



Management Development Series
Basic Principles

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-line 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 30% employee participation, low OT in plant	
Humoring	Personal drama, low coverage @ Plant	
Job satisfaction	Spirit and will, smiles, body language, people give discretionary effort, ability to surge	
Suggestions	Ideas are shared, openness in discussing production items with ability to implement	
Vehicles in parking lot	No oil pools on pavement, newer vehicles, clean	
Management turnover	Business unit manager and above in place for loyalty to company, excited about product	
Support staff attrition	Seasoned engineers, supervisors, production	
Business name	Stability in name, recognized by community	
People	Pride in appearance, good attire, positive per work-life balanced, upbeat attitude, approach	
Personal opportunities	Growth opportunities exist and are available	
Equipment availability	TPM program in use, equipment running, clean	
Plant layout	Logical, understandable, "no-hunt" signage, clear	
Management style	Yelling not tolerated, explanations readily given, attentive to issues, attempts are made to address	
Performance mgmt.	System in place and used, expectations known	
Policy administration	Time & attendance, OT distribution, vacation	
Work instructions	Available, clear, complete, success oriented, updated	



“My thinking impacts the workforce.”

Key Flow: Decision Making Process

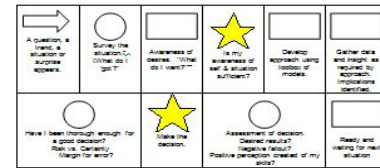
Core Purpose:
To reach a conclusion, resolution, or judgment in a way that uses good critical thinking skills in conjunction with emotional and social intelligence. So that desired results are achieved with the least negative fallout.

Core Process:
D.I.V.E. - Define, Investigate, Verify, Ensure

Product:
1. Well reasoned direction, decision
2. Data and rationale
3.

Key Beliefs:
1. Care and insight gathered from a wide variety of sources yields better insight... learning 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



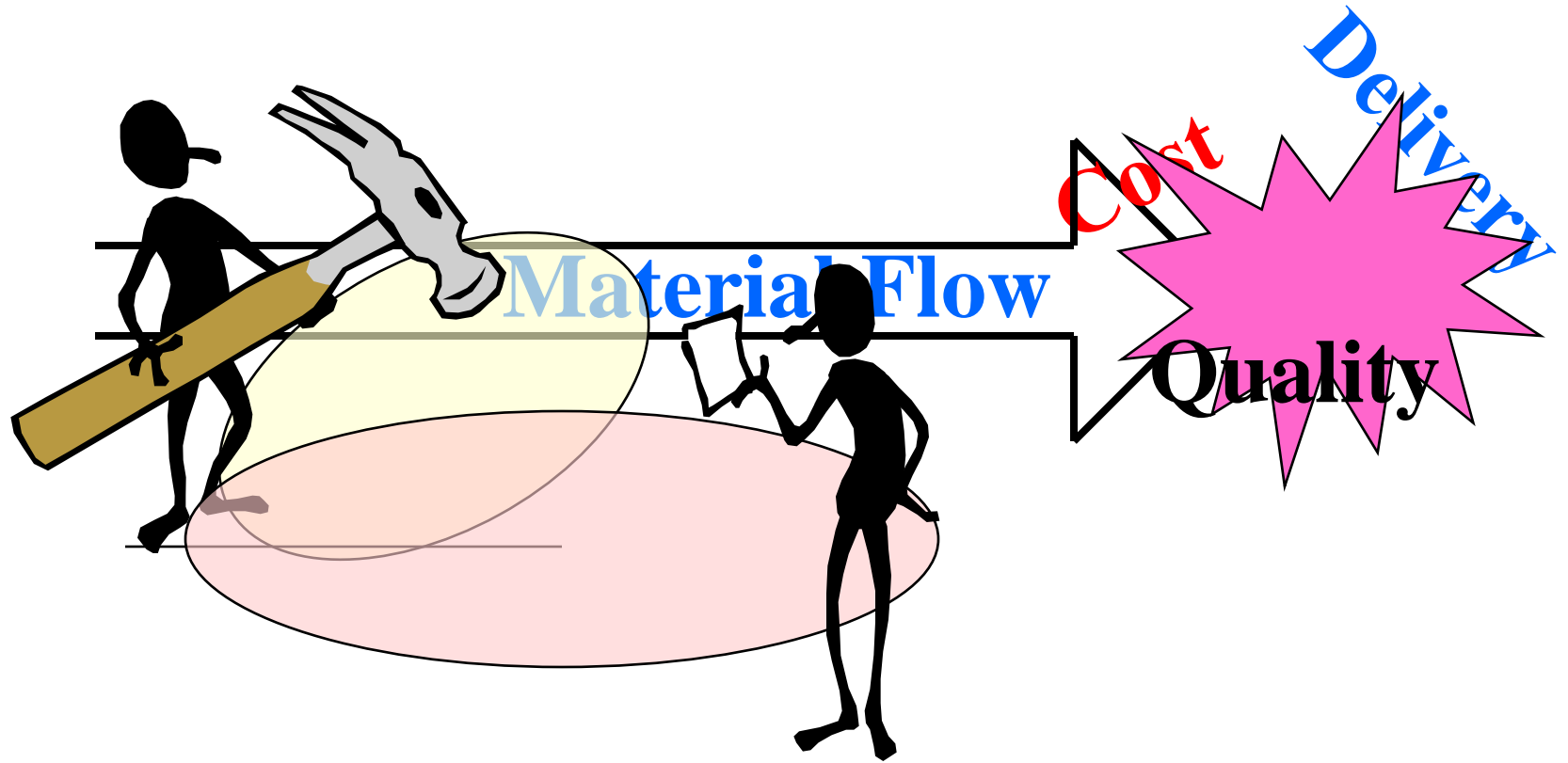
* Complete or close?
Close being asked?
Close and emotion management?
Anxious, nervous, angry or nervous?
Not aware or high stakes?

Positive entry?
Character: (values) (DQ) (DQ)
Decision making: (time and space)
Action: (consequence) (consequence)

The 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.

You and your work is important.

Outcomes



Based on your training,
 what is the definition
 of a "good" supervisor?
 a "bad" supervisor?

How do people experience you?

BE THE BOSS... Baseline your Behaviors

Effective/Good boss: Understands the company's goals and makes them happen; someone with integrity who guides/coaches/teaches/involves/engages a group to deliver goods and services efficiently and effectively while having genuine concern for their people.

Integrity	Stand by my word, accept accountability, sense of right from wrong, ethical	1	2	3	4	5	6	7
Knowledgeable/competent	Understands the job and the processes, Can't be "last talked", Can get answers	1	2	3	4	5	6	7
Accountable	The buck stops here, recognizes the work of others	1	2	3	4	5	6	7
Honesty	No hidden agenda, confronts issues, open, deals with perf. Month knows as a boss	1	2	3	4	5	6	7
Coaches/Coachable	Shares skills & knowledge, draws out talents, develops skills, allows team freedom to do	1	2	3	4	5	6	7
Motivates	Gives positive comments, Praise when due, Constructive comments, Establishes rapport	1	2	3	4	5	6	7
Listen	Allow completion of feedback and sentence, approachable, Minimum use of I/We/Us	1	2	3	4	5	6	7
Meets/teach	Gives advice & counsel, provides info to assist advancement, guidance for growth	1	2	3	4	5	6	7
Forgiving	Doesn't bring up history, creates a good situation (win/win), emotional intelligence	1	2	3	4	5	6	7
Organized	Good planner, proactive not reactive, structured list of tasks	1	2	3	4	5	6	7
Decisive	Can make timely decision based on great information, confident, knows where to go	1	2	3	4	5	6	7
Understand/teach	Balanced viewpoint	1	2	3	4	5	6	7
Complimentary	Speaks to the positive, says "thank you", noting one's good traits	1	2	3	4	5	6	7
Communicable	Convey message timely and effectively	1	2	3	4	5	6	7
Objective	Make decision based on data not impulsive, does not overreact, diplomatic	1	2	3	4	5	6	7
Delegates, empower	Gives responsibility and authority to people, enables the people	1	2	3	4	5	6	7
Consistent	Abide by principles/rules; consistency of purpose, no favoritism	1	2	3	4	5	6	7
Involves	Provides highly coverage; enables people do their job	1	2	3	4	5	6	7
Courteous	Not rude, respectful, knows their people's names	1	2	3	4	5	6	7
Exercise judgment	Cool under pressure, praise in public, punish in private, Makes good "call" in the grey	1	2	3	4	5	6	7
Focuses on Problems	Priorities, follows through	1	2	3	4	5	6	7
Conviction	Sense of right from wrong	1	2	3	4	5	6	7
Caring/compassionate/Compassionate	Addresses their people's well being, Talks with the team (Level 3 interaction), interest in people	1	2	3	4	5	6	7
Long-view	Long range planning, gives big picture & where you fit in	1	2	3	4	5	6	7
Pasaba	Dedicated, heart is in it, setting expectations	1	2	3	4	5	6	7
Impartial	Fair, not biased, Even tempered	1	2	3	4	5	6	7

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What is our leadership legacy?

“Destiny is not a matter of chance, it is a matter of choice”

–William Jennings Bryan

Our Legacy in Barre:

Key to Success

Personal Transformation is the key to
Cultural Transformation

PRINCIPLE 2

Your behaviors are important



To focus on the leadership aspect of our work

In a way that recognizes, appreciates and respects the realities of supervision

So that people would choose to work here if given a choice and be willing to give their discretionary effort.

1. Finding the balance among leading, planning and managing
2. Health Audit
3. Key drivers of unhealthy workforces
4. Fastest path to change

“They pay me just enough not to leave, so I work just enough not to get fired.”

Ready to proceed?

- Let's get introduced to Boss #1 and Boss #2.
 - Develop script for #1
- What fundamental “valuing” shift must occur for a person to even begin behaving like Boss #2 ?
- What is a key assumption I need to hold about others involved in the problem?

How to be Boss # 1

- Set the tone with confrontative, accusatory and aggressive body language... their carelessness just made your life more complicated
- Be emotional and release your frustration and anger on them since they did this to you
- Cut-off the other person's use of excuses as they try to shirk responsibility; quickly sum up the situation through interrogation and draw conclusions before they finish the story
- Immediately affix blame so they know you are serious about fixing the problem
- Too much talk erodes intensity; be concise, to the point and don't let the other person dominate the conversation
- You are now accountable for fixing the mess they created; dismiss them from further involvement with the caveat "this is not over" and make known there will be consequences and repercussions
- Leave them to think about what they just created and let them grow through stewing

Engaged employees are the product of healthy work environments

Levels of Employee Engagement



DDI Research Concludes

Busting

- Sending mixed messages
- Self-welfare first
- Take no responsibility
- Jump to conclusions
- Hide information / lie

Building

- Straight talk
- Treat others as competent
- Seek opinions of others
- Keep promises / commitments
- Live the message

The Work of Leaders

- Clarify Performance Requirements
- Ensure Capacity
- Build stakeholders
- Enable possibility thinking
- Foster spirit and will
- Cultivate an appreciation in the work



What breaks the Spirit and Will of a Supervisor?

- Not enough resources to address the requirements
- Buck does not stop with the supervisor.
- No support from upper management
- Indecision
- Not following through with a promise
- Having unilateral, unreasonable goals set without input.
- Being accountable but not in control.
- Choosing which category of chewing/reaming to absorb (production vs. OT)
- Micromanagement
- Not asked to provide input. Kicking bull.
- Ignorance to suggestions, comments, ideas brought forward.
- No appreciation of “work” performed, can’t recognize value of our work.
- Focus on failures not achievements.

“Bring your boss to work day.”

What breaks the Spirit and Will of a Supervisor (continued)

- Getting beat-up
- Being accused
- Not being listened to
- Managers interfering
- Not being backed-up on decisions
- Over-criticizing
- Differing standards
- Dumping on
- Scapegoat
- Not having successes recognized
- Reversing decisions
- No one caring
- Not being trusted
- Mistakes more visible than successes
- Undermining
- Managers not being open, honest and up-front
- Lack of empowerment
- Managers driving process changes when they are not the ones doing the work

Breaking my spirit

- Rat me out to their dad
- Never give any praise
- Ridicule ideas...especially publically
- Failed promises
- Take advantage of me
- Blatantly lie to me
- Ignore me
- Accuse or blame me
- Not be present
- Pitting against others
- Negative feedback
- Make you feel like you don't matter
- Cut in pay

Breaking my spirit at

Breaking my spirit

- Belittled
- No making a decision
- Never good enough
- Going around the chain of command
- Public dressing down
- Constant fault finding
- Workload that sets me up to fail
- Throw me under the bus
- No thank you's
- Not being included in decisions
- No support for decisions I make
- Not getting communications
- Worker knows situation before me
- Lack of opportunities (flat organization)
- Micromanaged
- Negative only and critical comments
- Inconsistency
- Lack of direction (you missed doing what I didn't tell you to do)

Breaking my spirit

- P

Breaking my spirit

- “if you don’t like it, vote with your feet”
- McDonalds is hiring
- ‘You are stupid”
- You are not worth the effort to make you learn your job
- Not asking for your opinions
- Not allowing a person to repair their own mistakes
- Disciplining in public
- Jumping gun before facts
- No acknowledgement or reward
- On a short lease (micromanagement)
- Constant badgering
- No feedback
- Not listening to suggestions
- Being “put down”
- Nothing ever good enough; you are getting chewed-out regardless
- Let’s dwell on the bad things

Breaking my spirit

- Passing the blame
- Standing over the person/constant hovering/literally sitting on the line watching
- Given unattainable goals
- Double-meaning to the meeting...great job...but
- Lack of respect
- Lack of trust
- Lack of support
- Lack of follow through
- Belittle
- Treat as if not important
- Compare to others
- Ask the “whys” in a negative manner...(you are so dumb)

Breaking my spirit at

- Yell at you
- Curse at you
- Silent treatment
- Demean me
- Exclude me
- Accuse me
- Lack of support
- Humiliation
- Constant schedule change
- Micromanagement
- No recognition for crew
- Crew split
- Demotion
- Constant negative feedback
- Constant pressure for goals
- Ignoring input
- Left out of loop

Breaking my spirit at

- Stealing my credit
- Keep adding tasks before the first one is completed
- Second guessing
- Lack of appreciation
- Stepping on ideas
- Boss not take workers seriously
- Overwork supervisor
- Second guessing
- No appreciation my work
- Public ridicule
- Removed from task so someone can complete it
- Not watching delivery
- Negative
- Not empowering
- Not backing decisions

Breaking my spirit at

- Upper mgmt making decisions that do not support the ethical stance of the company
- Lack of respect
- Working for Boss 1
- Micromanaged
- No communication
- Undermined and discredited
- Lack of structure (chain of commands)
- Inconsistency
- Program without tools yet accountable
- Lack of response
- Sent to training and then threatened with firing for what was said
- Don't allow time off
- Asking to work more

Breaking my spirit at

- Lack of comprehension of various disciplines here on site
- Talking about retirement on the floor
- Expectations without ability to achieve it
- Not supporting us if we try to make a change for the better
- Exclusion from decision making process...especially when it directly impacts us
- Don't celebrate success
- Being talked down to
- Lack of career path or growth
- Going behind my back
- Not given tools and resources to do job

Breaking my spirit at

- Lack of recognition that people hear
- Consistent negative feedback
- Intimidation
- Degrading
- Embarrassing
- Public humiliation
- Disrespected
- Inconsistent direction
- Ignored
- Someone taking credit for a job I did
- Lack of work (NWA)
- Benefit increase in cost
- Working holidays
- Lack of support for my job
- Unfairness
- Not proper compensation
- Never getting to root cause after 16yrs

Breaking my spirit at

- Involuntary demotion
- Lack of concern for me as a person
- Superior who allows me to get reamed for something he did
- Not heard
- Passed over for promotion
- Unachievable goals
- Not Listening
- Good ol boy system
- Termination
- Superiors not walking their talk
- Given 20 loaners
- Condescending
- Working for boss 1
- Telling me I'm "out of sight and out of mind"
- Lack of proper resources

- Public embarrassment
- Not listened to
- Not appreciated
- Not asked opinion
- Stifled
- Challenging my opinion
- No following through
- Lying
- Always negative
- Creating a hostile environment
- Overloading
- Interrupting
- Ignoring
- Constant “attitude”
- Constant reminder of unequal power distribution and you don’t have any
- Not feeling like I can make decisions
- Micromanaged
- Personal Attacks
- Insubordination
- Not utilizing my gifts
- Condescending
- Pathologizing
- Undermining
- Disrespecting diversity
- Learned helplessness
- Sarcasm
- Asked to be unethical

Also Consider...

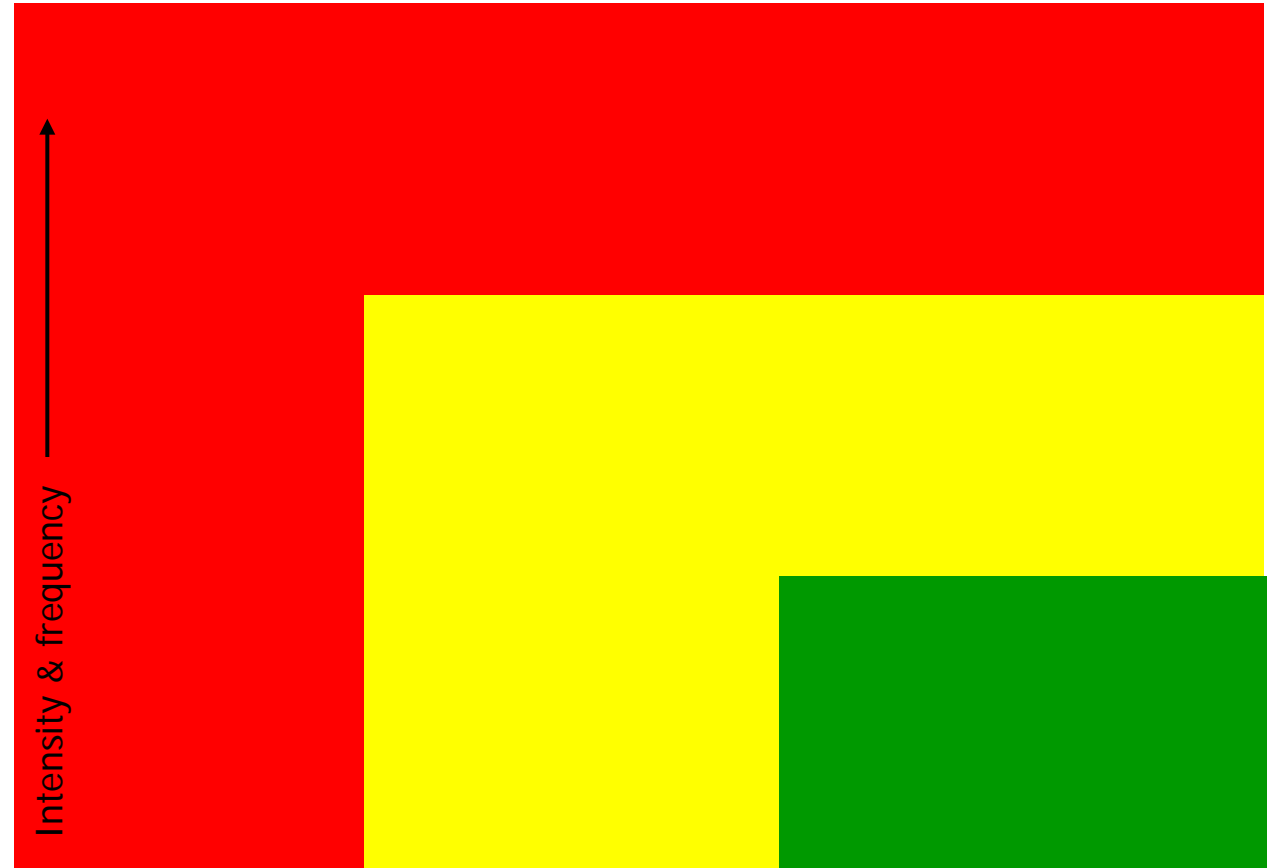
- I am willful around...
 - Doing what it takes to stay employed in this company Y N
 - Considering an opportunity outside this company Y N
 - Creating an opportunity outside this company Y N
 - Making it to my pension date Y N
 - Meeting my financial targets through this company Y N
 - Meeting my personal development goals through this company Y N
 - Pushing organizational bounds to enable business improvements Y N

Spirit and Will 'O-Meter

Spirit



- Not enough resources to address the requirements
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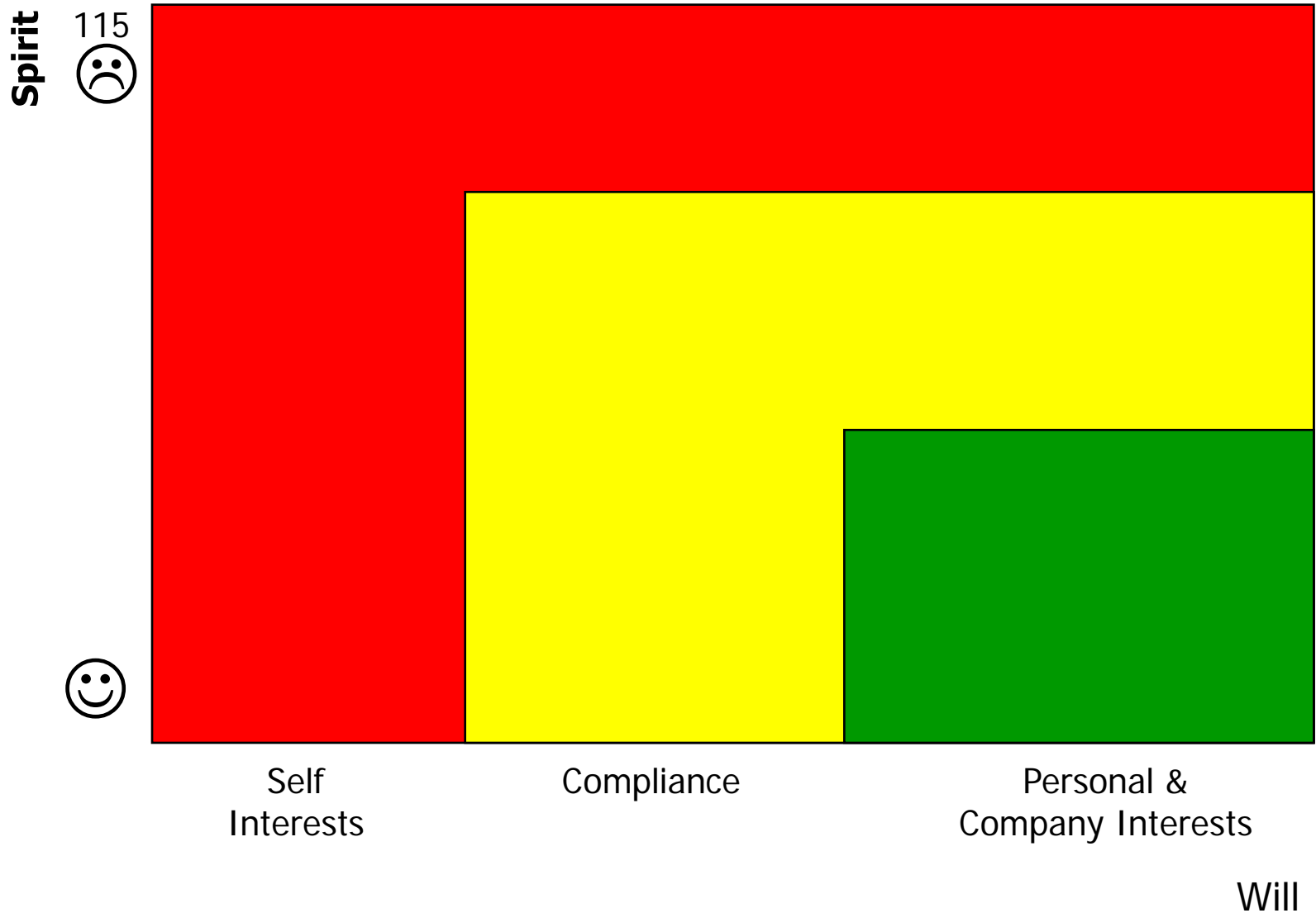
- Considering an opportunity outside this company
- Creating an opportunity outside this company

- Making it to my pension date
- Meeting my personal development goals through this company
- Doing what it takes to stay employed in this company

- Meeting my professional goals through this organization
- Pushing organizational bounds to enable business improvements
- Meeting my financial targets through this company

Will

My Spirit and Will Index from the Company's Perspective



Foundation Skills for Effective Communication



You're not Listening

Foundation Skills for Effective Supervisory Communication

- **Paying Attention to the Person**
 - using eye contact appropriately
 - demonstrating readiness non-verbally
 - conveying interest
- **Listening for Understanding**
 - reflecting thoughts
 - reflecting feelings
 - summarizing
- **Exploring for Information**
 - closed questions
 - open-ended questions
 - clarifying questions
 - focusing questions
- **Offering Perspective**
 - describing parallel experiences
 - demonstrating empathy
 - making real world connection

Tips on Foundation Skills

- **Paying Attention to the Person**
 - Focus on the here-and-now by naming emotions being displayed.
 - Identify and discuss any obstacles to a constructive conversation that may surface.
- **Listening for Understanding**
 - Don't be afraid to interrupt if the employee is rambling or going off on an irrelevant tangent.
 - Reflect back the information you gather to be sure you have the facts straight.
 - Look for verbal and non-verbal clues to feelings.
 - Ensure mutual understanding by periodically summarizing what has been said.
- **Exploring for Information**
 - Use open-ended questions to find out more about the problem.
 - Use closed questions to get specific information.
 - Keep questioning and reflecting until you think you have a good understanding of the problem.
- **Offering Perspective**
 - Acknowledge legitimacy of feelings.
 - Provide a reality base.
 - Use self-disclosure to show that you can relate to the problem.

Exploring for Information

Types of questions

Open-ended

Example:

“What do you think about...?”

“How’s the project going?”

Closed

Example:

“Do you have enough staff for the project?”

“Will the report be ready tomorrow?”

Clarifying

Example:

“Are you saying there is not way the project can be saved?”

Focusing

Example:

“What are the expected results from this project?”

“How can you get marketing involved?”

Purpose

Give a lot of information or feedback.

Give specific information; limit the focus.

Helps you understand what the person is saying; may also help them say what they mean.

Helps the person develop ideas or thoughts in a particular area.

Exploring for Information

Some Effective Questions to Use in Supervisory Conversations

- What options do you have? If you do that, what will the impact be?
- What are the pros and cons of your idea?
- What problems or obstacles are you facing?
- What are some ways you've thought of to deal with them? What else could you do?
- What assumptions do you have about this problem? How can you test them?
- How else might you look at this?
- What worked well? What did not work well? How can you use this knowledge?
- What did you learn from this experience?
- How does this relate to _____ ?
- How would you do this differently next time?
- How have you drawn these conclusions? What was your reasoning?

Listening Skills Dos and Don'ts

DO

- Make sure you are ready to listen
- Stay on the topic
- Ask open ended questions
- Maintain good natural eye contact
- Convey your openness non-verbally
- Add meaning by paraphrasing what you've heard in your own words
- Demonstrate empathy by identifying the feelings the other person has expressed
- Summarize what has been said periodically to make sure you and the other person are "on the same page"

Don't

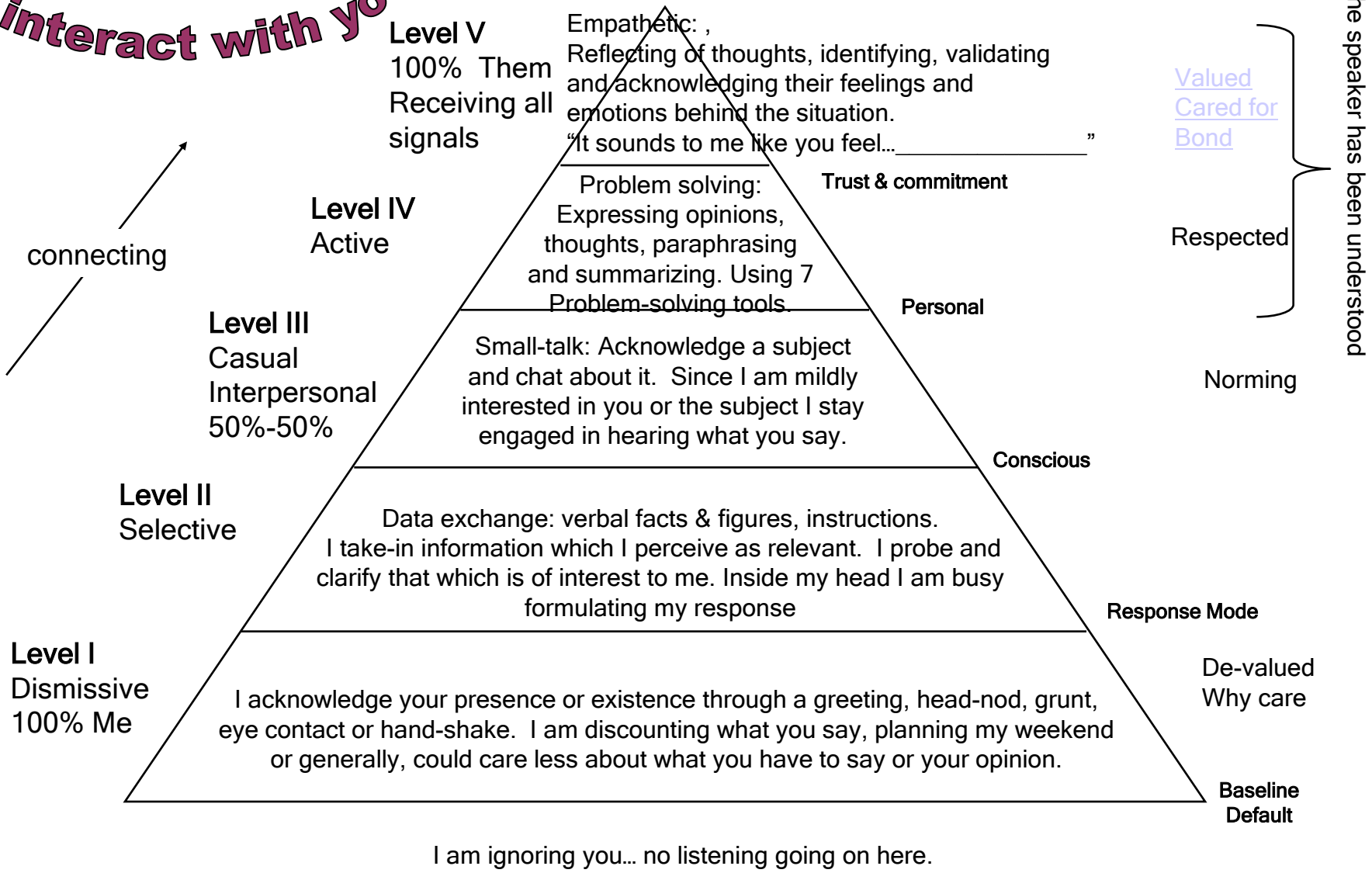
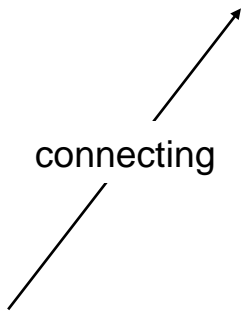
- Pretend to listen when your mind is really elsewhere
- Go off on tangents
- Interrogate with a lot of closed questions
- Stare at or away from the person
- Send "I don't want to hear this" messages with your body
- Parrot what the other has said by repeating their words back to them
- Ignore or deny the other person's feelings by minimizing them or telling them "they shouldn't feel that way"
- Allow the conversation to wander in too many directions

Seven Listening Skills

- Attending Behavior
- Door Openers
- Active Silent Responses
- “I Hear You” Expressions
- Paraphrasing
- Reflecting Feelings
- Summarization and Integration

Listening:

How I choose to interact with you



I am ignoring you... no listening going on here.

Self Awareness, Assumptions, and Supervisory Conversations

Questions to Explore:

- What quick assumptions am I making about this person?
- On what are my assumptions based?
- Do I know and understand this person's values / style?
- How might their values / style differ from my own? How will I deal with these differences?
- How am I going to effectively communicate with this person?

Be Mindful of...

- How you think and feel about people who are different.
- The extent to which you are willing to question your own assumptions.
- Your willingness to be open to those who are different.
- Your willingness to seek new information that informs your opinion of the other person.
- Your awareness of cultural differences that may get communicated through verbal and non-verbal communication patterns.
- Your own ability to monitor your own actions and make corrections.
- Your own biases regarding the value of feedback and how they may differ from the views of others.

Easiest yet Hardest Way to Improve

UPWARD ASSESSMENT

MY SUPERVISOR

My Supervisor: _____

(Name)

(Dept. #)

Exceptional
Fully Competent
Development Needed
Unsatisfactory

(Please check ONE response)

1. Is a good listener and **COMMUNICATES** work assignments, group objectives, program plans, company strategies and relevant information to me in a clear, concise and timely manner.

Comments: _____

2. **EMPOWERS** me via delegating responsibilities, recognizing innovation and prudent risk-taking, "Coaching" team and rewarding accomplishments.

Comments: _____

3. **DEVELOPS** me by recognizing my abilities, providing challenging assignments, offering a variety of tasks, encouraging cross-training and providing me with visibility to customer/management.

Comments: _____

4. **MANAGES TIME** effectively, is available when I need him/her, plans for short-term and long-term activity and manages resources.

Comments: _____

5. Demonstrates **EMPLOYMENT COMMITMENT** through a candid performance appraisal of me, career development, frequent feedback, acknowledging a job well done and recognizing merit.

Comments: _____

6. Exhibits strong **LEADERSHIP** abilities through using sound judgment, innovative problem solving, accepting responsibility and striving for high performance; understands the tools/methods required to perform my job and demonstrates technical problem solving.

Comments: _____

OVERALL RATING:

Based on the above 6 questions, my supervisor is best suited to be:

Supervisor/Team Leader

Individual Contributor (non-supervisor)

Repeat this process every 6 months 12 months