

The **Secret** to Improving Your Leadership... **Really**

How to **Overcome** 5 Common Obstacles to Transformational Improvement



MEP
National
Network™

*The Go-To Experts for Advancing
U.S. Manufacturing*



Agenda

Five **Obstacles** to Transformational Leadership Improvement

The Improvement **Path**

Leaders **and** Managers

TLI **Process** – Fran's Story

Presenter

Accelerate. **Transform.** Win.



Keith Gammill

Manager of Client Services



MEP National Network





Transformational Improvement

Why do so few improvement efforts produce the desired **results**?

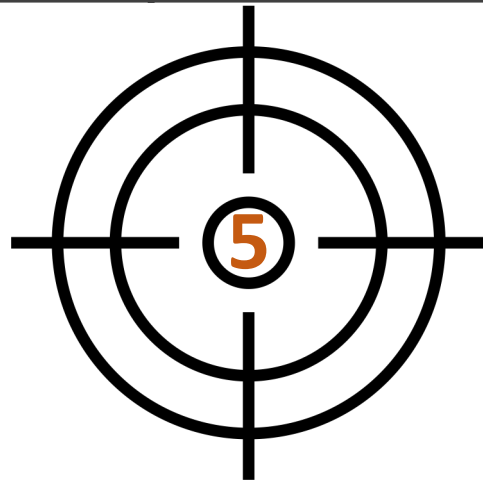
What is in the **way**?

HELL

WANN

Does this sound **familiar**?

- ☑ High turnover
- ☑ Inability to fill open positions
- ☑ Excessive absenteeism
- ☑ Low workforce engagement
- ☑ Inability to grow or even satisfy current demand



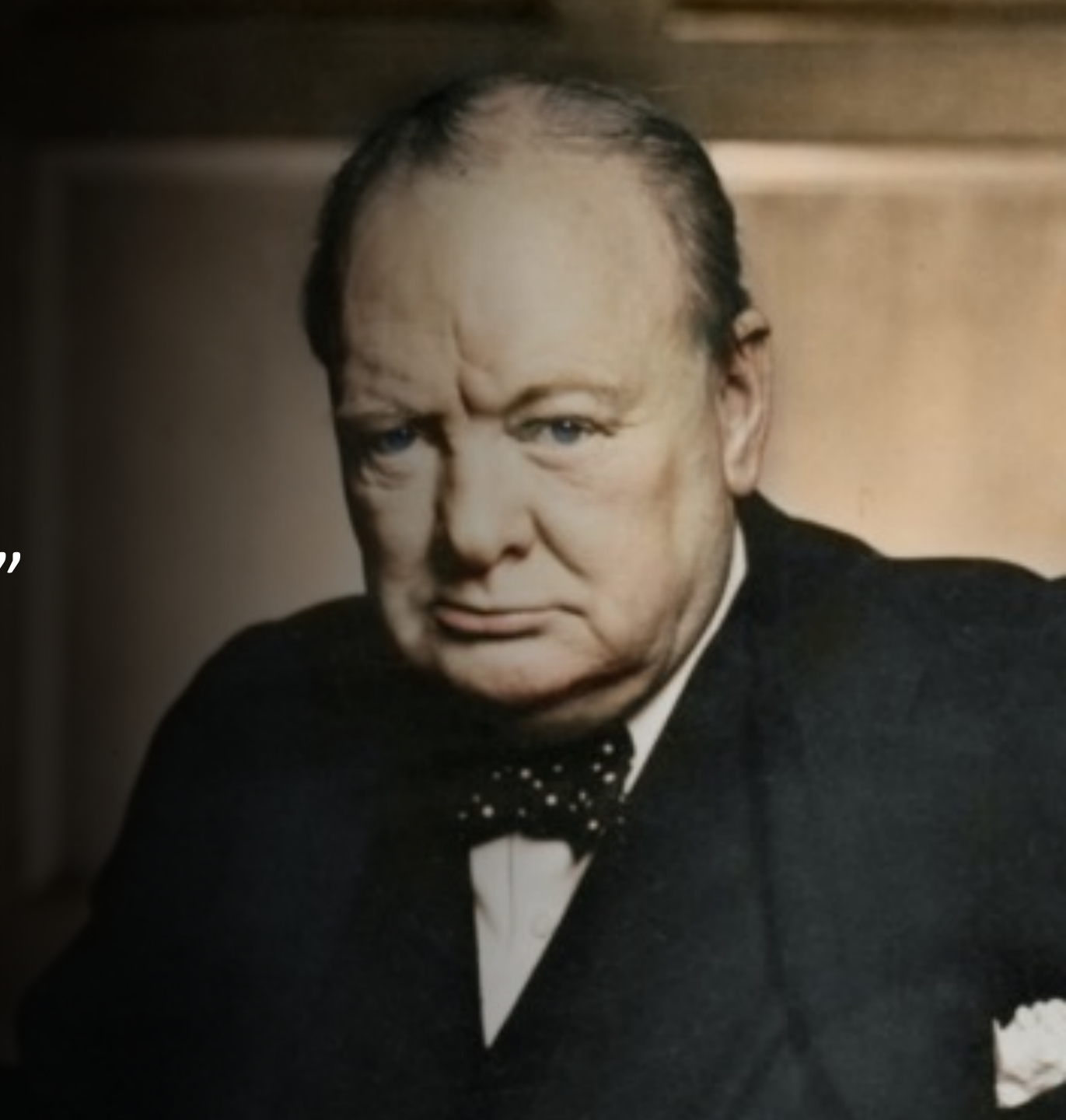
Five Obstacles

to **Transformational** Leadership Improvement

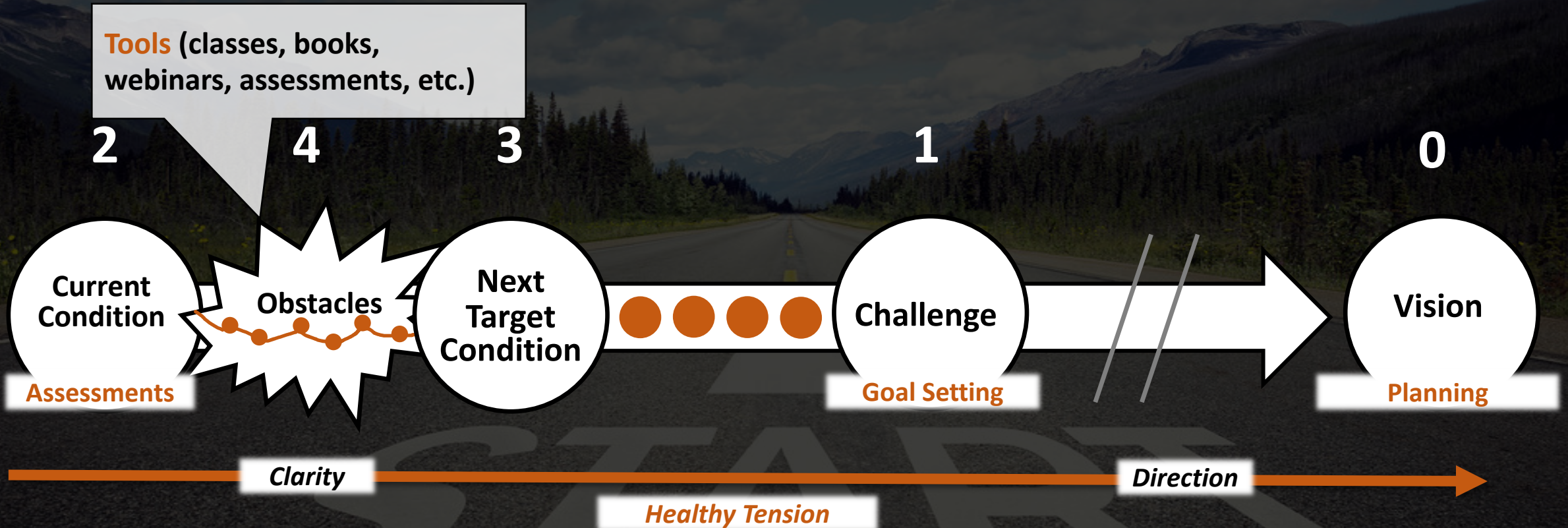
1. The Absence of **Learning Tension** and **Support**
2. No Frame of Reference for **What** to Improve
3. No Context for **Why** Improvement is Needed
4. The **Fear** and **Insecurity** of Using New Tools and Approaches
5. Trying to Focus on **Too Many** Things at Once

“We shape our buildings;
thereafter they shape us.”

- Winston Churchill



The Improvement Path



A model for transformational improvement

Based on the Toyota Kata model developed by Mike Rother



“We’re lost, but we’re
making good time.”

Yogi Berra

Leadership vs. Management



Leadership vs. Management

What's the **focus** for each?

Leadership Functions

Focus

Coping with **Change**
Longer term
People

Vision and Direction

Establish and cast vision for the org. to take people in a new direction

Inspire and Motivate

Get people to want to move in a new direction and follow the vision
(Coach's half-time locker room speech)

Staffing

Creating the right org. structure to support vision and challenge

Challenge the Status Quo

Process and people, innovation

Meet the Needs of the Person

To be heard and understood, to know that their thoughts or ideas are valued, to feel respected, to be involved, to be supported and trusted, to have their self-esteem maintained, to share their thoughts, feelings, and rationale, to grow and develop

Management Functions

Focus

Coping with **Complexity**
Day-to-Day
Things/stuff (and people)

Project Oversight

Execute a planned project with efficiency and effectiveness

Delegate tasks

Coach sends in the play during the game

Hiring

Getting open positions filled

Daily Production Goals

Achieve daily success within existing processes

Meeting the Needs of the Process

Establish budgets, process parameters, procure supplies, maintain equipment, cleaning and make new routines, troubleshoot and improve process/equipment issues, order fulfillment, quality control

Leadership and Management



Where's your focus?

Fran's Story

Here's a quick "behind the scenes" look at the process that Fran, her leader Mike, and the AEDC-Manufacturing Solutions team followed to help her **transform** her leadership.





Vision

Why don't more businesses and leaders have clearly defined **visions** for their organizations and their own **leadership**?



THE IMPORTANCE
OF **VISION**

Vision serves as our reference point. As we begin to drift, our vision marks our movement.



Develop the Vision

Fran worked with her AEDC-Manufacturing Solutions coach to develop her **vision** for her leadership and identify her core **values**.

0. Leadership **Vision** and **Values**

Learner: Fran Lee Date: 3/8/2021 Coach: Keith Gammill

No.	Vision Elements
1	Team using KPI's metrics. Visual dashboards in the plant. People are monitoring and reacting to them.
2	Open communication with each other - it's self-guided. No silos - talking with each other "across borders". Leaders are developing teams - leadership training, problem-solving, cross-training team members to be able to perform different roles, technical training. Development of people.
3	One on one meetings with people - discussions on orders, customer service, what our obstacles and barriers are. Having problem-solving exercises.
4	Equipping and supporting my direct reports.
5	Strategic planning - where are we headed.
6	Giving them tools to understand growth.
7	Development plans - helping leaders work towards roles to challenge the process and themselves.
8	Reward and praise when we reach a milestone.
9	More involvement from people on the floor to improve.
10	High trust with my direct reports. Supporting and valuing ideas in meetings and one on one.
11	Inviting candid feedback to ideas. Demonstrating value by actually implementing their ideas.
12	Air time to express ideas and dissenting views.

Leadership Vision Statement

I am an effective, team-oriented leader working as a site head at a regulated, commercial manufacturing facility. Using wisdom gained through 30+ years of experience, my driving focus is to help organizations continuously improve and grow. Through **involvement**, team work and care for the organization and its people, I **empower** staff members with the **courage** and **equip** them with the necessary skill sets to tackle issues. With my guidance, I help them to establish order and construct a path to achieve organizational goals in a positive and rewarding environment. With the ultimate hope that the people will drive this process **independently**, in a sustained, enthusiastic, and self-perpetuating manner. Giving team members the "instruments to fly by". Something to gauge where you are and where you got to go (goals/strategies). What are top categories to work on (pareto).

Top Values

1 Caring	Caring is an integral component of basic human life. I believe it builds trust, it makes my relationships with others in both my personal and professional lives stronger, and caring motivates me to function at a higher level of performance. I believe caring can be as simple as finding out what someone needs, including the need to be valued, and then delivering on those needs, and that getting started with this is just a matter of asking.
2 Courageous	I don't know what tomorrow might bring despite the best preparations, planning, and intentions. Courage gives me the strength to face fear of the unknown, unknown, and unexpected head on an equal playing field.
3 Involvement	Detachment only leads to failure and being troubled and lost. There is no other choice but to be involved and share experiences side by side with others to make a connection and to make a difference.
4 Order	When events happen in the absence of design I believe even rubble can be shaped in to function and purpose.
5 Teamwork	We are not a team because we work together we are a team because we respect, trust, and care for each other.

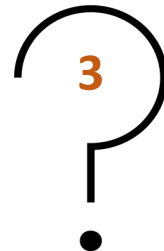
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Obstacles



What to Improve



Why Improvement is Needed



Establish Expectations and Support

Fran met with her manager Mike to discuss his **expectations** and her **support** needs.

Development Action Planner

Name: Fran Lee Manager: Mike Date: 4/29/21

PART 1: Development Goal

Goal: <u>Develop partnerships across functional lines.</u>		<input type="checkbox"/> Strength <input checked="" type="checkbox"/> Growth Area
Group or organizational payoff: <u>Improved collaboration, cooperation that will result in faster launches and more effective product development processes.</u>	Personal payoff: <u>Less time and stress managing and troubleshooting group conflict</u> <u>Preparation for future opportunities</u>	Target completion date: <u>Dec 17</u>

PART 2: The Plan

Learning Acquisition Plan (if required)

How will you acquire the knowledge/skill/experience (e.g., on-the-job learning, coaching/mentoring, action learning, training, reading, etc.)?

- Complete the Networking for Enhanced Collaboration and Building Winning Partnerships training by May 31.
- Read the book, The Relationship Edge, by June 15 and identify specific partnership behaviors to apply.

Application Plan

How will you apply the knowledge/skill/experience in your role?

- Share what I learned from the training at our next quarterly team retreat and coach team members in one networking or partnership technique.
- Engage others across organizational boundaries to identify three to five critical gaps or missed opportunities in product launches that have resulted from insufficient cross-collaboration.

PART 3: Support and Measurement Plan

What barriers/challenges do you expect?

Schedule/Time—I will prioritize workload with Isabelle to confirm what can be delayed and what can be handed off to others.

What support/resources will you need?

Funding for training; work with Isabelle to find alternative options for distributing work.

How will you know you are making progress?

Feedback from task force members and other colleagues on partnering and collaboration behaviors (monthly).

File Name: DYO-DAP



1



Obstacles



Learning Tension and Support



What to Improve



Establish the **Challenge** Theme

Next Fran developed some **mid-term goals** that would take her in the direction of her Vision for her leadership.



1



Obstacles



What to Improve

3

Why Improvement is Needed

2



Obstacles



What to Improve

Leadership Needs Analysis: Combined Results

Client: Shotz Bottling Co.

Group Surveyed
 Self-Assess: Supervisors - Bottling Division
 Manager: Managers - Bottling Division
 Direct Reports: Frontline Employees - Bottling Division

Needs self-selected by leaders in target group.
 Needs identified by managers of leaders in target group.
 Needs identified by direct reports of leaders in target group.
 Needs identified by composite of all groups assessed.

Question Number and Description	Ranking of Leader Needs by Group				DDI's Leadership Courses
	Self-Assess	Manager	Direct Reports	Combined	
1 Uses effective communication skills	13	5	4	9	Communicating for Leadership Success
2 Provides feedback	9	5	26	16	High-Impact Feedback and Listening
3 Coaches employees	22	20	20	23	Coaching for Peak Performance
4 Creates an innovation culture	8	13	6	10	Fostering Innovation
5 Handles chronic performance issues	10	18	13	12	Addressing Poor Performance
6 Manages performance cycle	5	11	10	6	Setting Goals and Reviewing Results
7 Develops talent	1	24	3	5	Developing Yourself and Others
8 Delegates tasks	20	20	19	21	Delegates with Purpose
9 Builds trust	27	27	1	24	Building and Sustaining Trust
10 Accelerates organizational changes	26	20	7	22	Driving Change
11 Resolves conflict	7	11	8	7	Resolving Workplace Conflict
12 Ensures organizational goals are met	19	16	15	18	Executing Strategy at the Front Line
13 Engages team members	24	25	24	26	Engaging and Retaining Talent
14 Appreciates differences	13	14	22	17	Valuing Differences
15 Builds high-performing teams	5	8	12	8	Maximizing Team Performance
16 Creates partnerships	3	4	2	1	Building Winning Partnerships
17 Uses a decision-making process	18	16	18	19	Making High-Quality Decisions
18 Builds virtual teams	15	18	11	14	Leading Virtually
19 Coaches effectively with limited time	15	23	9	15	Advanced Coaching
20 Leads meetings	10	9	21	11	Making Meetings Work
21 Manages time and resources	10	10	25	20	Planning and Managing Resources
22 Gains commitment	23	15	27	27	Strategies for Influencing Others
23 Makes effective decisions	21	7	17	13	Accelerating Business Decisions
24 Has business sense	4	3	16	4	Making Sense of Business
25 Helps build networks	25	26	14	25	Strong Start
26 Builds own network	2	2	23	3	Networking for Enhanced Collaboration
27 Models customer interactions	15	1	5	2	Creating a Service Culture: Service Ldr's

REPORT SPECIFICATIONS

Sample Size	50	40	140	Self-Assess -- Data Collection Period
Number of responses	31	27	110	1/0/1900
Response Rate	62%	68%	79%	Manager -- Data Collection Period
Calculation Parameters				1/0/1900
Ability/Gap Multiplier - All Groups	2	2	2	Direct Reports -- Data Collection Period
Weighting for Combined	33%	34%	33%	1/0/1900
Highlight if rank is > or =	8	8	8	

CHART EXPLANATION

Rankings within each group are computed using both the Ability and Importance ratings from respondents. A higher ranking indicates an area where a need is rated relatively lower and importance was rated relatively higher as compared to other items.

Date prepared: Apr

Assess the Current Condition

AEDC-Manufacturing Solutions worked with the Shotz leadership team to conduct a **leadership needs analysis** to identify the critical few training topics to focus on.

2



Obstacles



What to Improve

Success



Production Supervisor

Competencies

A cluster of related behaviors that is associated with success or failure.

Note: Competencies are listed in rank order, from the most to the least important.

Applied Learning

Assimilating and applying new job-related information in a timely manner.

Key Actions

- **Actively participates in learning activities**—Takes part in needed learning activities that makes the most of the learning experience (e.g., takes notes, asks questions, completes tasks).
- **Quickly gains knowledge, understanding, or skill**—Readily absorbs and applies new information and develops skills from formal and informal learning experiences.
- **Applies knowledge or skill**—Puts new knowledge, understanding, or skill to use on the job; furthers learning through practice and ongoing feedback.

Building Customer Loyalty

Meeting and exceeding internal or external customer expectations while cultivating a secure commitment and trust.

Key Actions

- **Enhances the customer's self-esteem**—Demonstrates value and respect for the customer by giving the customer full attention and emphasizing the importance of customer concerns.
- **Clarifies the customer situation**—Asks questions to determine the customer's situation carefully; shares information and rationale about the situation; summarizes customer concerns and understanding.
- **Involves the customer**—Asks for the customer's opinions and ideas and involves them in their support when clarifying expectations, agreeing on a solution, and checking for understanding.
- **Takes the "HEAT"**—Handles dissatisfied customers by Hearing the customer's concerns, Empathizing with the customer's situation and associated feelings, Apologizing (without making excuses), and Taking responsibility for action.

Assess the **Current** Condition

Fran and Mike worked with their AEDC-Manufacturing Solutions coach to develop a **competency model** with **key actions** for her leadership.

2



Obstacles



What to Improve

SUPERVISOR/FIRST LEVEL LEADER

Adaptability

Maintaining effectiveness when experiencing major changes in work responsibilities or environment (e.g., people, processes, structure, or culture); adjusting effectively to change by exploring the benefits, trying new approaches, and collaborating with others to make the change successful.



	Self	AVG	MGR	PR	DR	OT	Average & Range				
	3.7	3.3	3.0	3.7	3.3	3.0	1	2	3	4	5
Adjusts behavior quickly modifies daily behavior and tries new approaches to deal effectively with changes; does not persist with ineffective methods; leverages available resources to ease transition.	3.0	2.3	2.0	2.0	2.0	3.0	[Bar chart showing range from 2.0 to 3.0, average at 2.3]				
Approaches change with a positive mind-set treats new situations as opportunities for learning or growth; actively seeks to identify and communicate the benefits of changes; collaborates with others to implement changes.	4.0	3.5	4.0	4.0	4.0	2.0	[Bar chart showing range from 2.0 to 4.0, average at 3.5]				
Tries to understand changes actively seeks information (from coworkers, leaders, customers, competition, technologies, and regulations) to understand the rationale and implications for changes.	4.0	4.0	3.0	5.0	4.0	4.0	[Bar chart showing range from 3.0 to 5.0, average at 4.0]				

	Norms	My AVG	Difference
Universal	4.37	3.30	-1.07
Professional&Business Services	4.32	3.30	-1.02



Assess the Current Condition

Fran invited her manager Mike, some peers and direct reports to give her **feedback** on her use of the competencies and key actions.



Set a **Target** Condition

Next Fran developed some **short-term goals** that would take her in the direction of her Challenge goals for her leadership.

Leadership Competencies	Fran Lee	01/05/22	Key Action Challenges and Related Metrics
Top 3 Key Action Strengths			
Creating a Culture of Trust	Key action - Builds rapport. Leverage my strength in this key action to facilitate improvement in Building Talent - Assesses to identify goals.		
Top 3 Key Action Improvement Areas			
Coaching	Key action - Engages and involves. Improve average feedback rating from 2.7 to 3.5 in next 12 months.		

3



Obstacles



Why Improvement is Needed



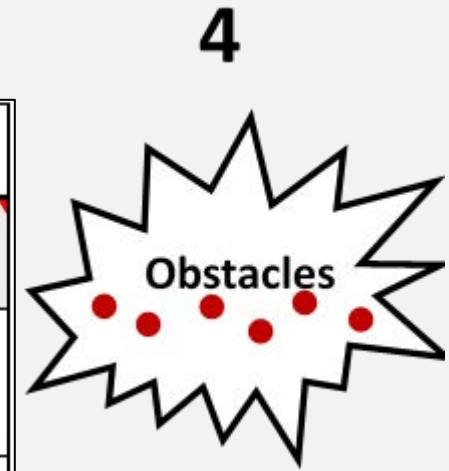
Focus on **Too Many** Things



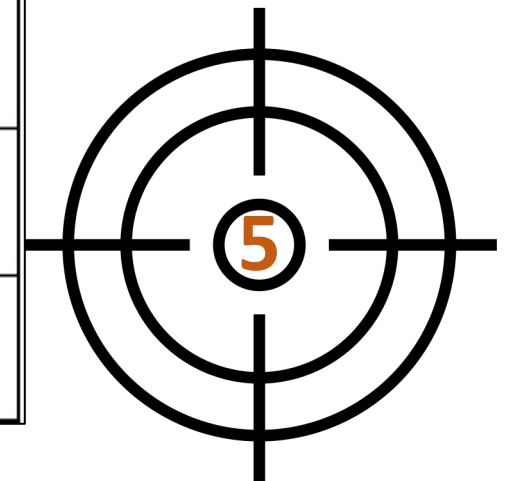
Identify **Obstacles** in the way of short-term goals

Fran brainstormed a list of **obstacles** that were keeping her from her goals and selected **one** to work on.

4. Leadership Competency <u>Obstacles</u>			
Key Action	No.	What's In the Way of the Target?	Metrics
Key action - Engages and Involves. Improve average feedback rating from 2.7 to 3.5 in next 12 months.	1	My desire to be the "expert" and have all the answers	
	2	Lack of experience of team	
	3	Unfamiliar with the Discussion Planner	No. of DP's used/mo.
	4		
	5		



Obstacles



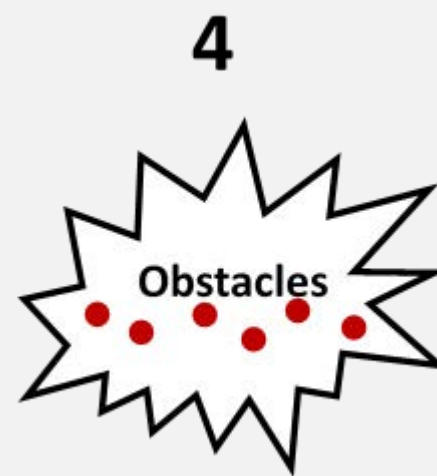
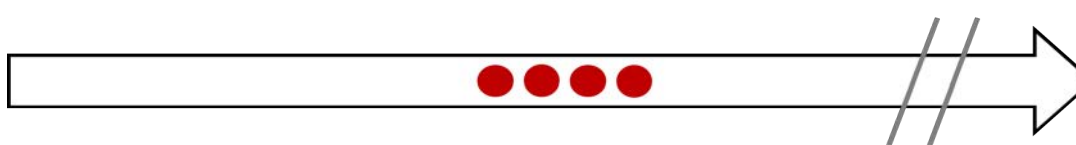
Focus on **Too Many** Things



Plan and conduct Experiments to work through Obstacles

Fran planned and conducted little “**experiments**” to work through the Obstacles on her improvement path.

5. <u>Competency Experiments Record</u>								
Target Condition:	Engages and Involves. Improve average feedback rating from 2.7 to 3.5 in next 12 months.		Do a Coaching Cycle	Conduct the Experiment	Challenge:	To improve average score on leadership competencies from a 3.55 to a 3.98 or greater by 12/31/22.		
Obstacle:	Unfamiliar with the Discussion Planner				Learner:	Fran Lee	Coach:	Keith Gammill
Date	Step	What do you expect + metric			What happened	What We Learned		
1/5/2022	Use discussion planner to have proactive coaching conversation with Joe Smith.	To help Joe be better prepared to do the line changeover at the end of the week and get better at using the Discussion Planner.	Prepared DP and had conversation with Joe on 1/7/22.	Discussion Planner helped keep conversation focused. Joe had never changed over the line and was nervous about doing it without help from a more experienced operator.				
1/12/2022	Use discussion planner to have a reactive coaching conversation with Joe Smith after the line changeover on Friday.	To find out how the changeover went from Joe's perspective and identify additional needed support. To get better at using DP.						



Obstacles



Fear and Insecurity



Focus on **Too Many** Things

Transformational Leadership Improvement

Process:

Develop long-term leadership **vision**.

1. Establish 12-18 month **goals**
2. Define your leadership **current** state
3. Set **short-term** (4 week) goals
4. Identify **obstacles** and plan **experiments** to bridge the gap between current state and the short-term goal

Execute plan with coaching **support** and **feedback**.

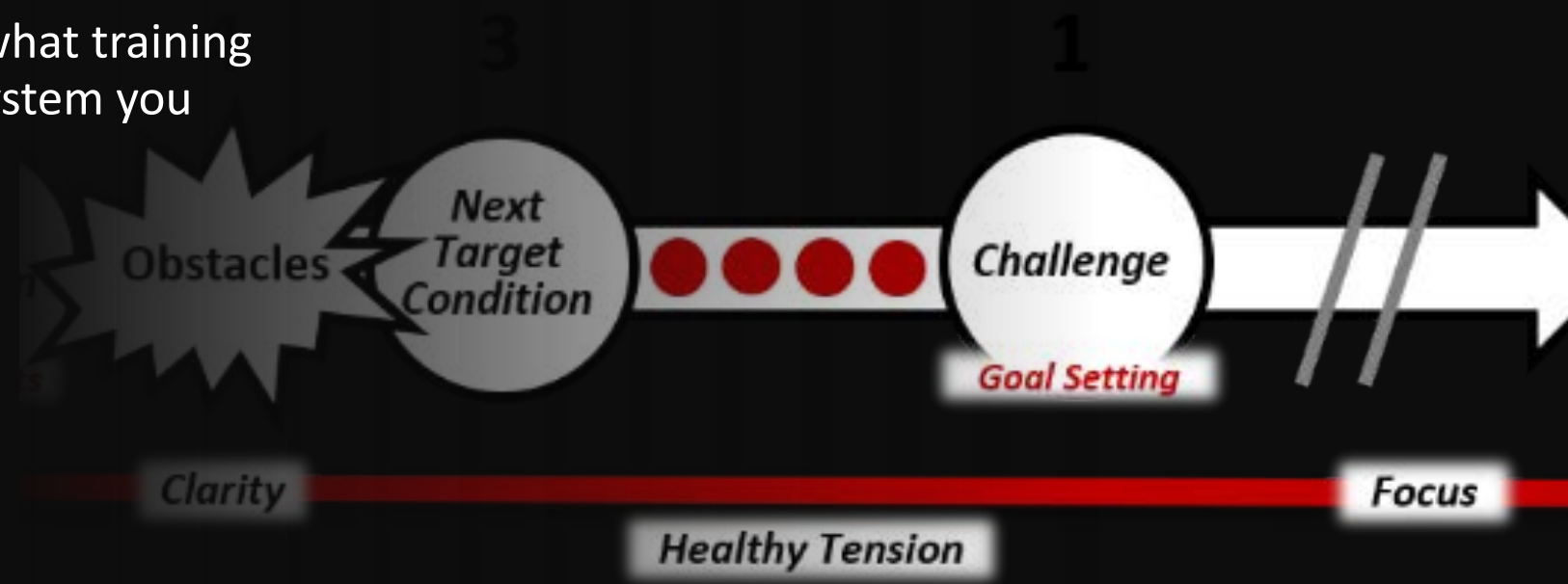


VIDEO COMPUTER SYSTEM

It's not about the tool...

The TLI process works no matter what training "program" or KPI measurement system you choose to employ.

It's about the process.





Next Steps

What do you see as the biggest **obstacle** to implementing a process like TLI in your organization?



Do I really **need**
a coach to
improve my
leadership?



So far so **good**....



I can **do** this....



I am the next **Picasso!!**



#\$%* @!!!

Questions!



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