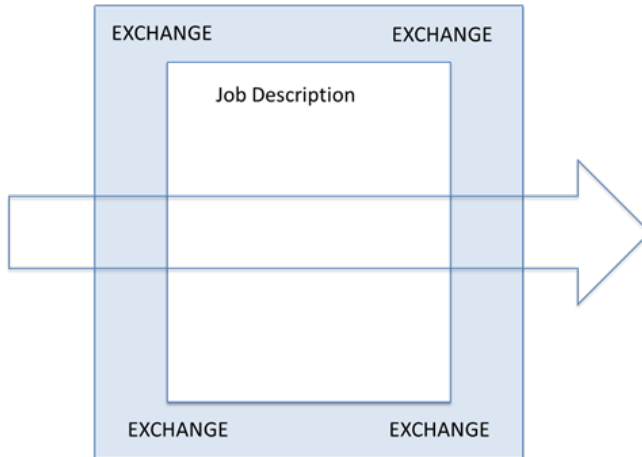




Management Development Series
Healthy Workforces

Our Journey so Far

“My filters rob organizational potential.”

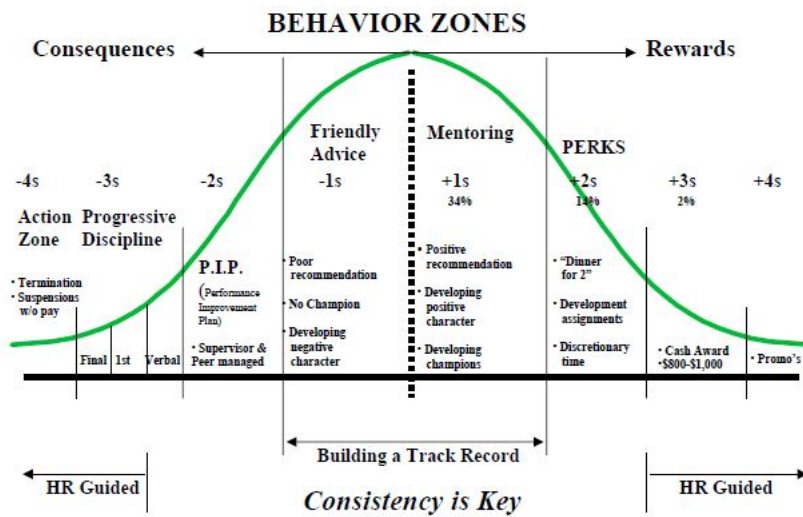


MVT
MyBlueTeam.com
Unlocking Better Businesses

MANAGEMENT STANDARD WORK:
UNLOCKING POTENTIAL

Pigeonholed	Filter	Possible Potential	Unpigeonholing Activity

"My filters rob organizational potential."



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MANAGEMENT STANDARD WORK:
PROCEDURAL JUSTICE

Policy Procedures Precedent

Objective: Consistency of application within a supervisory area and across all supervisors on all shifts.

Assignment: As a management team, choose which of the following are most relevant to your plant. Discuss and agree on how you define each one, apply to all personnel.

- **Safety:** safety practices provided for the job are followed
- **Quality:** acceptable work to the specification is performed, no more discrepancies than normal are produced.
- **Proficiency:** has the level of knowledge and experience necessary to do the job in a competent manner (no need for "class-classes" or help), can do the job from start to finish, has a clear idea of what must happen) without unnecessary delays.
- **Use and daily P.M. of tools and equipment:** correctly uses the tools required for the job and performs daily preventive maintenance as specified.
- **Attendance**
- 5-S...the concept of orderliness
- **Cost consciousness:**
- **Adaptability**
- **Dependability**
- **Use of work time**
- **Teamwork**
- **Cooperation**
- **Job Knowledge**
- **Team ethics:**
- **Approachability**
- **Customer care**
-

"My filters rob organizational potential."

Purpose:

To improve how we think and process data

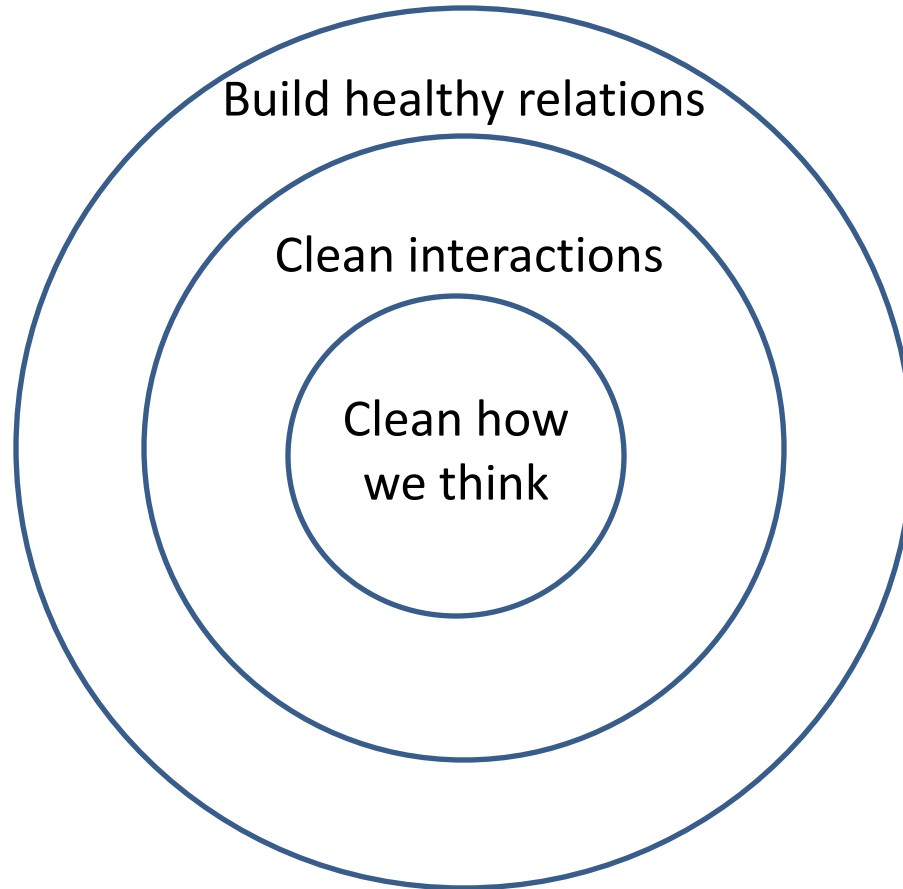
In a way that improves how we deal with conflict

So that we are better able to create healthy work environments.

Products:

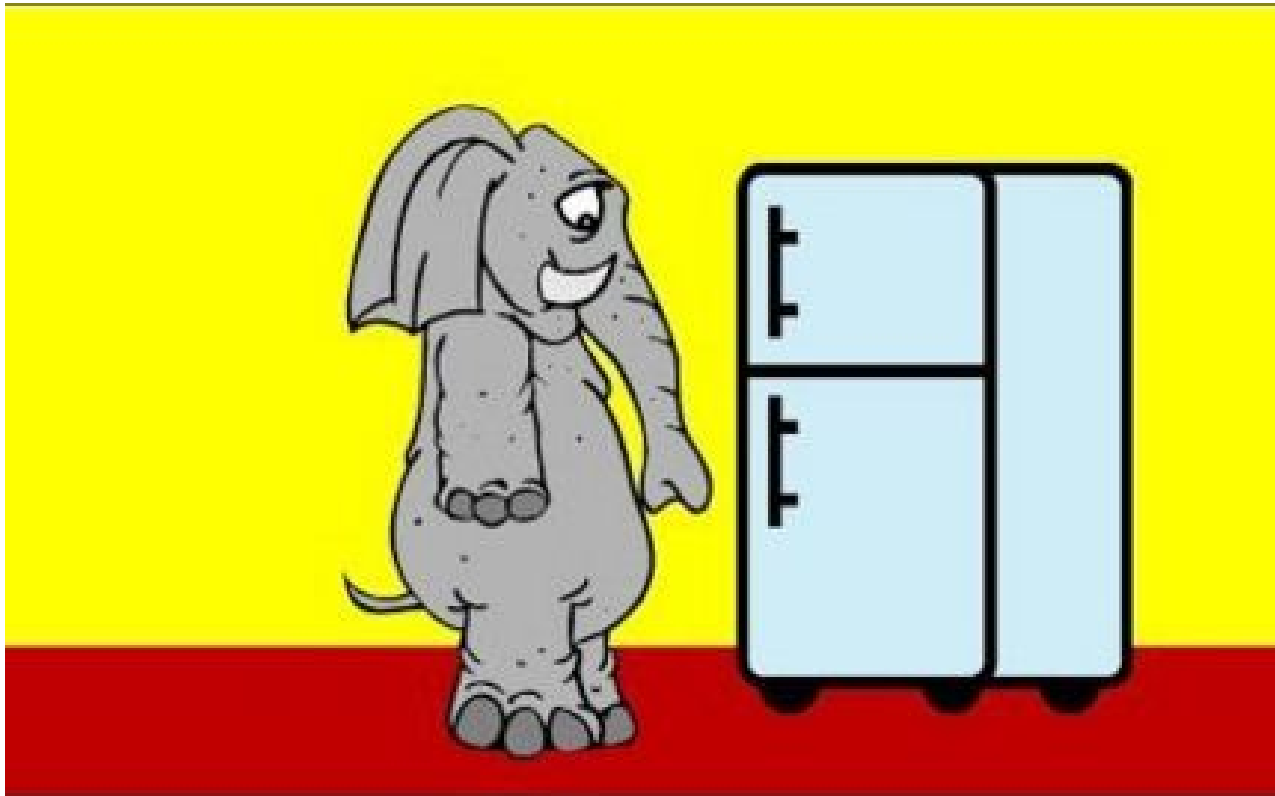
- 1) Identify core critical thinking traps
- 2) Improved decision making capability
- 3) Increased choice in approaching conflict
- 4) Path forward to creating healthy workforces

Today's Agenda

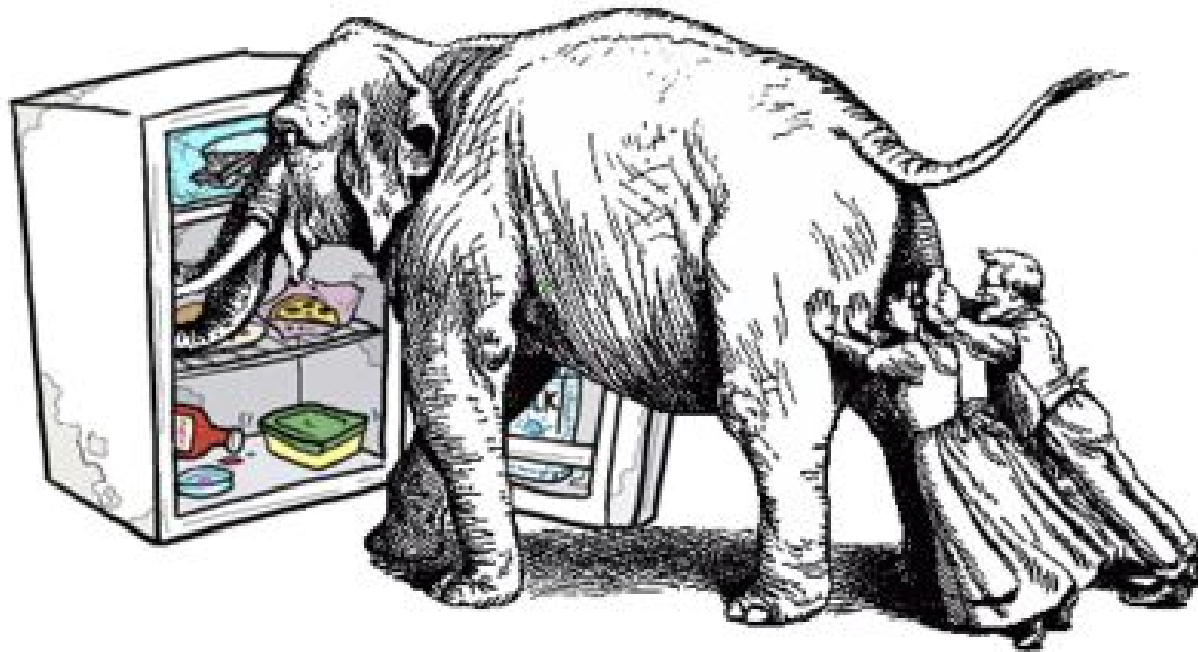


A QUICK QUIZ ON CRITICAL THINKING

Q: How do you put an elephant into a refrigerator?



A: Open the door, put in the elephant, close the door.

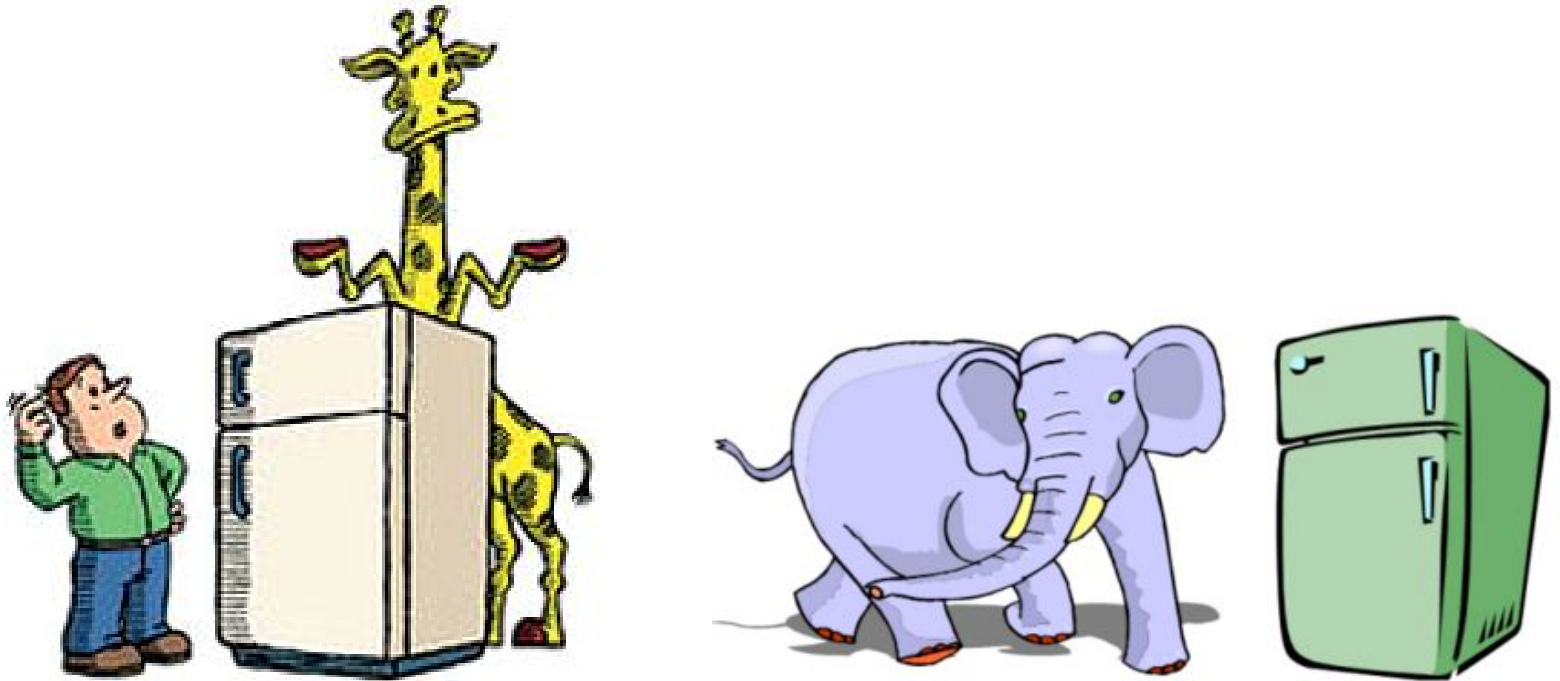


This question tests whether you tend to do things in an overly complicated way.

Q: How do you put a giraffe into a refrigerator?



Did you answer, “Open the refrigerator, put in the giraffe, and close the door?”



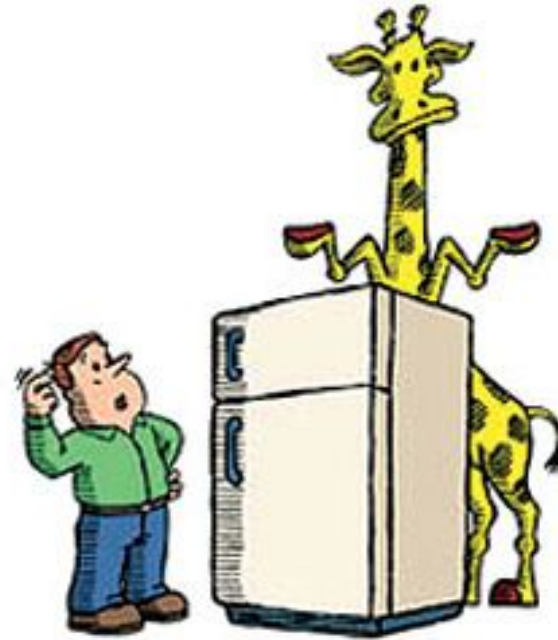
Wrong. A: Open the refrigerator, take out the elephant, put in the giraffe, close the door.

This question tests your ability to think through the repercussions of your actions.

Q: The Lion King is hosting an Animal Conference. All the animals attend . . . except one. Which animal does not attend?

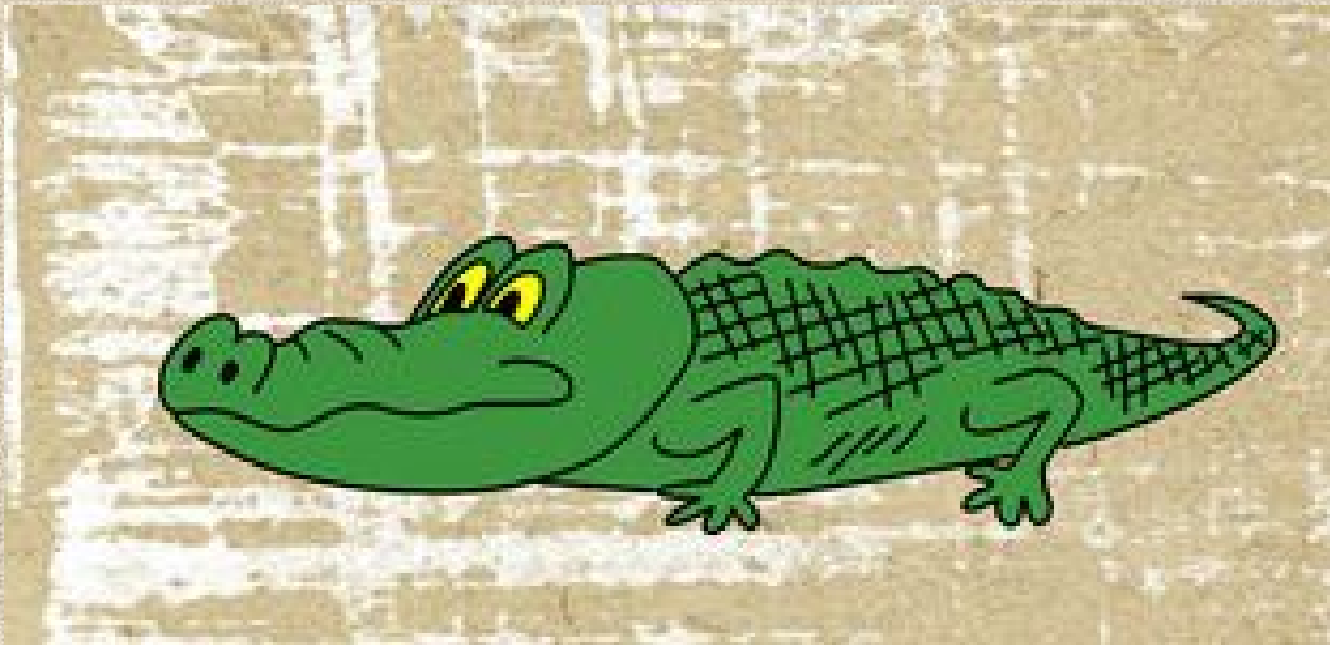


A: The giraffe. He is in the refrigerator. You just put him there.

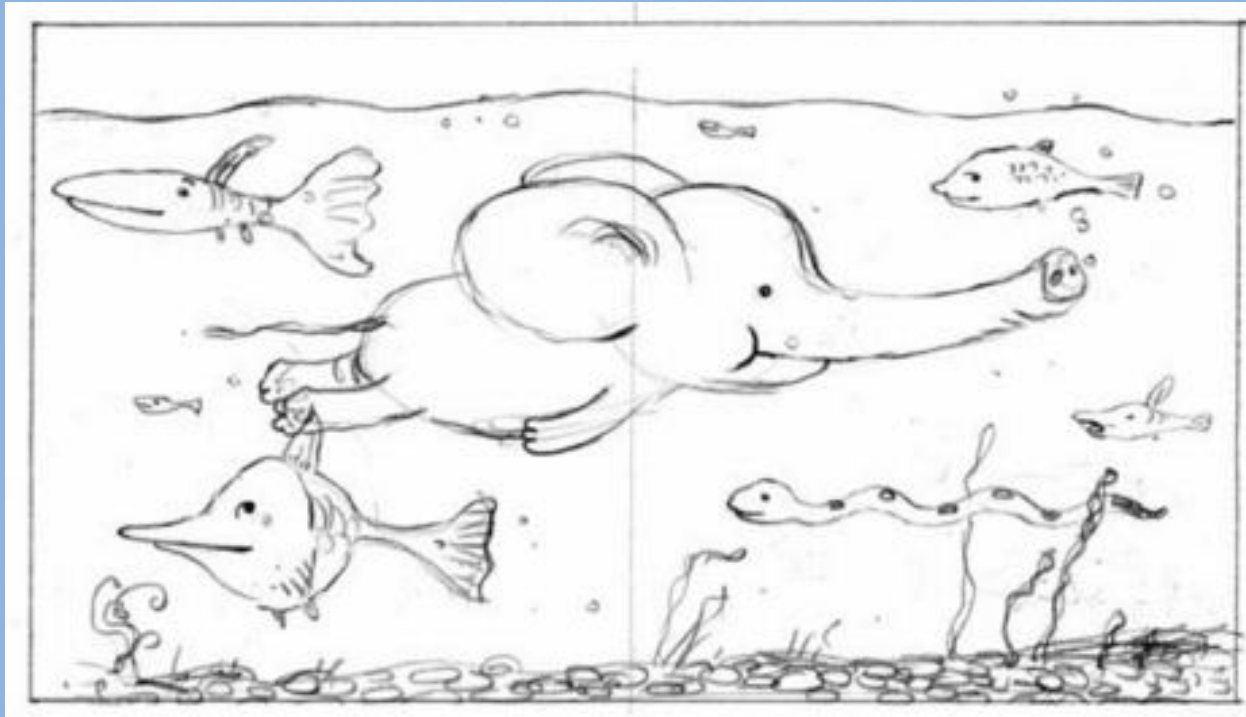


This question tests your memory.

Q: There is a river you must cross, but it is used by crocodiles and you do not have a boat. How do you manage it?



A: You jump in the river and swim across. Have you not been listening? All the crocodiles are at the Animal Conference.



This tests whether you learn from your mistakes.

THINKING

Improving my processor

Key Flow: Decision Making Process

Core Purpose:

To reach a conclusion, resolution, or judgment

In a way that uses good critical thinking skills¹ in conjunction with emotional and social intelligence

So that desired results are achieved with the least negative fallout.

Core Process:

D.I.V.E. – Define, Investigate, Verify, Ensure

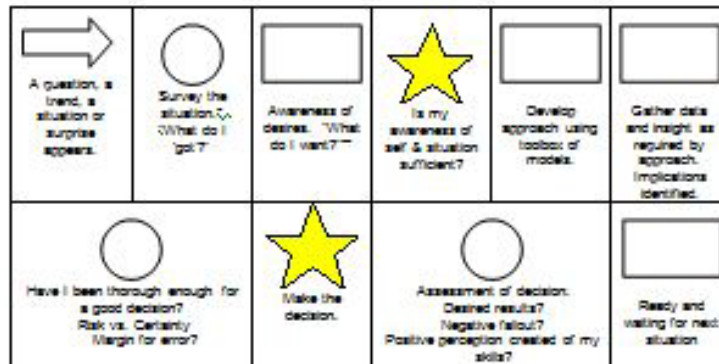
Product:

1. Well reasoned direction; decision
2. Data and rationale
- 3.

Key Beliefs:

1. Data and insight gathered from a wide variety of sources yields better insight...teaming is important.
2. Self awareness is an important element in making decisions...the very way I process information influences outcomes.
3. Decisions are conscious or unconscious...they all have consequences.

Flow Map



<ul style="list-style-type: none"> Compliant or Posing? Critical thinking skills? Social and emotional intelligence? 	<ul style="list-style-type: none"> Political savvy? Personality Motivation (PMOT)? Decision making style and option?
<ul style="list-style-type: none"> Advancing personal agenda or "purpose"? Low stakes or high stakes? 	<ul style="list-style-type: none"> Ethics consideration/stakeholders?

¹The hallmark for one who thinks critically is the ability to reason, assess, question, investigate, formulate, calculate, evaluate, and judge to make informed decisions and successfully solve problems for a desired outcome.

SELF

SOCIAL

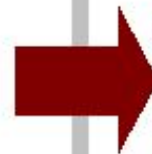
RECOGNITION

SELF-AWARENESS

Emotional Self-awareness
Accurate Self-Assessment
Self-Confidence

SOCIAL AWARENESS

Empathy
Organisational Awareness
Service Orientation



REGULATION

SELF-MANAGEMENT

Self-Control
Transparency
Adaptability
Achievement Drive
Initiative

RELATIONSHIP MANAGEMENT

Inspirational Leadership
Developing Others
Influence
Change Catalyst
Conflict Management
Building Bonds
Teamwork & Collaboration



Key Flow: Decision Making Process

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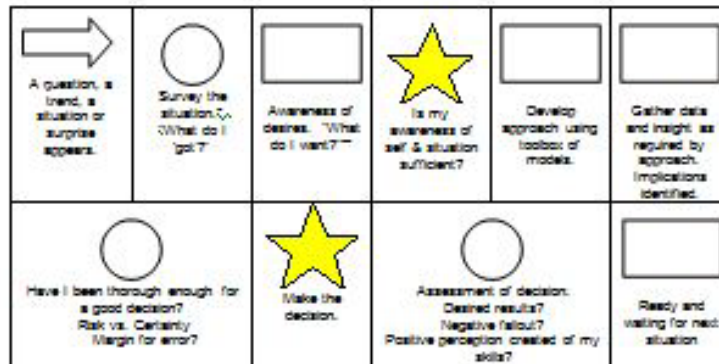
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Basic Critical Thinking Traps

- Anchor
- Framing
- Sunk Cost
- Inference
- Assumption

For example, am I “relaxing” or “wasting time?” Am I being “determined” or “stubborn?” Am I “joining” a conversation or “butting in?” Is someone “laughing with me” or “laughing at me?” Am I “helping a friend” or “being taken advantage of?” Every time we interpret our actions, every time we give them a meaning, we are making one or more inferences on the basis of one or more assumptions.

Person One

Situation: A man is lying in the gutter.

Inference: That man’s a bum.

Assumption: Only bums lie in gutters.

Person Two

Situation: A man is lying in the gutter.

Inference: That man is in need of help.

Assumption: Anyone lying in the gutter is in need of help.

We have a flag on the field

Throw a flag

1. Listen to the case study
2. Discuss with group
3. Flag the thinking error

Penalty

- Anchor : directs attention shuts down discussion
- Framing : positioning the story
- Sunk Cost : “been doing this for 25 years...”
- ~~Inference: “Use to be...”~~
- Assumption : I believe

Critical Thinkers Can:

- Summarize complex ideas
- Evaluate arguments and evidence
- Understand opposing positions
- Draw reasonable conclusions
- Predict logical consequences
- Devise sensible alternatives
- Solve complex problems

This Session's Assignment

Decision Making Assessment

Go to:

<http://www.proprofs.com/quiz-school/story.php?title=decisionmaking-style>

Or...

do the handout

Modes of Conflict Management

To create environments where people can have different viewpoints without it turning into conflict

In a way that the psychology and behaviors that drive an effective interpersonal engagement are understood

So that I become more in control of my own reactions/behaviors and the effect of my behaviors on others.

CBO: Conflict Resolution

Given a tense situation where opposing viewpoints are becoming out-of-control create and implement an intervention for reconciliation among the parties so that the process of improvement can continue.

Large topic with many entrée points

Negative emotional energy

Attachments

Personal distress sequence

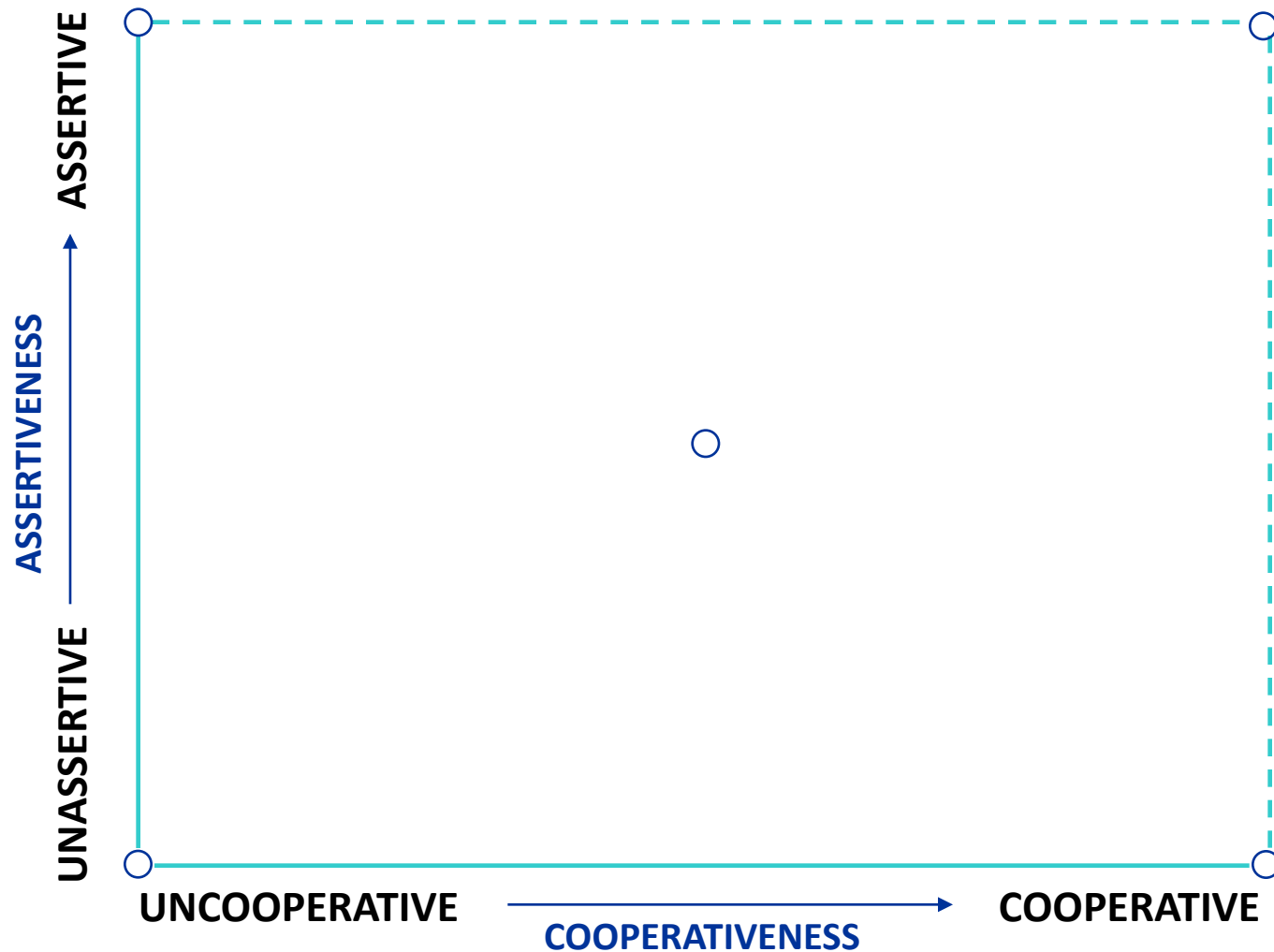
Modes of Conflict Management



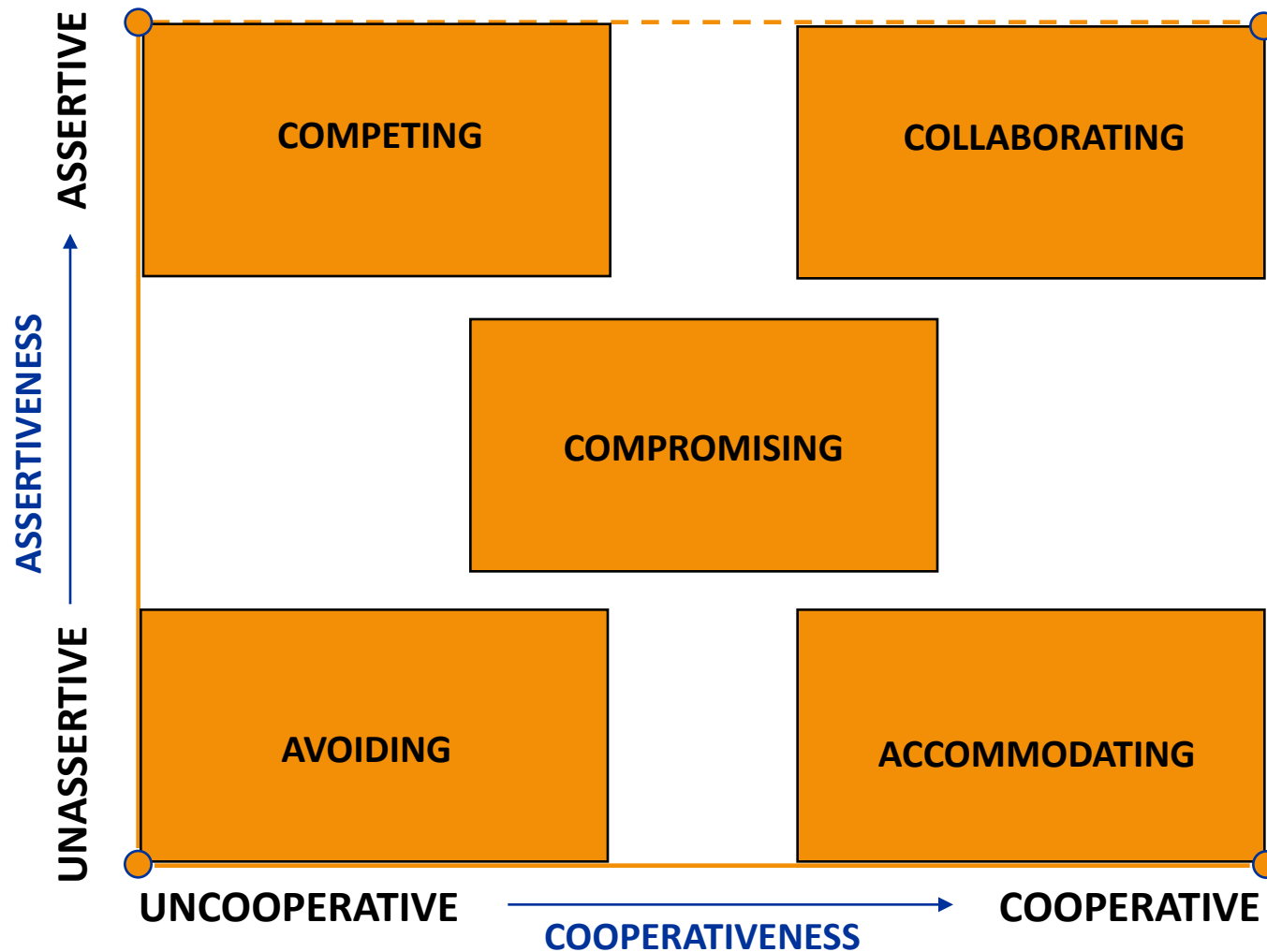
Conflict Begins

[Argument Clinic](#)

Thomas-Kilmann Conflict Mode Instrument



Thomas-Kilmann Conflict Mode Instrument

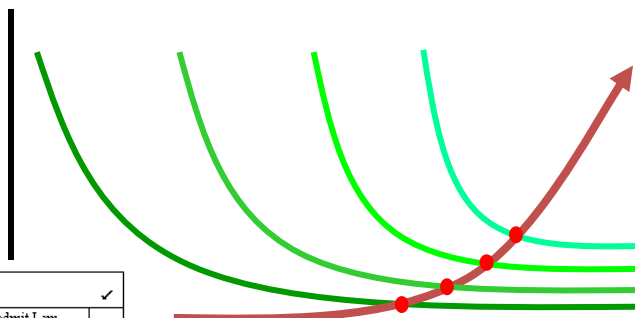


PRINCIPLE 3

You provide the environment

Principle 3

To provide a social and technical environment sufficient to meet all requirements in a way that continuous improvement of people and processes is a ritualized behavior.



The Dignity and Respect Check-up Sheet

1. The position I hold is valued and appreciated	31. I feel safe enough to admit I am wrong
2. I am included in decisions	32. When I get positive feedback
3. I am allowed to be playful about future events and not just reactive	33. When I am brought into confidence and "inside the circle"
4. Someone asks for my opinion	34. I am able to make my point without interruption
5. I am given constructive and thoughtful feedback	35. I am included in making the

Workforce Health Audit

Attribute	Description	Rating (0 low - 5 high)
Communication	Notice boards, notification of visitors, agendas posted, metrics posted, photos, names visible, meeting areas, informed people, open and honest conversations	
Time keeping	Punctuality, disciplined start and stop times, disciplined equipment start-up and shut-down times, adequate and proper time keeping systems, audit trail of plant entries and exits	
Time management	On-time corrective action reports, on-time projects, low salary OT, punctuality	
Direction	Schedules visible, planning charts, budgets known, visible production meetings, priorities understood, commitments met	
Goals	Goals visible, logically set, understood by people	
Quality/Reject issues	Low scrap, rework, low warranty, no escapes, no cribs	
Absenteeism	Less than 2%, sick days unused	
Accidents/safety	Safety audits in use with continually improving scores, safety metrics posted and improving	
Housekeeping	5-S in use with continually improving scores, pleasant work environment, tidy exterior	
Workforce attrition	Voluntary attrition rate around 3% annually..learned-out organization with fresh insights coming in, no involuntary layoffs	
Costs	Meeting goals, improving trends, people getting raises, improving ROIC, displayed, "open-book management" approach with employees	
Personal grievances	Common themes understood, tracked for significance, surveys taken, upward assessments	
Training & education	> 40hrs/person delivered, educational assistance program with 20% participation rate, skills matrix posted, low OT in critical skills areas, processes not individual dependant	
Rumoring	Personal drama, low coverage ☹ Plant closing, wide-spread coverage ☺	
Job satisfaction	Spirit and will, smiles, body language, people saying "hi," music, people engaged, willingness to do more than job scope, willing to give discretionary effort, ability to surge	
Suggestions	Ideas are shared, openness in discussing problems for improvement, team problem solving, "tool-box" meetings, people taking action items with ability to implement	
Vehicles in parking lot	No oil pools on pavement, newer vehicles, clean vehicles, seasonal sporting equipment (people feeling that job is stable and pride)	
Management turnover	Business unit manager and above in place for 60 months minimum, workforce has sense of stability in management and direction, loyalty to company, excited about product	
Support staff attrition	Seasoned engineers, supervisors, production control people who can provide solutions	
Business name	Stability in name, recognized by community, lgo exists, positive association	
People	Pride in appearance, good attire, positive personal hygiene habits, working, involved in extra-curricular activities, pictures displayed, work/life balanced, upbeat attitude, approachable, attentive to the work, self-initiated, have needed tools and resources	
Personal opportunities	Growth opportunities exist and are available, known progression system, freedom to grow	
Equipment availability	TPM program in use, equipment running, clean, capacity matches work reqmts., tools & equipment not stolen	
Plant layout	Logical, understandable, "no-hunt" signage, line-of-sight, few barriers, "management by eye"	
Management style	Yelling not tolerated, explanations readily given, willing to listen, "Leader's Window" in use, cares about the workforce by being attentive to issues, attempts are made to accommodate employee needs, unilateral actions are infrequent, fairness in policy use	
Performance mgmt.	System in place and used, expectations known, perf. Standards known, people dismissed for poor performance	
Policy administration	Time & attendance, OT distribution, vacations, make-up time, flex-time, promotion are consistently administered	
Work instructions	Available, clear, complete, success oriented, visual, current	

a given choice vs. being
 a given eye contact
 ing my intelligence, not
 positive picture when it is
 take the time to argue
 k responsibilities are
 my absence
 assumed that I am
 , professional and
 l
 errors ask for my opinion
 a not publicly taken-to-
 t change
 t the freedom to manage
 t the reason for decisions
 as differentials are not
 d
 feelings are validated
 onal factors are
 ed
 ple don't go around me
 a not the dumping ground
 frustrations
 undetermined
 I exist
 then I get stuck
 n by my name

Sum or ratings _____ + 28 = _____ (5 is the goal)

Engaged employees are the product of healthy work environments



The Knack