

*Scripts*_{for}
Good Communications
Quality

OVERARCHING CONSIDERATIONS GUIDING THE DEVELOPMENT OF THESE *Scripts*

- Out of the six personality types, the target audiences within UTC are workaholics and persisters with reactors in distant 3rd.
- Highly predictable behaviors and words flow out of a distressed state.
- The corporate environment fosters people operating in a distressed manner.
- "Distress" is the resultant of my psychological needs not being met. NOTICE: the word is "needs" **not** "desires" or "wants." It is a psychological non-negotiable.
- The very topic of "deficiencies" strikes at the core of the biggest needs of workaholics and persisters.
- The info/data presented by Quality can be construed as an invitation to distress by workaholics and persisters.
- An invitation to distress for the workaholic =
 - Not being recognized as a contributor or value added
 - My ideas are not being solicited, heard or valued
 - # tasks > time to do them well
 - Reality does not meet my expectations.
- An invitation to distress for the persister =
 - My opinions are not valued
 - My beliefs are not considered
 - My convictions are violated
 - My values get trampled.
- My state-of-being directly effects people hearing me.

OVERARCHING CONSIDERATIONS GUIDING THE DEVELOPMENT OF THESE
Scripts (continued)

- A culture of 2nd° distress can become institutionalized through language, behavior and talk as follows:

RECOGNIZED AS IMPORTANT: My "right" vision, blame, I'm right, victimized, noise-making

SEEN AS TABOOS: Accepting "their" view, acceptance of accountability, accepting fault

REPEATED BEHAVIORS: Complaining about "them," finger pointing, nasty-grams given, dropping-out, optionalism, "let 'em" attitude

SYMBOLS: Position, credentials, bruises, nasty-grams received, achievements

- The daily work environment continually offers invitations for people to be in distress.
- If I speak to you in a manner that addresses your needs I will invite healthy conversation.
- Personality-type dictates my presentation not their organizational level.

Product Failure: External	
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Situation: Product has made it into the field in a non-conformance state.

Scenario 1

- * Acknowledge that the people want to do a good job
- * Acknowledge that the people believe in doing good work
- * And if we contracted to do something for someone we want to do it (lace in appropriate example)
- * I have received some information from a customer and I personally don't like it.
- * How would you like me to deliver this to you?

Scenario 2

- * How many of you enjoy getting good feedback?
- * How many of you enjoy being told you do a good job?
- * What do you do when somebody calls and tells you something you don't want to hear?
- * I got one of these phone calls today.

Scenario 3

- * How many of you think we can exist without _____(insert name)
- * It's one thing to recognize faults, it's another thing to get beat up. It's kinda like me beating up my little brother...It's OK for me, but not for someone else.
- * I got one of those visits today.
- * We've got some issues and they are solvable but it requires everyone here today to put on their best thinking caps. We got to these positions by being clear thinkers.
- * Having said this, here it is...

	Product Failure: Internal	
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Situation: Non-conforming product has been detected before shipping.

Scenario 1

- * I've known you guy for twenty years and you are some of the best thinkers around and you love solving problems
- * If something doesn't work you ask Why, if something doesn't meet performance, you guys are the first on the scene.
- * You have worked very hard on _____ and some of you will be more than a little disappointed when you hear that some of our expectations have not been met.
- * So I have a challenge for us today...

Scenario 2

- * Remember when we were little kids and you got a toy and tore it about to know how it works?
- * We've got a situation today which will require you to get that inquisitive nature back.
- * We've got an opportunity today to take _____ and make it work better.
- * So the question is, How would you all like to tackle this problem?

	New Demand, NewWork	
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Situation: New requirements from the outside are creating work for the organization.

Scenario 1

- * Walk in with a full plate of fruit and ask someone to add another piece. Watch it roll off.
- * I know that all our plates are like this.
- * This is what we have to deal with today. We have _____ that is requiring new attention and work for us.
- * The reason we are coming to you today is because you know how to solve this kind of problem.

Scenario 2

- * Bob, what do you do when somebody gives you another task and your plate is already too full?
- * John, what do you do?
- * Well, we have a similar situation evolving today...

	Audit Report	
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Situation: Audit report received with less than stellar findings.

Scenario 1

I've just gotten the report on our audit and this is analogous to getting a report card at school. And when it wasn't good we would lose it before showing our parents. How many of you did this? Well, how would you like me to give this to you?

Matter of fact, what do you think the results showed?

First, here's what we did a great job in... Congratulations!

Secondly, here are some opportunities and I am going to invite a discussion about what we will do about them.

	COQ Targets	
<p data-bbox="237 327 878 359">Situation: Cost of Quality targets must be issued.</p> <p data-bbox="237 401 370 426">Scenario 1</p> <p data-bbox="237 432 1377 516">All of us own this business. All of us have done a great job in making it work, and it has taken everyone of us to accomplish this; and 32 quarters of improving returns did not happen by accident.</p> <p data-bbox="237 525 1386 611">We have been charged to become highly creative in how we can take a minimum of \$200m out of the cost of quality. With that in mind, let me invite each of you to work in groups of three and each come up with scenarios for possible targets.</p> <p data-bbox="272 615 1036 642">If you were in charge of making this happen, what would you do?</p>		

	Tough Call	
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Situation: Making a touch call on booking the sale of an incomplete product.

Scenario 1

We have a dilemma on our hands and I can think of no finer group of people who can help work through this and stay true to our values.

(Describe scenario).

A lot of our people see this as a compromise, a violation of our integrity. We have a couple of options:

1. Continue to _____ and run the risk of our people adopting these practices in other areas and this becoming a way of life; or,
2. Fix the process.

	Org. Conscious	
<p>Situation: People expect you to "keep them honest;" be the organization's conscience; drive improvement processes like Passport; be a customer proxy.</p> <p>Scenario 1</p> <p>One of the things that you have asked me to do is to help us take a look at some of these hard issues of great importance to our corporation. We have all worked very hard on a particular project and I will mention it right now_____.</p> <p>I know that each one of you possesses an integrity that will not let you do a second rate job. The opportunity confronting us is _____.</p> <p>Scenario 2</p> <p>When you were little, your Mom and Dad would feed things into your minds about what is right and wrong; they would reinforce these to the point that when they were no longer around and you were confronted with a similar situation you could almost hear them say "Watch out," or "OK." Some of us are walking around with that today.</p> <p>You know, this is kinda what you have contracted me to do for you. The customer has asked me to come to you and point out a couple of things that will help insure our futures with them.</p>		

Situation: Expectations must be set with executives relative to Quality's role.

Scenario 1

Let's you and I have a conversation about your expectations of me and my expectations of you. You tell me what you expect and I will tell you if I can deliver and vise-versa. To kick this off let me give you the charge I have been given..._____.

How would you like me to give you news that is not complementary?

How would you like me to give you news from a customer that is sometimes scathing?

How would you like me to give you feedback that violates the integrity and values of this company?

And furthermore, if you have the feeling or sense that I am not objective in my dealings with you or the customer will you let me know?

Caution,
Talking to
Workaholic

Caution! A workaholic moving into distress will "come at you" or attack by...

- * challenging your data
- * presenting opposing facts
- * "show me the relevance of that data to my shop"
- * questioning the source or the source's credibility
- * "who gave it to you"

WRONG Response

- * Using an accusatory tone. They will give back in kind.
- * Giving a command or directive to a workaholic.

Prudent response...

* I can appreciate the fact that you have worked hard and it looks like I came in here to point out where you are wrong, missed the mark. That is not what I wish to do. I think we both have the best interest of the corporation at heart. I do have this data, and if it is accurate, will you tell me how you would like me to present it to you and what we will do with it?

-or-

* I hear you and if I were sitting in your shoes I wouldn't want to hear this stuff either. Now, we do have this data. What would you like to do with it and how would like to do it?

	Caution, Talking to Persister	
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Caution! A persister moving into distress will "come at you" or attack by...

- * criticizing
- * Making demeaning comments, i.e. "is this all you have to do?" or "Do you ever bring anything positive to this meeting?"

Prudent response...

* I understand that my presence is sometimes viewed just as you have said it. I do bring negative information to you. You're right, this is what the corporation has asked me to do, and I don't like doing it because it invites what you have just raised. I am willing to explore how we can do this without me bringing you negative news. Let me invite you to put my hat on. How would you do what I have been charged to do?

	Caution, Talking to Reactor	
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Caution! A reactor moving into distress will ...

- * start to over adapt and not take a position or make a decision
- * start to make mistakes and become less assertive
- * look to please and be quick to say “everything’s just fine.”

WRONG Response

- * Becoming aggressive and hammering with questions.
- * Demeaning them and suggesting they are not up for the job.
- * Setting them up to feel unwanted.

Prudent response...

* Let’s take a break and you and I get a cup of coffee. You know, its great having you on this team. You bring so much to the group. How are things outside work? What’s planned for the weekend? Back to the topic we were discussing...I know it can be hard making an unpopular decision. Let’s talk about the best way I can support you.