

Leadership

Practical Lessons for Passionate Leaders

The PROBLEM:

- Results that vary and are not sustainable.
- Workforce is not engaged.
- Focus of organization is unclear.
- Leadership seems disengaged.
- The people and the organization work hard but little is accomplished (no sustainable, continual improvement).
- Systems that you thought were in place are not in place.
- Low trust exists.
- Lack of joy, fun, and happiness in the organization.
- Upset conditions are becoming the norm.
- Expectations for you rise each year and you do not know how to keep improving.
- Projects, or capital investments, are not done well.
- Capital is invested for capacity even though your current equipment runs at 50% efficiency.
- Your leadership wants results now. Our environment demands continual improvement and results delivered both in short term and long term.
- People that work in your area are not growing and increasing in capability. They are not realizing their potential.

THE FOLLOWING SOLUTIONS APPLY TO ANY ORGANIZATION.....

Practical Lessons for Passionate Leaders

Purpose	There must be a vision that can be articulated. There must be a clear purpose in your work and a corresponding set of priorities. The direction must be clearly communicated and consistently followed. Do not miss opportunities to reinforce. Leaders must have a <u>passion</u> to achieve the organization purpose, strategies, and associated goals. (Note: your life purpose must also be clear. See Priority)
Planning	Use solid planning tools. Have a defined plan with quantitative and qualitative linkage. Have monthly and quarterly reviews. Be willing to adapt and change plans. Continue to make sure your plan will work. Stay committed to your goals.
Penetrate	Penetrate the details. Make sure your plan will work. Continue to ask if the plan will work. Check regularly with data. Know your business.
Perseverance	Be willing to stay the course. If you really believe the plan is right, then be patient. Sometimes the plan will need a little more time to show progress.
Perspective	Keep a balance of long term and short term when working. For long term systemic growth, use 6MMA to ensure you see progress. Push the system. Make sure you really need time to make improvement. Do not allow your base systems to crumble (<u>stay balanced</u> --we have to be safe, make good quality, have good cost, and have good service). Enjoy the ride. Have fun.
People	One of the most important areas. Without aligned and energized people, you will not achieve awesome results. Use performance feedback and work plans. Involve people, allow them to fail, give them responsibility, and hold them accountable. Recognize the efforts of others. Leaders must make this happen.
Priority	Be clear on what legacy you want to leave from your life. Live it. Keep your life priorities in order.
Prayer	The most important element. Without His blessings, nothing excellent occurs.

PURPOSE

- Be clear on your vision for the organization. Be able to communicate it.
- Have a display of focus areas and how they "link" to broader direction.
- Reinforce in daily conversations and in team meetings.
- Make sure work in your area is centered around the purpose and you can articulate the linkage.
- Be the champion for achieving results. Have a "Never say die" attitude. Be confident.
- Be unwilling to accept mediocrity. Be passionate about winning.
- Recognize winning even in the "little things". It is contagious.
- Address and remove barriers for your team.
- Make decisions when really needed. Being frozen with fear or inactivity will stifle the organization. (how do you know when a decision is needed? - be clear on how decisions are made, if decisions not being made, projects getting off schedule, complaining about a situation but not addressing it, organization seems to be looking to someone for direction, ---- be careful on this. Want to develop org/people to make decisions)

PLANNING

- Use a deployment process that shows linkage to overall Company direction.
- Assign owners for areas. Expect a plan and data to support the plan. You may have to coach people through the process.
- Ensure all of the plans make sense and will tie to deliver the result.
- Have monthly and quarterly reviews that check progress and adjust where needed. Give help when it is needed.

PENETRATE

- ALWAYS check the plan and progress with data.
- Use root cause analysis to understand the true cause.
- Ask how we will execute the plan. Ask who will execute the plan. Make sure it makes sense to you.
- Know your business. Be able to understand the data and how it links to overall success.
- Listen. Pay attention to what people are saying. Do not jump to a conclusion. Although we want to be data based, data also comes from conversation. Hear the issues being raised.

PERSEVERANCE

- Expect to win. Express confidence in the outcome and in the organization.
- If you think you are right, stand firm (but avoid arrogance).
- Use counsel of others to check if you are on track but guard against discouragement.
- Maintain a positive temperament through the ups and downs of a day to day operation. Genuinely believe in the organization. Communicate your confidence.

PERSPECTIVE

- Balance the long term and the short term. Realize you have to get both.
- To really check progress, use 6MMA and 12MMA. (MMA =Month Moving Averages)
- Be careful not to accept the status quo. Challenge when others say something will take a long time. Ask why. Involve people in solutions.
- Never mix up the message regarding the organization purpose, strategies, and goals. Always communicate "safely producing high quality, low cost output delivered to the customer according to their timing and desires"---that's our job.

- Be willing to change. Be flexible. People have great ideas. Keep focused on the desired outcome not your personal preferences.
- Enjoy the day. Laugh. Have fun. Do not forget what is really important. You and everyone else will do a better job if you stay relaxed. You will do a better job if you remember your faith, your family, and your free time. Keep your life balanced.

PEOPLE

- Recruit and hire people that will fit. You do not want people that are all alike but that can align and mesh as a team.
- Involve people. Learn what excites them and what they believe are the solutions. They have the answers. Unleash their potential.
- Treat people the way you want to be treated.
- Listen. Consider what people are communicating. The people that work with you care and you need to understand what they are saying. Do not ignore the counsel of others.
- Invest in people development. Delegate responsibility. Take risks. People can generally do more than you think.
- Build relationships. Spend time with people. Genuinely care about the people you work with. People should know you care more about them than the business result.
- Hold people accountable. Do not accept poor performance.
- Recognize and reward good behavior.
- Use work plans, scorecards, performance feedback, pay, etc. to reinforce expectations. Be consistent. Have 1-1s to ensure alignment.
- Coach with care. Be kind and respectful. Help the person. Tell the truth and be direct. Deal with issues.
- Party! Recognize progress along the way and have fun. Recognize the contributions of others and their efforts.
- Always, always, always operate with integrity. Be humble, open, and honest.
- Learn from others. Build a learning environment.

PRIORITY

- Have a life plan. Write down your life goals.
- Leave a legacy. Look at your faith, your family, your finances, your future. What is really important to you?
- Stay consistent with what you want to be.
- Regularly review your life plan. Make sure your actions and words align.
- Check your passion. Are you passionate about what you are doing? Your work and effort should be about what you enjoy and want to do.

PRAYER

- Make it a daily habit. Realize you alone are insufficient.
- Give God the credit.