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

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

Why do so few improvement efforts produce the desired results?

What is in the way?
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?
<table>
<thead>
<tr>
<th>Leadership Functions</th>
<th>Management Functions</th>
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</thead>
<tbody>
<tr>
<td><strong>Focus</strong></td>
<td><strong>Focus</strong></td>
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<tr>
<td>Coping with Change</td>
<td>Coping with Complexity</td>
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<tr>
<td>Longer term</td>
<td>Day-to-Day</td>
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<tr>
<td>People</td>
<td>Things/stuff (and people)</td>
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<tr>
<td><strong>Vision and Direction</strong></td>
<td><strong>Project Oversight</strong></td>
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<tr>
<td>Establish and cast vision for the org. to take people in a new direction</td>
<td>Execute a planned project with efficiency and effectiveness</td>
</tr>
<tr>
<td><strong>Inspire and Motivate</strong></td>
<td><strong>Delegate tasks</strong></td>
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<tr>
<td>Get people to want to move in a new direction and follow the vision (Coach’s half-time locker room speech)</td>
<td>Coach sends in the play during the game</td>
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<tr>
<td><strong>Staffing</strong></td>
<td><strong>Hiring</strong></td>
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<tr>
<td>Creating the right org. structure to support vision and challenge</td>
<td>Getting open positions filled</td>
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<tr>
<td><strong>Challenge the Status Quo</strong></td>
<td><strong>Daily Production Goals</strong></td>
</tr>
<tr>
<td>Process and people, innovation</td>
<td>Achieve daily success within existing processes</td>
</tr>
<tr>
<td><strong>Meet the Needs of the Person</strong></td>
<td><strong>Meeting the Needs of the Process</strong></td>
</tr>
<tr>
<td>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</td>
<td>Establish budgets, process parameters, procure supplies, maintain equipment, cleaning and make new routines, troubleshoot and improve process/equipment issues, order fulfillment, quality control</td>
</tr>
</tbody>
</table>
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?
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.
Establish Expectations and Support

Fran met with her manager Mike to discuss his expectations and her support needs.
Establish the Challenge Theme

Next Fran developed some **mid-term goals** that would take her in the direction of her Vision for her leadership.
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.
Fran and Mike worked with their AEDC-Manufacturing Solutions coach to develop a competency model with key actions for her leadership.

Assess the Current Condition

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

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 that makes the most of the learning experience (e.g., takes notes, asks questions, etc.).
- Quickly gains knowledge, understanding, or skill—Readily absorbs and internalizes new information and develops skills from formal and informal learning experiences.
- Applies knowledge or skill—Puts new knowledge, understanding, or skill into action in a new job; furthers learning through practice and ongoing feedback.

Building Customer Loyalty

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

Key Actions

- Enhances the customer’s self-esteem—Demonstrates value and respect for the customer; builds the customer’s confidence by giving full attention and emphasizing the importance of customer needs.
- Clarifies the customer situation—Asks questions to determine the customer’s needs; listens carefully; shares information and rationale about the situation; summarizes understanding.
- Involves the customer—Asks for the customer’s opinions and ideas; seeks 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; understanding the customer’s situation and associated feelings; apologizing (without taking responsibility for action).
Fran invited her manager Mike, some peers and direct reports to give her feedback on her use of the competencies and key actions.

**Assess the Current Condition**

**Obstacles**

**What to Improve**
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.

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

<table>
<thead>
<tr>
<th>Key Action</th>
<th>No.</th>
<th>What's In the Way of the Target?</th>
<th>Metrics</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>My desire to be the &quot;expert&quot; and have all the answers</td>
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<tr>
<td></td>
<td>2</td>
<td>Lack of experience of team</td>
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<td></td>
<td>3</td>
<td><strong>Unfamiliar with the Discussion Planner</strong></td>
<td>No. of DP’s used/mo.</td>
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<td></td>
<td>4</td>
<td></td>
<td></td>
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<td></td>
<td>5</td>
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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.
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.
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....

ADD A CAPE.
I am the next Picasso!!
ADD DETAILS AND SOME SHADING. FINISHED!

#$%*@@!!!
Questions?
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https://www.mfgsolutions.org/

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https://www.nist.gov/mep/centers