level of technical expertise with subject matter experts embedded within associate teams. Internal teams seamlessly share resources across areas and functions to “self-support” on the spot technical resolution. The organization is able to quickly address opportunities proactively. When needed, technical experts are pulled in by associates. Leadership’s role is to ensure associates do not face barriers to obtaining technical resources when requested. Technical experts will always contribute to resolution of highly technical and complex problems, but their role is focused mostly on education of the associate base. Technical support also provides refreshers and keeps the organization up to speed with technology enhancements. The internal team of Technicians and Maintenance staff are proud owners of their equipment and have the technical skills required to support it. There is no stigma with asking for help from engineering or from outside resources as the situation warrants. The local team has the opportunity to problem solve and own resolution.</p>

LEADERSHIP GUIDANCE

Use of external resources and SMEs (Subject Matter Experts) is often viewed as a “safe bet.” Blame can be pointed toward this group. As a leader looks to internalize higher level specialty work on assets, be prepared to support the cultural development by applying post-job inspections and other technical oversight as a check and assurance that knowledge and standards are understood. This will be viewed as a significant positive support if communicated and executed with a focus on associate development and advancement. As the team advances, they will move from students, to participants, to owners, to teachers of technical knowledge and application. As one moves across the continuum, technical resources evolve from owners, to support, to educators. Leaders must ensure that associates are empowered to own the use of technical resources.

ENABLEMENT RESOURCES CUSTOMER REQUIREMENTS

SITUATION

Customer expectations continue to rise for consumer products. This trend is unlikely to change. Highly successful companies realize quality must be the top priority. The quality message must resonate across the entire organization.

Traditional	Beginner	Intermediate	Advanced
<p>The unintended consequence of the existing culture is to hit a minimum standard putting the customer in a position to take it or leave it. Getting product or cases out the door is the key objective. Quality may be compromised as associates are “renters” working only for a paycheck. The lack of quality ownership prompts organizations to deploy a “quality police force” with quality supervisors across every area looking for anything that they can find that may be wrong. Policy and procedure is leveraged to create a minimum standard that the labor force must achieve. Associates will cut corners without regard for quality as long as they are not caught by the quality supervisor. The attempt to rule associates by procedural means separates them from the customer needs, expectations and requirements. The historic quality issues present in the US auto industry and the rise of other world suppliers serve as a great example of the failure to meet customer expectations and requirements. Advertising may proclaim the merits of product, but there is a high probability of a disconnect with what is actually produced at the factory. There is no concern for internal customer requirements.</p>	<p>The organization remains stuck in minimum standard levels. The culture remains reactionary and people are working from behind. Change is very challenging and people at all levels complain about the next new program of the month. It takes a tremendous amount of effort to break the quality police state mentality. On the front lines, production remains the focus, but there is an awareness of the need to take greater ownership of product quality. A few courageous associates may make what appear to be bold moves for the existing culture on behalf of product quality. Policy and procedure remain the dominate control structure. Associates are beginning to pull for additional insight into customer requirements. Associates no longer allow themselves to intentionally cut corners. There is a level of awareness and concern for internal customer expectations, but there remains a lack of alignment. The associate interest in quality metrics begins to soften the traditional controls and procedure approach. Leadership must enable the teams with specific knowledge and insight into the “why” behind product specifications.</p>	<p>Systems are now in place to effectively deal with quality challenges as they arise. The organization is much more effective at planning changes and adjustments to maintain quality expectations. Relationships between internal customers are improved enabling successful levels of cooperation. The organization is striving to exceed minimum standards. Quality metrics and customer requirements are built into standard work routines. Quality leaders are focused upon education and support of associates specifically around customer requirements. Audits are leveraged as opportunities to find what is right, recognize excellence and to identify educational opportunities. A quality culture is growing. Production is not deemed successful unless quality metrics are achieved. Associates are willing to stop production if quality defects are observed. Policy and procedure serves as a minimum quality threshold. Associates have taken high levels of ownership for quality. Systems are mostly center-lined with statistical methods being owned on the floor to maintain system quality.</p>	<p>The culture is characterized by high expectations, above and beyond what the typical customer expects. A high degree of cooperation between internal customers is expected and fully embraced. Quality goals are transparent and well aligned throughout all functions in the organization. The organization has become a fully developed culture of quality owned by the associate teams. Relationships between internal customers are fully developed. They are supportive and contributing to one another. Quality leaders are proactively engaged by associates for support and process development. Systems are fully center-lined and sustained via statistical process controls.</p>

LEADERSHIP GUIDANCE

Good leadership understands the customer is always right, whether external or internal. Much can be gained by listening to the customer (Voice of the Customer) and taking action on the message received. Leaders are responsible for educating the teams on customer expectations as well as supporting them with the tools and processes to enable the teams to proactively sustain the highest quality product.

CONNECTION

FIT | **COMMUNICATION**

ENGAGEMENT FRAMEWORK[©]

EMPOWERMENT		ENABLEMENT		CONNECTION	
DESIRE	AUTHORITY	SKILLS	RESOURCES	FIT	COMMUNICATION
Meaningful Work	To Take Responsibility (<i>self</i>)	FUNCTIONAL (capabilities)	Tools	Role	Inspirational Vision
Team Contribution	To Hold Accountability (<i>self & others</i>)	Technical	Processes	Interest	Strategic Plan
Recognition	To Make Decisions	Management	Provisions	Culture	State of Business
Emotional Equity	To Lead	Leadership	Information	Recruitment	Goals & Objectives
	To Make a Difference	Financial/Business	Technical Support	Aptitude	Performance Meetings
	To Give Input & Challenge the Cultural Norm	Communication	Customer Requirements	Team Orientation	Metrics/KPIs
	To Take Risks	INTERPERSONAL (responses)		Attitude	Visual Controls
	To Take Action	Perceptiveness		Assimilation	Standard Procedures
	To be Flexible	Self Awareness			Standard Work
		Empathy			
		Collaborative Thinking			
		Systematic Thinking			
		Adaptability			

MISSION / VISION / PURPOSE

VALUES

LEADERSHIP



Passion is the Key to Organizational Fit

“Can I ask you a personal question...what are you passionate about?”

After “Why or Why not”, this is my next favorite question...it is an acceleration question that uncovers so much about a future relationship. It accelerates intimacy, trust, understanding, and potentially a long term friendship or partnership (or not). In essence, it can accelerate an understanding of FIT, which is foundational for engagement.

But what is FIT and where do you begin? The following pages provide guidance in helping you baseline, reflect, and drive improvement across the characteristics of FIT: Role, Recruitment, Culture, Interest, Aptitude, Team Orientation, Attitude, and Assimilation.

As a peer reviewer, I thoroughly enjoyed this section as I found myself reflecting on my experiences on engagement, both good and bad, both as a follower and leader. As someone who is passionate about driving improvement and enabling others to unleash their potential in achieving more, I will share some personal reflections.

FIT starts with leadership’s views on culture and talent. I have been fortunate to have experienced leadership teams that have developed both engaging cultures as well as disengaging cultures. Both types of experiences have provided a tremendous amount of insight and understanding. Not surprisingly, the leadership teams who placed a high value on talent and talent development created engaging cultures. And surprise, surprise, these were also high performing organizations. What did FIT look like in the high performing organizations? The leadership teams created a culture where they modeled the behaviors, values, and attitudes they wanted the organization to have. They modeled values of high integrity, focusing on customer success and taking care of not only their employees, but their community. They modeled behaviors that drove urgency and speed that was balanced with logic, analysis and process. They created a nurturing environment where employees were encouraged to take intelligent risk, try

new approaches and fail provided that they learned from the experience and shared the knowledge. Leadership set high expectations for performance which became the organization’s DNA.

When hiring, Leadership focused on recruiting a specific profile that was characterized by people who were creative, fearless, unrelenting, optimistic, energetic, articulate, quick, flexible, team focused, and so on. These were the high potentials who shared Leadership’s passions, attitudes, and values. In more senior level roles, industry and leadership experience was given a heavier weighting. But in lower and middle level roles, experience was less important. Roles were not rigid, they were loosely defined and flexible with a focus on the organizational contribution and reaching performance metrics. As John Wooden, the famous UCLA basketball coach once said, “I’d rather have a lot of talent and a little experience than a lot of experience and a little talent.”

Leadership took intentional actions to coach, mentor, and connect with high potential talent. By tapping into their passions and challenging them, the high potentials naturally became motivated and highly engaged. The time and effort was well spent as it created a self-perpetuating cycle, where high potentials felt compelled to reciprocate their experience by coaching and mentoring others as well. With very little nudging from management, teams began to train and coach their new hires. As new hires were assimilated (or on-boarded), team members would anecdotally share stories about leadership’s passion for developing talent, as well as success stories about various employees and teams from across the organization. For example, there was the story of Jim, a college new hire who through perseverance, hard work, and creativity was an extremely successful contributor in his first year. He was rapidly promoted and recently closed his first customer deal as an Account Executive. And then there was Rebekah who within her first 2 ½ years was promoted twice and is relocating to Germany to start a new team in the region. Rebekah’s performance success was a direct result of a willingness to be fearless, perseverant and articulate, while taking intelligent risk.

Passion is the Key to Organizational Fit *continued*

Leadership was impressed with both her individual contribution and team orientation. Understanding her potential, leadership continued to challenge Rebekah by giving her an opportunity to manage her peers. She seized the opportunity by demonstrating the ability to hire, manage and successfully lead the team. New hire success stories like these help motivate new hires and reinforce the expected behaviors for success.

On the flip side, I've worked for and with great people in senior management roles who could talk the talk, but struggled to model "the way." They were unsuccessful in creating the culture they sought. In many cases, they hired really nice and smart people. Unfortunately, these people did not have the role models or mentoring required to shape expectations and culture. In addition, senior management would not fire 'disengaged people', who poisoned the culture and chased away high potentials. This quickly led to a break down in

middle management creating performance gaps. While high performing organizations use storytelling to perpetuate the culture, it worked in reverse in these organizations. Stories were shared, but mainly by the disengaged employees, which were typically negative in tone. The outcome was continued cultural erosion. "A" players want to play with other "A" players. If you hire an "A" player, you need to show them that you intend to upgrade and surround them with other "A" players.

Knute Rockne, a famous College Football Coach once said, "The secret of winning football games is working more as a team, less as individuals. I play not my 11 best, but my best 11." As you read through this framework on FIT, think about how you can improve what you can touch, whether it's the entire organization or your team, and play your best 11. Find out what your colleagues are passionate about...it will raise the engagement level!

CONNECTION FIT ROLE

SITUATION

What boundaries describe how an organization views each person’s role and contribution?

Traditional	Beginner	Intermediate	Advanced
<p>Role is strictly defined by the job description. A person is hired to a role based on the specific skills required of the job description and not for the subjective attributes that define the culture of the organization. Decision ownership is relatively clear cut for simple things that do not cross any roles, but management intervention will be required for decisions that span positions as defined by the job description. A strong connection to the team and organizational objectives is likely not present or secondary to the direct role description. Traditional organizations hire with a myopic focus on skills. The role appears to be exclusively linked to function. In the traditional environment, tasks are assigned and success is defined by task management. Organizations bind people to artificial boundaries as defined by job descriptions.</p>	<p>Organizational restructure may be required to generate awareness that contribution is more valued than tasks driven by the artificial boundaries of traditional job descriptions. Leaders support a role redefinition, which initiates the process of expanding ownership and accountability. Leadership must encourage the first adopters to “test the waters” by nurturing, mentoring and at times pushing people out of their previously defined and now self-imposed comfort zones. Boundary conditions are relaxed, but will remain as safety nets. Leadership will often begin the process by expanding ownership of the “simple things” to gain wins building confidence. The focus is on the development of skills enabling increased degrees of freedom to act. Leadership understands risks and supports the fact that mistakes will be made as people begin to expand beyond traditional focal areas. System improvements are encouraged and celebrated. People are aware that options exist as increased expectations begin to expand their ability to contribute.</p>	<p>Job descriptions set the minimum level of expectation. Associates are expected to leverage their unique capabilities to generate improvements well beyond existing systems and processes. In turn, contributions to the team expand well beyond and supersede the boundaries of job descriptions. The organization no longer requires leadership to push them outside of traditional boundaries; the teams have momentum and “pull” to do so. Associates and teams could become overconfident and may border at times on pushing the boundaries of risk. Judgment skills and awareness will likely need development, especially early in the intermediate stage. Boundaries continue to expand and roles rapidly grow as extended ownership takes hold. Associates and teams are learning how to develop their own plans, tasks and activities to achieve objectives. Skills are being honed as associates and teams work to develop the judgment and maturity required to become an advanced culture.</p>	<p>Roles are captured primarily in terms of desired team and organizational contribution. Job descriptions exist as a framework for basic legal requirements, but it is the contribution expectation that drives the role. Contribution is defined through the objective setting process and involves a detailed look at the entire organization relative to the business goals. Connection is very strong due to the interrelated nature of the objectives and the open forum process by which objectives are set. Artificial barriers to teamwork and collaborations do not exist. In the advanced environment, objectives are set and success is defined by developing a pathway to meet objectives. The only boundaries experienced by the associate are self-imposed. Everyone has accountability and ownership for everything. Roles are expected to expand as associates gain knowledge and experience that enhance contribution. Roles are defined by contribution not job descriptions.</p>

LEADERSHIP GUIDANCE

Leaders at the beginning stages of an engagement journey need to be wary of the artificial boundaries and cultural norms that are created by traditional organizations whose focus is on the job description as the defining work of the role. Be sure that you understand all of the business levers that need to be pulled to insure success. Most importantly a keen understanding of the strengths and weaknesses of your current team will be required to avoid moving associates along the journey too quickly. One must balance speed of growth with capability, adaptability and appropriate stretch. The development of objectives documents will likely be somewhat prescriptive at the onset of the journey, as they will need to be focused on specific actions that are indicative of the end state organization as opposed to just being numeric objectives. With intentional and strategic development, associate roles can expand and grow to benefit associate career advancement as well as organizational performance.

CONNECTION FIT INTEREST

SITUATION

How does an individual’s passion grow as a part of the organization?

Traditional	Beginner	Intermediate	Advanced
<p>A person’s interest or passion is not a factor in their development or in the role they are chosen for. The focus is purely on the technical skills as defined by the job description. A person with a strong sense of intrinsic motivation can maintain their level of passion in this environment, but this type of culture is much more conducive to mediocre performers who are content with a paycheck and rigid boundaries. Management ignores individual passion and focuses only upon functional activity. People are expected to work in a “compliance” world. Those who find motivation and fulfillment in contributing passionately to goals larger than themselves will quickly become disenchanted and will explore other opportunities. Feedback communication is one way with only a job specific focus.</p>	<p>Interest and passion are acknowledged as a component of the overall development of the individual. The culture is beginning to shift to valuing the individual person for their unique capabilities. Processes are intentionally being created to encourage personal development, a key to igniting discretionary effort and motivation. Leaders are becoming aware that they must remove barriers to enable a growing desire, but may lack the expertise to do this. One-on-one conversations between leaders and associates are infrequent, but are beginning to take place. The mechanics and execution of one-on-one conversations may be mechanical and clumsy as both associates and leaders begin to learn the process and experience the value. Skills are being built by the leadership group in supporting interest through individual engagement. People remain compliant due to insecurity, but are beginning to view the organization as more than an impersonal job. Feedback remains more one way, but the focus is beginning to grow beyond the job to include each individual’s unique aspirations.</p>	<p>One-on-one conversations are embedded into the daily and weekly routines. They are both formal and informal with a focus on not just the job activity, but with making a true emotional connection to the individual. One-on-one skills are still developing, but conversations are natural, balanced and value added. The culture has made the shift to truly valuing the individual. Personal development is widely understood as a motivator and is embraced across the organization. Feedback has become a two way process. Personal goals and objectives are discussed and deemed important, but may not be fully formalized in the systems and processes. People are beginning to take authentic ownership, spurred by the ignition of emotional equity. The organization is becoming a highly valuable component of each person’s life well beyond the paycheck. Associates are beginning to feel a strong affiliation and identification with the organization, spurring growth of emotional equity.</p>	<p>Interest or passion is considered as a key developmental discussion point and is the principle consideration of the Individual Development Plan (IDP) process. This is discussed in a thorough “dreams and aspirations” discussion, facilitated by an enlightened leader, who is looking to connect a person’s whole life and world view to the objectives and role content. This should both maximize the individual’s contribution to the organization as well as grow their passion. Each associate will have thorough, constant and consistent open-loop feedback with their leader. The leadership role has become fully vested in the focus of associate coaching, mentoring and development as the primary function. The IDP serves to tightly link and align personal and business objectives, creating a deep rooted interest.</p>

LEADERSHIP GUIDANCE

The idea of the Law of Sacrifice from John Maxwell is very applicable to this attribute. As a leader, you should be clear with associates on “the rights” versus “responsibilities” of growth. The leader must coach and mentor appropriately to reduce the risk of a person making career choices for the wrong motivations. An enlightened leader will leverage regular one-on-ones to stay close to each member of their team. The leader must possess or quickly learn the Emotional Intelligence (EI) skills that allow them to discern the emotional reality of the person being supported. The leader must also be closely guided by a commitment to high ethical standards. Maintain awareness of potential external passions and motivations that may not align with the leadership principles and foundational values you espouse. Misguided motivations could potentially permeate the team and negatively impact the culture. The leader is responsible for removing the barriers that may inhibit growth of individual interest or passion. The leader, being the direct connection to the individual and the face of the organization is a primary barrier remover and interest enabler.

CONNECTION FIT CULTURE

SITUATION

How do the individual and culture intersect?

Traditional	Beginner	Intermediate	Advanced
<p>The culture is defined by policy and the hierarchal agreements that exist in a traditional organization. The job description provides a key limitation on the engagement of the individual in the culture. Management assumes that the culture is owned and driven by them and adhered to without fail. The reality is typically more in line with a pirate-code (shadow values) culture that is antagonist to what management supposes as the norm. Associates conform but are not committed to the culture dictated by the organization. The culture is authoritative command and control. At best, the culture has an overarching carrot and stick mentality. The culture does not go beyond the handbook.</p>	<p>In the beginner stage, The stated values and pirate-code or shadow values are likely widely separated. Leadership must model the stated values and hold people accountable to living the stated values in an effort to make sure that the shadow values and the organizational values migrate to becoming one and the same. The process may be frustrating at times, but it must be recognized that behaviors and attitudes define the culture. The behaviors that are displayed on a daily basis are learned over time. Leadership must be very diligent by eliminating the data points that define the old culture and by intentionally creating and reinforcing the new data points that define the expected new culture. Everyone must change and the leadership must be the first to change. Moments of truth will occur when both leaders and associates may need to be exited from the organization due to an unwillingness to commit to new expectations. The culture may be viewed as one that is transactional, but effort is high and progress is apparent.</p>	<p>Cultural norms are taking shape to the point where the pirate-code or shadow values are consistent with the published values in most areas. Momentum is strong, but a continued diligence must be applied to ensure the foundation is strengthened. There will be occasional circumstances where the new norms are challenged. Many associates are taking ownership for holding accountability. Leadership must publically acknowledge and support associates to solidify the foundation, especially if they are holding those in leadership positions accountable. A few people may have deep rooted resistance, but these are much more difficult to identify as they have conformed to the cultural expectation in public settings. The culture has made significant progress and can be considered to be transformational.</p>	<p>The cultural norms are driven at a grass roots level and supported from the top down. The culture is clearly defined by the behaviors and attitudes that leadership has espoused and modeled. The entire organization experiences tight alignment with the published values. Culture is reinforced and solidified by the stories and legends that people share. An individual has opportunity for expression within the culture and the ability to influence and change specific attributes when improvement opportunities are present, but the fundamental values and ethics defined by the cultural norms are not subject to debate. The pirate-code or shadow values are fully aligned with the stated company values. The associates and teams are the proprietors of the culture. Associates willingly hold peers and leadership culturally accountable. Associates band together to ensure that the values are truly lived. People own the business and what it takes to achieve business goals in a purpose driven way. The culture has a strong element of ethics that are fully aligned with connected and purpose driven values.</p>

LEADERSHIP GUIDANCE

Culture change is perhaps the toughest of all leadership challenges. The ability to build culture is the most important skill or capability of any influential leader. Be diligent and thorough in your analysis of the culture as it exists when you begin the journey. Recognize that you “stand on the shoulders of giants,” and be respectful of the past that has allowed you the opportunity to be where you are today. Have the courage to set a course to build a value based, morally focused culture that allows every team member the opportunity to achieve their best. Be fully aware that delivering sustained business results earns you the degrees of freedom to lead and will ultimately define the success of the culture. Staying the course to a value based and moral culture can be one of the loneliest and most difficult challenges any leader will face, but it is the most satisfying and rewarding professional journey you will ever take. Never lose sight of the fact that leaders must continually ensure that cultural efforts are aligned with long term business purpose and are accretive to sustained long term business performance.

CONNECTION FIT RECRUITMENT

SITUATION

Who is selected for the team? How are they selected? Who selects them?

Traditional	Beginner	Intermediate	Advanced
<p>The recruitment process focuses exclusively on the skills in the job description. HR or the recruiting function typically manages the process from sourcing talent through evaluation and hiring. Interviews are limited to the top management relative to the position in combination with HR. Selection is left to the hiring manager and HR representative and is generally exclusive of any additional feedback. Some may not use screening tools, but the more advanced will apply some form of psychological or analytical testing. The screening tools, if used, are typically applied without interpretation. Without trained professional input, the use of these tools has the potential of being very misleading and detrimental to the hiring process. The recruitment process is bounded by rules to eliminate the need to make decisions. As in most aspects of a traditional culture, management wants strict rules to be in place to better control associates as well as lower level management. Strict rule base decision criteria are touted as ensuring fairness and legal compliance, but the outcome is a reduction of organizational growth opportunity and a stagnation of capability. This holds true in the recruitment process as well as with other aspects of a traditional environment.</p>	<p>Skills remain a primary focus with the job description as a guiding element, but there is now an awareness of hiring for capability or growth potential beyond the job in question. There is an understanding that recruitment is a tool to provide a better pool of organizational talent beyond the task. Screening tools are used as a supplement to provide guidance, but are not rigidly applied as being the single element of the decision process. A broader group of people are involved in the recruiting process, but the group is typically limited to leadership, as they still believe that they have a higher level of competency in recruitment than peers and stakeholders. The process is more inclusive than the traditional approach and is beginning to transform to a process that is geared towards sourcing talent as opposed to sourcing task driven skills.</p>	<p>The job description provides a framework for the role. Analytical and measurement tools provide additional insight for consideration serving as a contributing element in the process. The focus has shifted to hiring for not only the current role, but for capability and growth potential. There is an acute understanding that the sourcing and development of the talent of today is required to ensure the future success of the organization. The organization is not yet fully competent in the process to evaluate or attract the best talent and growth potential, but there is a full understanding of the importance. The recruiting process is inclusive such that leadership and associates all play critical roles. There is a balanced level of team involvement with hiring that now focuses on principles as opposed to steadfast rules. The importance of both technical and interpersonal skills are acknowledged and considered to determine the best candidates. Many tools are now being used in the process including, but not limited to analytical testing, psychological testing, interviews, simulations, realistic job previews and group selection.</p>	<p>Connection to recruitment is developed and supported by the means in which people are selected for hire. The team on which the individual hire will be on-boarded is the driver of the hiring process. They will typically involve stakeholders from any teams that will work adjacent to them or in partnership with them to assure a broad perspective on cultural fit. This team of interviewers then debates the candidate, uses a voting process requiring unanimous support and then presents the recommendation to their HR business partners to execute the final hire. This level of commitment insures that the new candidate is connected to the culture immediately and has broad support from the team that selected them. Advanced psychological and analytical evaluations are used to guide development plans and assess cultural fit. An enlightened leader participates actively in the process but does not take the role of ultimate decision maker. Their involvement represents the significance of the hiring process in terms of the culture building effort. Cultural fit, aptitude, capability, potential and upward mobility are key elements of the evaluation process.</p>

LEADERSHIP GUIDANCE

The selection of the right candidates for your organization is of the utmost of importance. Have a clear idea of the culture you wish to create and vividly describe the attitudes and behaviors that define this expected culture. As a leader, you must ensure full awareness and calibration. Find a partner who can help analyze candidates via some standard psychological channels but can tailor their research and analysis to the attitudes and behaviors that make up your ideal culture. This last part is crucial – recognize that smart people can “fake” their way through an interview very easily. Let the experts help you discern the real from the staged. Recruitment and retention of talent is critical for current and future organizational success.

CONNECTION FIT APTITUDE

SITUATION

What level of business aptitude is expected in the culture?

Traditional	Beginner	Intermediate	Advanced
<p>The skills depicted on the job description are the principle focus from the standpoint of aptitude. Additional skills, talent, capability and capacity are not highly valued as the traditional organization is focused on filling static roles. Additionally, knowledge about the business as whole is often held from associates. The broader components of the value creation process are often limited under the guise of not distracting a person from their core job duty. Although not the intent, the organization sequesters associate opportunities for knowledge and professional growth. The organization views roles purely as task driven and does not consider nor support personal expansion. The recruiting process looks only at the current capability of an individual, ignoring the majority of the dimensions of aptitude.</p>	<p>The organization is becoming aware of the value of an individual's aptitude. The organization does not have a structured process to enable growth of those with aptitude, but there is a beginning of an effort to line up individual strengths with roles. The organization is not yet able to effectively place people in roles to develop with consistency, but some are starting to flow to areas for which they have talent and capability to grow. Aptitude may be recognized in the recruiting process, but is does not play a major role in the decision making.</p>	<p>The organization understands that the development and placement of individuals into growth roles is important to the organization's future. Structured processes are taking shape to identify and enable growth of those with high aptitude. People are being placed into development roles enabling them to grow their capacity and cultivate their interests. The organization understands that this type of development will allow the workforce to better flow to the work and the business need, particularly when the business need can change over time. There is an effective approach to developing talent and the beginnings of allowing people the opportunity to experiment and to understand what they are both good at doing and what they may have an interest or passion for doing. Aptitude and capability has become a component of the recruiting decision making process.</p>	<p>The advanced organization expects associates to grow by linking their passions and contribution to the business. There is recognition of the need and an expectation to intentionally support the growth of associate skills, capability and capacity. The daily operation provides the principle "classroom" for this learning process. The learning process is also supported with structure and with stretch "projects" that allow each individual to learn, grow and expand skills. To some degree, a lack of growth in aptitude will be a cultural anomaly and usually will identify the people who are not going to make it over the long term. Information cannot be concealed or hidden in this type of environment as it feeds growth. Diagnostic tools may be leveraged for personal discovery and for guidance in developing the skills and passions of the individual and in turn significantly enhancing their contribution to the team and organizational performance. The objective in aptitude development is to create a dynamic and flexible workforce that can flow to the business need, especially in times of business transformation. Aptitude as a measure of both innate and acquired capability is a key element of the recruitment process.</p>

LEADERSHIP GUIDANCE

Aptitude is an innate or acquired capability, ability, talent or capacity. It is the primary role of any leader to effectively hire and develop their team members. An enlightened leader needs to be willing to let go of the control of information. Power should not rest in the leader – it should rest in the team and culture. This is facilitated by an open environment of information sharing and commensurate growth of business aptitude. When an entire team is driven and capable of thinking like business owners, you will only then see the true meaning of ownership. This level of passionate performance cannot be achieved without effectively growing the capability and capacity of every team member.

CONNECTION FIT TEAM ORIENTATION

SITUATION

How do we measure performance relative to the individual and the team?

Traditional	Beginner	Intermediate	Advanced
<p>Traditional organizations tend to be structured in a functional, centralized and hierarchal format. This typically drives a focus on individual performance measurement that fails to link together the full spectrum of the business objectives. An individual is typically measured primarily on the specific contribution spelled out in their job description with little acknowledgement of the impact the individual has on the rest of the organization. There is a myopic focus on individual tasks controlled by the management group. From a team perspective, there is limited expectation or desire that the associates are connected beyond transactional and adjacent tasks. Associates typically feel limited to no connection to their team or organization. The prevalent culture is “me” at the expense of “them.” There is also an overriding mistrust of the organization creating a typical “we” vs “them” mentality. Associates feel limited job satisfaction. The job is a means to pay bills, creating a situation where associates would happily leave for higher pay opportunities.</p>	<p>Leadership begins to create an awareness of overall team importance with the perspective that there may be an improved approach. The systems and approaches must be completely changed to enable the shift to occur from an individual focus to a team focus. Enabling recognition approaches will need to be created, even if informal to initiate the change journey. The focus will still tend to center on tasks, but associates are becoming keenly aware of how their individual contribution affects the overall team success. People are beginning to intently focus on their individual performance accuracy to ensure their team is creating results. This represents a fundamental motivational shift. The focus does remain task based, but the key to change is the awareness that is being created via both recognition and improved visibility. People are beginning to care about others and will begin to take accountability as opposed to laying blame to protect their own interests. The overriding “we” vs “them” mentality still exists within the organization, but associates are beginning to identify with their team.</p>	<p>Individuals are truly identifying with their team as the focus of performance and results. People understand how their individual contribution supports the overall team success and take full accountability. High levels of collaboration are routinely observed across all aspects of the team with internal coaching and mentorship becoming the norm. The team is becoming purpose driven as opposed to task driven. There is an organizational understanding that goals are accomplished and resulting value is created by working through people with influence as opposed to command. Associates welcome support from across the organization to improve their team performance. The “we” vs “them” mentality is quickly disappearing as associates begin to identify with not only their team, but the organization as a whole. There is an overriding sense of individual and team accountability. Leadership is supporting the team focus with engaging and meaningful recognition in conjunction with providing associates intentional education and job experiences. Team contribution opportunities are increasing both technically and interpersonally.</p>	<p>The needs of the individual are secondary to the needs of the team as a whole, yet the development of the individual and the growth of individual contribution are a central theme and focus. Objectives set the framework for performance measurement. The organization can be defined as one of collaboration where each individual member assumes accountability for the whole. In essence everyone does whatever is necessary to support the team success. The enlightened leader facilitates the team objectives creation to shape not only shared equity, but an inter-dependency of deliverables. Shared equity is built into the fabric of the culture by frequent and broad communication reinforcement and recognition. The organization supports team based committees that develop all aspects of the organization from performance improvement efforts, to work system design, to coaching and counseling, to hiring. Collaboration and influence defines the culture. The team orientation of the individual drives a culture that allows focus on principles as opposed to policy.</p>

LEADERSHIP GUIDANCE

The leader must set the tone for behavior in a very prescriptive fashion when transforming from a traditional to advanced culture. Team members who are accustomed to the traditional style of management (management by exception) will be wary of the idea of sacrificing themselves for the team. The thought pattern in a traditional organization is to find and place blame rather than assume ownership. The enlightened leader who is moving an organization out of a traditional mindset will need to publicly assume ownership and blame for team failures and must pass along all praise for success regardless of their personal involvement in the result. The leader must be truly selfless, displaying a heavy dose of humility while holding firm on principle and expectation.

CONNECTION FIT ATTITUDE

SITUATION

What behavior is expected of each individual?

Traditional	Beginner	Intermediate	Advanced
<p>Attitude is typically not discussed or measured in a traditional organization. There is little concern about good or bad attitudes as long as the work is accomplished according to management expectation. Management may focus additional attention on those who are deemed to have poor attitudes, but the attention and focus is geared towards finding issues with performance and addressing with “write-ups” or disciplinary efforts. Expectations are measured principally by the numeric business outcomes, and often ignore “how” those results are delivered.</p>	<p>Attitude expectations are being discussed by leaders who are initiating the start of a transformative process. The need for improved attitude is intentionally communicated, recognized and role modeled by the leadership group. The default continues to be to look for what is wrong as opposed to celebrating and reinforcing what is being done right. Higher performers are finding supportive recognition for the “how” as well as the “what.” This is beginning to provide role models for and seed examples of expected attitude. People generally remain focused on placing blame on external factors, but a few early adopters are taking accountability for their own state of mind. The few early adopters are breaking free of the default behavior and are demonstrating a willingness to take ownership of correcting issues instead of showing apathy or placing blame. Leadership must rally around and support the early adopters as a key element of the change process.</p>	<p>Candid dialogue of attitude expectation is taking place with extensive one-on-one coaching of all associates, not just the ones who have attitudinal difficulty. Candid dialogue of issues is becoming a norm with transparent action and follow-up. People are beginning to truly take responsibility for their own attitudes. It is no longer acceptable to place blame for one’s attitude on outside influences. People are taking ownership for improving their situation. The overriding attitude of the organization is starting to noticeably shift to one of “how can we” as opposed to “why we can’t.” Responsibility and a “can do” attitude is taking firm hold. The organizational culture has become one that looks for and recognizes what is considered good. Associates recognize peers in informally, in meeting settings and in formal recognition processes.</p>	<p>Individuals in an advanced organization are expected to display a positive and forward looking attitude. They are able to maintain emotional awareness of their team members such that concerns are understood and addressed in a timely fashion. The cultural norm is continuous improvement – with each individual expected to take ownership of their team’s results and to drive actions that enable future success. Both formal and informal peer recognition for performance, contribution and success is abundant. Taking accountability for closing opportunities and recognizing success is the fabric of the culture. Associates take great pride in their contributions and identify themselves with their team and organization. Attitude is a principle measure and focus from a leadership perspective. It is built into and reinforced through one-on-one conversations that diagnose, discuss, celebrate and reinforce the culturally expected behaviors. This requires a high level of disciplined attention and awareness from the leader.</p>

LEADERSHIP GUIDANCE

The leader defines the attitude of the organization and ultimately creates a culture around the attitudes and behaviors. Be cognizant that you are always “on-stage” with your team – they will be measuring your moves and determining, based on your situational leadership and emotional control, how real the attitudes and behaviors you have espoused truly are. Words are critical, but be fully aware that your actions speak much louder than your words. The leader is the catalyst and facilitator of developing the attitudinal culture in the early stages of the culture shift. As time progresses, the leader is responsible for ensuring the recognition pathways are available for peer ownership. As the culture evolves, the leader begins to support processes for sustainment as well as catalyzing growth and improvement by raising of the bar of expectation to even higher levels.

CONNECTION FIT ASSIMILATION

SITUATION

How will a new person feel in our organization?

Traditional	Beginner	Intermediate	Advanced
<p>Assimilation is focused purely on compliance. Orientation processes concentrate on the policy manual and the “rules.” Orientation is an exercise used to ensure new hires are quickly versed in required tasks and compliance. The assimilation process is fully owned by management as only designated managers or supervisors are responsible for training and conforming associates to their new roles and responsibilities. There may be some vision and mission statements shared, but these will likely be disconnected in whole or part from the emotional reality displayed at all levels in the organization. This disconnect, which will be recognized by the most astute new hires, is a contributing factor to much of the lost passion that these capable employees experience over time. Those that remain in the organization will have their hopes and passions sequestered by the lack of a real cultural identity. Associates are faced with the choice to change the organization, leave the organization or conform to the existing organization. The most passionate and intrinsically motivated associates typically leave the organization while others choose to conform to the existing culture and perform to the minimum standards. They have only limited responsibility and no voice.</p>	<p>The assimilation process ensures that associates understand the foundational rules and expectations, but also begins to capture their hearts. There is an equal emphasis on mission, vision and values as well as the traditional policy and rules processes during on-boarding. Assimilation of associates in transfers, promotions and new hires is a key element of accelerating cultural transformation. Part of the assimilation process includes informal peer mentoring. The peer groups are encouraged to support the development and integration of new associates into the work environment. Associates must be recognized for engaging and developing new associates to the work group as some may still take a default approach of holding back knowledge as a job protection approach resident in the traditional culture. Leadership and associates share in the assimilation process, the leadership remains in a position of heavy influence and mentoring as the culture is still not ready for full ownership.</p>	<p>The mission, vision and values of the organization take center stage in the assimilation process. HR requirements are addressed as required by law, but that is the extent of the time spent. The organization understands the value of new perspectives from on-boarded associates. The culture expects the associate to learn the system prior to heavily questioning of the practices. Transfers, promotions and new hires are not a cultural accelerator as the cultural foundation is well established. The organization must ensure that the on-boarded associate fits in the established culture. The assimilation process includes formal peer mentoring with regular progress checks. Associates’ support for engaging and developing new associates has become a cultural expectation. Leadership and associates equally share in the assimilation process. The teams value and openly accept new associates.</p>	<p>A newcomer in this environment feels welcome and is a sought contributor from day one. Cultural and behavioral norms are communicated from both leadership and peers early in the assimilation, but freedom of expression of the individual’s aptitudes is also an expectation. New associates are viewed as extremely valuable to the organization as they have “fresh eyes” and will see opportunities that those who have been in place for longer may be unaware of. New associates are initially supported by traditional on-boarding processes, but this quickly gives way to a focus on peer mentoring. Peer mentors are formally assigned, but many others will naturally serve as informal mentors. Orientation is based upon a high degree of trust with ownership spanning across leadership, the peer group as well as the individual. Assimilation is focused upon bringing a person into the organizational culture over the long term culminating in commitment. Stories and legends about how behaviors and attitudes have shaped the organization are normal conversation in team rooms, break rooms and orientation discussions.</p>

LEADERSHIP GUIDANCE

Invest heavily in the on-boarding process for your new team members. Leaders are a critical component of the process as they serve to facilitate in early stages and mentor in the more advance cultures. New leaders, in particular, need an extensive and lengthy assimilation that includes exposure to the emotional and cultural realities of all of the various teams within your organization including: shifts, departments, direct lines and support. You will need to actively manage expectations with these new leaders so they do not become distracted by their desire to contribute during this crucial on-boarding period – keep them focused on learning your people and processes. The cultural investment will pay dividends for the duration of the leader’s career.

ENGAGEMENT FRAMEWORK[©]

EMPOWERMENT		ENABLEMENT		CONNECTION	
DESIRE	AUTHORITY	SKILLS	RESOURCES	FIT	COMMUNICATION
Meaningful Work	To Take Responsibility (<i>self</i>)	FUNCTIONAL (capabilities)	Tools	Role	Inspirational Vision
Team Contribution	To Hold Accountability (<i>self & others</i>)	Technical	Processes	Interest	Strategic Plan
Recognition	To Make Decisions	Management	Provisions	Culture	State of Business
Emotional Equity	To Lead	Leadership	Information	Recruitment	Goals & Objectives
	To Make a Difference	Financial/Business	Technical Support	Aptitude	Performance Meetings
	To Give Input & Challenge the Cultural Norm	Communication	Customer Requirements	Team Orientation	Metrics/KPIs
	To Take Risks	INTERPERSONAL (responses)		Attitude	Visual Controls
	To Take Action	Perceptiveness		Assimilation	Standard Procedures
	To be Flexible	Self Awareness			Standard Work
		Empathy			
		Collaborative Thinking			
		Systematic Thinking			
		Adaptability			

MISSION / VISION / PURPOSE

VALUES

LEADERSHIP

CONNECTION COMMUNICATION

JEREMY KACUBA

VP Operations
SunOpta, Inc.



Creating a sense of purpose and value for every person

One of the hallmarks of a highly engaged culture is a foundation of great communication. The term is often both overused and poorly understood. Organizations that have cracked the code of great communication often find that they unlock the wealth of talent that is most often present in the teams we lead and support. Take Captain Mike Abrashoff, best-selling author of *Its Your Ship*, and renowned leader of “the best damn ship in the Navy”, the USS Benfold. Mega Mike, as his sailors lovingly referred to him in the book, understood and leveraged the power of great communication to transform a sinking ship into one of the most valued team’s in the Navy – he never walked away from an opportunity to create a sense of purpose and value for every person aboard his ship.

A few questions for you to consider:

- Do the folks that you lead know what your vision is? Are they as committed to that vision as you are?
- Do you have a plan for success with milestones that your team can celebrate?
- Does everyone know their role in delivering the vision and plan?
- How do you and your team know if you are winning every day?

I had the blessing of leading a turnaround of a large organization in Charlotte earlier in my career. The success belongs solely to the team that delivered (and continues to deliver...) outstanding results, but success was unfortunately not the norm when I was first asked to join this group.

What did I do that unleashed the potential of this marvelous group of 617 folks? In word and action, it was my daily mission to share my vision and plans with every team member in the factory. Whether in one-on-one conversation, in the hallway or out on the plant floor, every encounter became a chance to communicate a compelling sense of purpose to a team who needed to learn how to leverage their strengths and win. I gave the team a simple set of goals to focus on and reinforced with standard work the crucial role everyone played in delivering the vision. We posted a few simple metrics EVERYWHERE in the factory so we all knew how we were doing.

Your leadership situation will be unique from what I faced in Charlotte, or what Captain Abrashoff faced on the Benfold, but the enduring principles shared in the pages of this text will give you the framework required to unleash the discretionary effort of your entire staff. Your discernment and empathy will determine what vision, metrics and communication vehicles will resonate with the team – there is no one-size-fits-all solution to the details. But the framework provided will allow you to structure successfully the communication vehicles required for success.

Beyond simply leaving you with “you’ll know it when you see it,” we filled these pages with detailed guidance and advice on understanding the details of communication. You’ll get an overview of each of the key attributes within this crucial topic as well as a tool for understanding the current state of your organization so that a vision can be cast for your team’s future.

Engagement Framework Attributes of Communication:

- Inspirational Vision
- Strategic Plan
- State of Business
- Goals and Objectives
- Performance Meetings
- Metrics / KPIs
- Visual Controls
- Standard Procedures
- Standard Work

CONNECTION COMMUNICATION INSPIRATIONAL VISION

SITUATION

Communication of a compelling and motivational vision is a key component of engaging the hearts of the organization. It cultivates a deeper and more meaningful connection for one to want to identify with the organization.

Traditional	Beginner	Intermediate	Advanced
<p>If a true inspirational vision exists, it may often be held at the corporate level and will fail to be socialized throughout the organization. Communication is limited, not widely dispersed and could be considered either intentionally or unintentionally secretive. Some at the highest levels may be fearful of competition and could confuse the inspirational vision with a strategic plan. In other instances, the vision may not be compelling and will not resonate with the organization. Regardless of the reason, a traditional organization fails to have a compelling and motivating inspirational vision that is valued throughout the organization.</p>	<p>In the early stages of inspirational vision communication, the leader's role is to ensure that there is full visibility and transparency of the vision. The objective is to create awareness, understanding and knowledge of the vision and how it relates to the teams within the organization. The focus is providing knowledge and background which initiates the opportunity to tap into each individual's intrinsic value set marking the beginning of the "buy-in" process. Feedback and extensive discussion will be required as the leadership begins to establish academic linkages between the vision and daily activities.</p>	<p>In the intermediate stage of cultural development, the vision will begin to become inspirational as the leadership finds ways to meaningfully connect the associates' hearts to the vision through personalization and compelling internal examples. Recognition and association must be heavily messaged to create the compelling connections that drive identification and ownership. Associates fully understand how they contribute to the actualization of the vision inside the organization. People are identifying with and are beginning to use the vision as a component of their conversations. Associates are showing signs of building tangible desire and connectedness to the inspirational vision. Many associates are beginning to take action specifically geared towards realization of the vision. The vision is also beginning to be used to guide decision making.</p>	<p>In advanced cultures the inspirational vision is fully transparent both internally and externally. It is connected to the community and supports the formation of an identity for the company and the associate teams. The inspirational vision is personalized to allow associates to identify with the vision and to feel that they are key contributors to something much bigger than themselves. Associates have input into the vision formation and actualization in the form of examples and stories that become broadly shared across the organization. The vision has become "who we are." The inspirational vision is the rallying cry for the associates and teams serving as a catalyst for discretionary effort as well as a foundation for decision making.</p>

LEADERSHIP GUIDANCE

Leadership's objective is to cascade a simple inspirational vision in a way that becomes personal for each and every associate. The vision must be worded in such a way that the greatest number of associates can understand and identify with the statement. The vision must generate a sense of pride throughout the organization. As one digs deep within the organization, sub groups may have their own compelling vision, but it is connected and tied to creating the overall organizational vision. Personalization and connection is a very important component of the leader's role. Remember to reference the vision in communication often, link it directly to the individual and team activity. When possible personalize the vision and connect it to the community to gain maximum impact. The inspirational vision must be focused on the stakeholders, community and greater good. Any reference to shareholders or pure business will quickly cause disconnection and may erode credibility.

CONNECTION COMMUNICATION STRATEGIC PLAN

SITUATION

The strategic plan sets the guideposts and milestones that allow the inspirational vision to come to life. It serves as a multiyear organizational road map.

Traditional	Beginner	Intermediate	Advanced
<p>With the “need to know” cultural mentality, the associates and even frontline supervisors have limited or no awareness of an organizational strategic plan. Communication and discussion of a strategic plan is essentially nonexistent. The strategic plan is limited to the highest levels of the management team and tends to be exclusively focused on costs. Relative to the strategic plan, the broader organization operates on assumptions as opposed to facts and tends to live in a rear view mirror mentality. Since a strategic plan is not visible, there are no intentional direct actions geared at driving strategic objectives. Additionally, there is little awareness or understanding of customer needs or expectations.</p>	<p>In the beginner stage, the leadership group is working to develop awareness and understanding of the strategic plan and its connection to the inspirational vision as well as overall company performance. Associates are gaining understanding, but still do not identify with the strategic plan to the point where they feel they are contributing through their actions. As a result, associates feel limited identification with the strategic plan. There is an interest in understanding, but the teams fail to accept ownership as it is viewed as the executives’ plan. The challenge is to begin to enable associates to feel as if the plan is their own.</p>	<p>Associates have awareness and understanding of the strategic plan across the organization. People are able to quickly quote the content and are beginning to share stories of how it relates to them personally or to their contribution in the organization. There are pockets of identification and ownership forming and spreading. Associates and teams are beginning to associate daily and weekly actions with accomplishing the longer term goals of the plan. Momentum is building as the importance of the work has clearly extended beyond the daily and weekly activities to realizing established longer term success criteria. Associates and teams begin to develop KPIs to measure their activities. These KPIs not only support, but create connection, to the long-term strategic plan.</p>	<p>The strategic plan is fully shared, visible and understood across the organization. Leadership engages the associates to not only advance ownership, but to gain input and course correct. The strategic plan clearly defines the future and generates a push in the organization to develop the pathway. Leadership recognizes that associates have the best ideas to achieve the plan objectives. As a result, leadership allows associates and teams a level of autonomy to take action, building the shorter term goals and eventual stepping stones to achieve the plan. Activity development is left in the hands of those responsible for execution. Associates are not burdened with a fear of failure or fear that organizational improvements will eliminate jobs. The strategic plan is fully comprehensive including all KPIs, personal safety, product safety and performance objectives. The strategic plan provides the guiding principles for where we are going and what types of technologies we will apply in the future. It encompasses people, process and technology.</p>

LEADERSHIP GUIDANCE

Leadership must ensure that the strategic plan objectives are woven into frequent communications with a high degree of regularity across all communication forums. The early objective is to drive awareness and knowledge. As progress is made, associates begin to connect their daily activity to the actualization of the strategic plan. They begin to truly understand how their unique contribution supports the long term realization of the plan. Associates begin to identify with and take ownership by creating the pathway. Leadership must seize every opportunity to link associate activities to the bigger picture strategy. Leadership is responsible for intentionally building connections between daily work and the long term strategic plan success.

CONNECTION COMMUNICATION STATE OF BUSINESS

SITUATION

Full awareness and transparency of the state of the business is an important component of building associate engagement. It defines the current reality.

Traditional	Beginner	Intermediate	Advanced
<p>In the traditional organization, the associates and front line managers have limited or no knowledge of the state of the business. This information is often restricted to the highest levels of the management team. Associates have no direct, fact-based insight aside from management telling them where they are failing and telling them what they need to do. The management team only leverages business information as it relates to their silo or vertical line without a holistic view. The trademark of the information when it does flow top down is focused on cost and direct authoritative action.</p>	<p>In the beginner stage, leadership focuses on creating understanding at the lowest levels in the organization. Associates may feel happy to be included at first, but will soon wonder why they are being engaged, because they feel that they cannot personally contribute in such a way as to alter the outcome. They feel the result is daunting and too far away from their personal daily activity to be influenced. The associate feels very small and the organization feels very big. Some associates may say that state of the business meetings are a waste of time, because “we can’t change the outcome.” Associates feel powerless to impact the big picture. The focus of leadership is to ensure awareness of results as well as provide education as to what the results mean and how associates and teams connect to the results. The communication is one way, but the foundation of knowledge is being built.</p>	<p>Associates have a comprehensive understanding and foundation regarding business results and the linkages to department and team contributions. Associates feel the information adds value by giving them a sense of how they are contributing to the overall results. Associates clearly understand how their daily activities contribute to the overall business results. They are beginning to feel bigger as the organization begins to feel smaller. Associates look forward to the meetings as they provide recognition of progress and ensure alignment with regard to opportunities. Leadership is focused on building connectivity and facilitating team-based working groups across the span of time and functions. Communication is becoming two-way with active discussion for understanding and even levels of problem solving that are shared. State of the business communication is consistent and embedded in Leader Standard Work (LSW).</p>	<p>In the advanced stage, the full organization experiences frequent updates regarding the overall state of the business as well as the opportunities and successes within each team, department and division. The state of the business reviews are holistically focused including cost, quality, service, sales, performance, safety, culture and the guiding strategic plan. Feedback is sought from the associates reinforcing the culture of ownership and engagement for the business. New initiatives and future aspirations are always discussed. The team is calibrated by reinforcing the positives and constructively challenged by addressing opportunities. Communications always provide distinct linkages to both internal and external customers. Associates have a keen understanding of how they contribute to the big picture and how they contribute to and support adjacencies across the organization. Discussions and meetings always have open and flowing two-way communication with associates taking lead roles in dialogue which is a reflection of ownership and trust.</p>

LEADERSHIP GUIDANCE

The average associate does not have top of mind knowledge of department performance outside of their contribution area. Leadership must ensure a connection to the business results as it is not a natural outcome of an associate’s personal view. If we want the associates engaged with driving business performance, leadership must ensure associates have a full view and understanding of business performance success and opportunities. Aside from providing knowledge, leaders must ensure to provide context and solutions, especially in the early awareness stages. Leaders must connect associates daily activity to the bigger picture to begin to allow them to see how their contribution is an important element of the higher level results.

CONNECTION COMMUNICATION GOALS AND OBJECTIVES

SITUATION

Goals and Objectives represent a key component in the creation of an engaged culture. When leveraged to the fullest extent, they keep people on track with both business objectives and the overall strategic plan. Most importantly they serve to drive personal development and lifelong learning.

Traditional	Beginner	Intermediate	Advanced
<p>Goals and objectives are handed out to those that are required to receive them. Hourly associates do not have a formal goals and objectives process. Goals and Objectives may be limited or even nonexistent at mid-management and supervisory levels. If formal performance appraisals are required, they typically happen on an annual basis as a part of a less than value-added process. Frontline supervisors and managers have a focus on accomplishing tasks and activities on a daily basis. Those that have annual reviews see limited alignment to higher level metrics. Constructive feedback is the exception not the norm. Everyone generally receives the generic corporate calculated merit increase without segregation of performance. The program is perceived to be based upon tenure and if the person is “liked.” More often than not, the perception is the reality.</p>	<p>A mindset shift from a pure output focus to a focus on contributing to the success of the broader organization begins. The initial effort concentrates on education combined with launching the formal goals and objectives process. At first, it will be very cumbersome with people feeling as if they are wasting time on non-value added activity. Leadership’s intent is to initiate the process of transitioning from a myopic focus on daily activity to personal growth and longer term focus not to exclude daily accountability. Introductory education should focus on the “what” and “why.” Early opportunity centers on developing and tracking a site or team scorecard. Focus must be comprehensive across all aspects of the operation including but not limited to cost, quality, people, service and safety. This is the beginning of a shift beyond a narrow focus on cost. Goals and objectives will be reviewed at least annually. Intentional focus on goals and tangible metrics begins to bring relevance to the process. Goals and objectives are used to bring consistent longer term targets to metrics and performance measurement. Input is owned by the leader who encourages broader involvement and contribution as the organization matures.</p>	<p>Goals and objectives are focused beyond metrics and performance with the inclusion of individual contribution goals. Personal development and education are also beginning to become a component of the goals and objectives process. Goals and objectives are developed with input from both the leader as well as the associate encouraging two way communication and ownership. Goals and objectives are now an expected organizational process that is generating a cultural norm of longer term focus. Goals and objectives are reviewed at least twice per year. The organization has trust that performance evaluations are occurring consistently across the organization.</p>	<p>Goals and objectives are balanced between metrics, performance and personal development. Associates and leaders on the frontlines create objectives based upon knowledge, feedback and experience. They push goals and objectives up the organization to leadership. Communication is two-way with the associates owning development, coaching and mentoring within the process. The process breeds individual based goals that not only align with, but also support team and organizational goals. Personal development, cross training and education are critical components of a balanced goals and objectives program. Goals and objectives are formally reviewed quarterly with frequent informal discussions keeping them visible and current. The organization depends on the goals and objectives process to comprehensively build and support associate development and team performance. This translates into a cohesive team-based competitive advantage for the organization.</p>

LEADERSHIP GUIDANCE

Leadership begins the process of goals and objectives setting transformation by educating the teams around the why. Initially the focus is on tangible and easily measurable metrics. As the culture develops goals and objectives may expand beyond directly controlled metrics to metrics that may be only influenced. The effort is to expand the team’s mindset. Naturally a transition can be made to include personal development goals as the teams begin to make the connection between capability, development and success in the measures. This expands the team to not only a broader business focus, but begins to bring individual ownership and development into scope. Input must be encouraged throughout. As associates become more knowledgeable, input will increase until full ownership is eventually taken. Review frequency will also increase as ownership and connection grows. Goals and objectives must be aligned with culture development and expectation.

CONNECTION COMMUNICATION PERFORMANCE MEETINGS

SITUATION

Performance meetings provide a key venue and interaction point allowing associates and teams to connect to the daily business performance. Performance meetings provide an opportunity for not only updates, but connection and education.

Traditional	Beginner	Intermediate	Advanced
<p>In the traditional culture, performance meetings may not take place. In lieu of meetings, performance information may be posted or dispersed to individuals on a need to know basis and generally only when there are performance deficits. The management team views meetings as a waste of time and a waste of money. Any performance meetings that occur are typically one way communication with the associates being told what to do or what they are not doing. They are expected to listen as opposed to participate. Associates attempt to avoid performance meetings if possible, given that they are experienced as places that they get “beat down.” The focus is typically on what is wrong as opposed to what is right. Negative reinforcement is the default approach.</p>	<p>Performance meetings are taking place typically prior to the beginning of the shift or work day. The meetings are brief, typically 7-15 minutes and serve as an update on the current state of the operation followed by outlaying the plan for the current shift. Associates gain the bigger picture for the day prior to a one on one handoff with the person they are taking over for on the floor. The meetings may take place in a number of venues including in a conference room or in a stand-up fashion on the plant floor. The meetings are led by the team leader who typically provides all of the information in a one way format. The meeting serves primarily as a report out. Team focused performance metrics are the center point of the meeting.</p>	<p>Performance meetings are an integral component of team success. A broad based view of performance metrics are frequently reviewed, making both the controlled and influenced performance visible to everyone. Teams are efficient in the meeting quickly handing off the current situation as well as planning for the next shift. The meeting is a launch point for information that feeds into root cause analysis of systemic or reoccurring issues. The teams are well connected to successes and opportunities. The meetings may be facilitated by the formal leader, but the associates have significant input and begin to take ownership and lead discussion. Communication is balanced and two-way. The meeting serves not only as a report out and planning session, but a tracking and follow-up session.</p>	<p>The hourly associate teams fully manage, facilitate and run the performance meetings. Leadership may attend to listen, support or provide resources. The teams have full ownership of their process managing the handoff content as well as planning for the next shift. The full complement of business performance metrics are visible and available for team review. The teams understand the business and have ample information to fully own making directional changes in the plan for their shift to enhance effectiveness and efficiency. The associates manage performance while still fully delivering the customer service and product quality expectations. The handoff meeting also serves as a venue to quickly solve basic issues and problems prior to shift. More detailed issues are assigned to problem solving teams with follow-up and accountability. Action item follow-ups are a routine standing agenda item. The meeting serves not only as a report out and planning session, but as a tracking and follow-up session.</p>

LEADERSHIP GUIDANCE

Initially, leadership will be required to facilitate and manage the meeting process. As the teams become more comfortable with the venue and begin to understand the business, leadership will need to begin to transition ownership to the teams. Leadership must support the transition by empowering people to take on larger contribution roles in the meeting. Leadership will need to coach teams on how to run an effective meeting in the beginning of the transition effort. As the associates and teams become comfortable and take ownership, leadership will serve as a coach and at the point of full transition, leadership will be a guest at the meeting and a resource to provide support as requested. The performance meeting is an investment in people and an investment in the business performance. Technology can play a key role in meeting preparation, execution and efficiency. Leverage technology to provide performance data, trends and follow-up tracking, so the teams can focus on planning and solving issues.

CONNECTION COMMUNICATION METRICS/KPIs

SITUATION

Effective metrics and KPIs are critical components of measuring success and improvement in any team or organization.

Traditional	Beginner	Intermediate	Advanced
<p>In the traditional world, metrics and KPIs often take the form of “the stick that people are beat with.” Metrics can become punitive in nature with discipline prompted by missing targets or expectations. In this environment, KPIs and Metrics can be considered fragmented with associates only having a view of data on a “need to know” basis. Associates are disconnected from the bigger picture and how they influence or even control the bigger picture performance with the metrics they have accountability for driving. Associates and even supervisors will often blame others for short falls or issues, since the objective in this type of culture is often geared towards self-preservation as opposed to unified team performance. The term “I did what I am supposed to do” is common since associates operate within a small “silo of accountability.” In the traditional environment, associates and even supervisors are given their KPIs and metrics. They are told what the numbers will be in the absence of input or discussion. As a result, people have limited desire to improve the process, aside from obtaining what they “have to” for sustained employment. The culture is driven to conformance and will work to ensure that they only meet, but do not exceed the minimum standards set forth.</p>	<p>The associates and teams are beginning to gain full access to organizational metrics and KPIs. Leadership spends a tremendous amount of time and effort ensuring visibility and access to the measures as well as educating the entire workforce around the meaning of the numbers. Leadership will also focus time on developing awareness around how associates and teams can control individual results and influence broader overall results. Associates are still building a foundation of trust as they still may have a small degree of concern regarding punitive outcomes. The culture is quickly changing. Teams still have a tendency to place blame, but they are beginning to clearly understand how each person and each group supports the achievement of success against the measures. Both supervisors and associates are still given their metrics, KPIs and targets, but with the added education, they are expected to provide feedback to influence the expectations. The culture begins to look at metrics and KPIs as positives. They see them as numbers that allow recognition when achieved or surpassed.</p>	<p>The associates and teams have full access and full transparent visibility to organizational metrics and KPIs. The associates are well educated and now have the capability to fully understand and control performance against the measures. Associates have a high level of trust for the leadership group and view metrics and KPIs as minimum targets. The associate drive is to find ways to surpass and exceed the numbers. The culture has become one of teamwork, where groups will support one another to beat the standards and set new records of performance. Associates have input in the development of the metrics and KPIs. They understand what “good” performance looks like and have enough business knowledge to fully participate in the development and reestablishment of new metrics and KPIs. The culture views metrics and KPIs as opportunities to celebrate success and gain recognition. Associates also understand that metrics and KPIs serve as insight and guidance as to where to deploy processes and tools to change the performance results.</p>	<p>The associates are leveraging their access and transparency to organizational metrics and KPIs to move beyond performance to problem solving and process improvement. The most successful associate teams innovate processes that are achieving close to theoretical maximum performance. Associates have a capability and culture to reaching breakthrough performance previously thought unachievable. The key to realizing breakthrough results is driven by leveraging metrics and KPIs as business intelligence supporting the identification of opportunity. Leadership has full trust in the associates, providing resources and support where asked. The culture has become one of continuous improvement where innovation teams create new standards of performance. Associates have full ownership for the development of metrics and KPIs. Teams set and achieve performance standards that go beyond what leadership may have thought possible. The teams leverage short interval control meetings and production control charting among other tools to create additional real-time visibility. The associates hold full accountability for performance.</p>

LEADERSHIP GUIDANCE

Metrics and KPIs are critical indicators determining the performance and health of the organization. In the early stages of development, the leadership group will spend significant time creating visibility and knowledge within the organization. Education will require amounts of time and resourcing. As the culture evolves, the teams will take increased levels of ownership. Leadership must have the courage to slowly relinquish control.

CONNECTION COMMUNICATION VISUAL CONTROLS

SITUATION

Visual controls are a critical component of monitoring real time system health and performance. Visual controls enable stability as well as efficiency.

Traditional	Beginner	Intermediate	Advanced
<p>Traditional work environments rely heavily on tribal knowledge. The work system is poorly labeled or only partially labeled. If labels are in place, many will not be updated or current, adding to the confusion of any new associates in the work system. Lack of labeling is reflective of the underlying culture where people are generally resistant to share knowledge. A level of visual performance may be in place, but associates rarely pay attention to the results, unless they are held accountable. If accountability is in place, it is punitive in nature.</p>	<p>In the early stages of visual controls, groups will work to establish 5S practices in their work areas. A high level of effort will be required to sustain the improved working areas. Detailed auditing and accountability is typically essential until the new way of maintaining the work system becomes established as part of the culture. To create a compelling justification, the focus must be on making jobs easier as well as improving performance via the visual controls. Significant time and effort is applied to update labeling. Measurement devices will require time and resources to appropriately label with proper operating ranges. Associates are taking an interest in performance numbers and will begin to ask for more real time data as they gain access to data and begin to understand how data enables them to improve their operational success.</p>	<p>The work environment is clean and well organized. 5S has become a component of the culture. Labeling is mostly up to date with only a few examples of places that are not labeled or up to date with labels. Associates expect to have real time performance data visible. Many areas have real time data capability, but some may still lack sensors and infrastructure. The associates expect to have data and information and are pulling for more “real time” access. The associates have shifted to ownership and pull with respect to visual controls. A majority of the workforce is fully embracing the visual control concept.</p>	<p>The work environment will be heavily labeled with current and frequently updated information. Text, symbols and color codes are utilized across the work environment. Associates have full ownership of keeping the work environment visual controls current. Evidence of visual controls take the form of labeling, shadow boards, visible data, production control boards as well as shift, day, week, month and year to date performance measures. Associates are directly engaged and highly disciplined in monitoring and making fine adjustments to obtain maximal performance. Real time feedback and tracking is the norm in the advanced culture.</p>

LEADERSHIP GUIDANCE

In the early stages, the implementation of visual controls may seem burdensome. It will take extra time and effort to create. If you are using processes such as 5S or AM (Autonomous Maintenance) the implementation of visual controls will be a core component of the work. Once firmly established, a significant amount of focus will be required to ensure all visual controls are current, sustained and updated. Once the team takes full ownership, visual controls will become part of the fabric of the culture. Until that point, leadership must leverage Gemba walks, Leader Standard Work (management routines) and the resulting employee interactions to encourage sustainment and potentially hold a level of accountability.

CONNECTION COMMUNICATION STANDARD PROCEDURES

SITUATION

Standard operating procedures (SOPs) are defined as standard approaches to doing work that is not bound by time or frequency. Examples include OPLs (One Point Lessons), Sequence of Operations, LOTO (Lock Out Tag Out), etc.... Standard Procedures are focused on equipment.

Traditional	Beginner	Intermediate	Advanced
<p>Standard procedures are often not used effectively. If in place, they will commonly be found to be out of touch with reality, not updated to current state or not linked to value. Standard procedures will likely be found in binders and filing cabinets exemplifying the fact that they have limited use. Due to their lack of value, they are infrequently referenced. Both associates and managers may have trouble locating them.</p>	<p>Standard procedures are fully refreshed and updated to enable effective use. The teams are building a culture of leveraging standard procedures to ensure detail and consistency in execution. Associates are beginning to understand that standard procedures are leading to a reduction in process variation. The teams are experiencing safety and reliability improvement as structured procedures begin to be followed with rigor. Leadership will be heavily involved in educating the teams as to the value of standard procedures as well as ensuring they are up to date and followed. As performance improves, the teams will begin to truly understand the value of updated and effective standard procedures. Standard procedures have not yet become a part of the culture or “the way we do our work.”</p>	<p>Standard procedures are leveraged for all required work across the organization including but not limited to personal safety, product safety, sanitation, operations and maintenance. Standard procedures are changed to advance the work as well as to improve the work. Advanced technology may begin to play a role in documentation and simplification of standard procedures. Leveraging standard procedures has become a part of the expected culture throughout a large portion of the organization. Associates have fully bought into the standard procedure value proposition as they have seen the reduced process variation result in less rework and much less reactive “firefighting” during their normal work day. Safety, quality and system loss have all improved as a direct result of the consistency standard procedures have created.</p>	<p>Standard procedures are simple and effective. The majority of the standard procedures will be found in the form of one point lessons (OPLs). They are fully updated on a regular basis, easily accessible, easily understood and fully utilized as the way that the organization accomplishes work. Many of the most common standard procedures will be posted and visible, generally at the point of use. Advanced technology will be harnessed to ensure rapid and easy documentation. Standard procedures are not only heavily used, but are reviewed and updated frequently by both experienced and newer associates. Standard procedures have become how the teams accomplish their daily work. It is a key element of sustaining and continuously improving performance. It serves to maintain organizational knowledge and best practices.</p>

LEADERSHIP GUIDANCE

Standard procedures are a critical component of sustaining technical knowledge and “know how” in the organization. Standard procedures are the key to consistency across the operation, by ensuring everyone is doing the work in a consistent and systematic way. Some will be resistant to creating standards. Knowing this, the key will be to engage these experts in the development of the work to allow them to contribute their expertise and to make it their own. This is the key to buy-in and effective change management. Once firmly established, standard procedures provide a platform to enable swift improvements since everyone will be executing the work in the same way. As performance improves or stabilizes, leadership must continually reinforce the fact that standard procedures are a foundational element of the success. Lastly, leadership must ensure that the standard procedures do not become static documents, they must be continually reviewed and improved as new learning and more effective approaches are developed. Leadership must take responsibility for supporting and reinforcing the success of standard procedures primarily through recognition.

CONNECTION COMMUNICATION STANDARD WORK

SITUATION

Standard work is the foundation for any organization. It defines legacy and serves to codify the history of operational knowledge required to effectively run the organization. Standard work is focused on people, their routines and their mode of interaction with the equipment.

Traditional	Beginner	Intermediate	Advanced
<p>Standard work is developed and pushed into the work system with the intent of driving associates to conform. The management team checks for discontinuities in the standard work performance, leveraging discipline as an avenue to drive conformance. The teams have limited to no input into the standard work development or improvement. Standard work is a tool used by the management “police force.” Standard work is a one way process used by management to manage the people who manage the process. Standard work provides the pathway to push task fixated information by defining one acceptable approach to performing the work. Unfortunately, standard work in this environment is static and unlikely to represent the best way to accomplish the intended outcome.</p>	<p>Standard work now defines the channels and methodology for communication. It facilitates a pathway to transfer information in two directions as opposed to the one way communication structure that is foundational in the traditional work system. Standard work routines are the foundation for onboarding new associates as well as maintaining standardization across the work system. The leadership group leads or facilitates the development of standard work. The objective is to ensure full participation and inclusion of the associates in the development. Standard work provides the opportunity to capture and codify the tribal knowledge and expertise that exists in the teams. The Leader Standard Work (LSW) routines are focused upon ensuring consistency and supporting the development of the associates. The intent is to recognize and support not to police or bring punitive feedback. The focus is on growth and development of the associates.</p>	<p>Leadership is focused upon transitioning ownership for standard work creation and improvement to the teams. Leadership may still be involved in facilitation, but the associates feel a sense of ownership and pride in their standard work system. Standard work is fully encompassing of safety, sanitation, basic maintenance, quality, etc. The system is fully comprehensive of all aspects of running the business as well as timing (hourly, shift, weekly and monthly). Leadership supports standard work with layered routines (LSW) aimed at providing knowledge, positive reinforcement and resources where needed. The organization is consistent across work groups in both the associate and leadership levels. Associates have fully bought into the value of standard work as it has reduced variation and improved consistency across teams and shifts. It is key element of new hire assimilation. The organization is diligently working to bring equipment up to AM Step III (from the TPM literature).</p>	<p>The associates fully own the development, implementation and continuous improvement of standard work routines often called C.I.L. (Clean, Inspect, Lubricate) or CILT (Clean, Inspect, Lubricate, Tighten). Associate owned continuous improvement teams not only improve the work efficiency and effectiveness, but reinvent the work. Breakthrough concepts and approaches ensure the business and work system succeed for the long term. All capital projects enter the work system at AM Step III. The work system is fully sustained at AM Step V and is on a glide path to progress through AM step VII.</p>

LEADERSHIP GUIDANCE

Standard work allows the organization to gain continuity across all shifts and functions. It ensures that the critical tasks are addressed at a proper frequency and enables the team to work more strategically. Standard work routines are the foundation of consistent, sustained performance. The leader must ensure that the stakeholders develop and create their own standard work. This captures the knowledge of the group and also ensures effective use as change management is built into the process. Leader Standard Work (LSW) is used as a layered audit to engage associates in the value added components of their contributions. LSW when executed well serves as an avenue to perform knowledge checks and effectively teach, mentor and coach.

