



# PROCESS + RESULTS

## LEAN LEADERSHIP DEVELOPMENT

### Video 1: Develop Leaders Who Spark the Team Member Behaviors You Want

Hi, Jamie Parker here. If we are new to each other, I just want to do a quick introduction. I am a recovering command and control manager. That's right. I remember back in the day when I just didn't know any better. There was so much pressure. You've got to get results, we've got to hit the numbers, we've got to always improve. That is the world of operations and I didn't know any other way than to push and to push and to push and to push. So, it was very authoritarian, "Let's get the job done".

Now, I'm grateful that I've had experiences to get me past that. So through over 15 years of multi-unit operations management responsibility, plus seven years of not just having operations responsibility and accountability, but also having responsibility for leadership development and Lean continuous improvement for the entire division, so multiple plants across the country. It was through that, that I developed my passion and my purpose for respect for people and continuous improvement, and particularly through the lens of leadership development. How do we do this through the role of not just the Lean practitioners and continuous improvement folks, but through the role of our operations leaders, the people who are in the trenches leading our teams day in and day out? That is my passion. So, we're going to talk today about one thing that your operations leaders need to be doing right now. Right now, to help get you through the COVID-19 situation and improve your business. So, let's dive in. I'm going to pull up some slides here. Okay.

You are an operations executive - a senior leader - and you already are always looking to improve your business. You know that just because you hit your target, that's not the end. It's never good enough. We're going to set a higher target and a higher target. That is ingrained because that is who you are. You're in operations leadership. So, regardless of what's going on right now, you are always working with your operations leaders to figure out how can they help the team and work with the team to improve the business. And so, this is an all the time need and situation, but it has been heightened.

It has been heightened because we are all going through the response to COVID-19. And so, you have new safety procedures and processes and things that need to happen in order to keep everybody safe. New behaviors, new ways of working, that you need folks to adopt, and not just adopt sometimes but every time. You also have changes in your demand and different product lines and maybe you're shutting this down or starting this up. Perhaps you're like one of my clients who, because of low demand, transitioned and retooled and started doing face masks every day. You are looking for flexibility and your operators and your team members are needing to work differently and be more flexible and we need to be able to respond through that.



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You also are needing to change your processes to allow you to either reopen or to stay open but to do it safely. Now you have brand new processes and we all know that writing processes down on a sheet of paper does not mean that they are executed consistently in real life. So, you've got to figure out how can your operations leader translate that off of the paper into everyday execution. You might be worried because demand might be down. The challenge to the economy might be hurting your business and you might be worried about how that is going to impact the organization and your customers, and how that's going to impact the lives of the team members.

You're trying to figure out, "Okay, so from an operations perspective, what can we do to help the financial viability of the organization?" You have challenges. You have challenges right now that were not in your plan. This wasn't how things were going to go, but we adapt. We're operations folks, we do that, right? The thing is, whatever this situation looks like for you, you're going to need to lead through change. You're going to have to come up with new strategies, and figure out what are you going to do to get revenue up? How are you going to make changes to keep people safe and how are you going to make changes to your workflow and your products in order to not just survive but to really move beyond this and to do it in a way that you're successful?

Here's the thing, sometimes we get so caught up in the strategic planning, and the change management model, and the communication plan and all of the things structurally that we need to do, that we forget the one thing that is the easiest, fastest, simplest way to impact behavior and influence behavior right now. That is the everyday leadership that your operations managers exhibit. How do they interact with people day in and day out because they're doing it, right? Every day your operations leaders are interacting with their teams. The question is, are they doing it in a way that's helping you move forward, in a way that's effective? Let's not overlook this. Let's capitalize on this. So, the one thing we're going to talk about today, that your operations leaders need to be doing every single day, is reinforcing feedback.

Now, reinforcing feedback is when we recognize the helpful behaviors that you would like to see repeated. Here's the thing, it is simple, it is easy and it is effective. So first let's talk for a minute because when I talk about reinforcing feedback, I'm not talking about a millennial thing and I'm not talking about an "everybody gets trophies" thing. What I'm talking about is a real human need and desire to feel valued. I was traveling recently in Indiana earlier this year, so I was on-site working with them and at night I was at the hotel, and I was watching football.

During the break, the group came out and notified Jimmy Johnson that he was being inducted into the Hall of Fame. Did you see this? It was a big deal. It was pretty emotional. I might have gotten a little teary-eyed just watching it. So, it was pretty emotional, but it really struck me as I sat and watched this less than five minute exchange, it was less than five minutes. As I watched



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it, something struck me. You see, I totally get that this is a huge honor and a huge accomplishment. A very small number of people have been inducted into the NFL Hall of Fame.

But as Jimmy Johnson was talking about it, in less than five minutes on three different occasions, he said something like this, "You know, it just feels good to know that someone else noticed. When you put in this kind of work, it's nice when someone else recognizes it". Three different times! Here's somebody who is very accomplished, high achieving, amassed wealth. He's well-known. He has status. And yet, in less than five minutes when he just found out that he was getting this recognition, three different times, he said, "Just feels nice when somebody else notices".

You see, this isn't a trophy thing, it's a human thing. And so, we want to tap into that, and we want to help our people feel valued. But we don't just want to do it in a way that helps people feel good, because you're facing challenges, so we want to do it in a way that also helps move the organization forward. Thinking about those helpful behaviors, what are they? How can your operations leaders use reinforcing feedback to not just get the commitment and help people feel valued and want to perform better, but also to help them know how to do it? To influence behavior, to not just recognize something that happened in the past, but to do it in a way that impacts future behavior. That's what your operations leaders need to be doing now.

And it is so important because it is simple. It's a four-part formula. It is super simple. It is easy. You know, giving correcting feedback is generally where we want to jump to but it's not as easy because it inquires conflict and we're not always comfortable with that. There's more back and forth and it's a little bit harder. You know what, this is saying something positive. It's easy to do and it's effective. When you use a four-part formula, when you do it purposefully, when you do it frequently, when you do it, not just as an "Attaboy", not just "Hey, thanks, bud", but we're really purposeful about being specific in our reinforcing feedback, then we can influence behavior. Your operations leaders can start influencing behavior today.

Here's the thing, we all know this, right? 69% of US employees are not engaged at work. 70% say, "I would work harder with continuous recognition". And yet 82% say, "I'm not recognized enough for my contributions". We know we're supposed to be doing this and yet we're not doing it effectively and we're not doing it frequently. We have to change that.

This is what your operations leaders need to do. You are facing challenges. The time is now. It doesn't help to wait until things calm down because there are new processes, changes, safety precautions, changes in your workflow, changes in your line. How are you going to open safely? How are you going to maintain safety? How are you going to adjust? How are you going to improve so that you can get your cost down so that you can remain financially competitive? All of this is going on.



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You can't wait until later because later is too late. So, start doing this now. Work with your team now and I'd like to say that I would love to partner with you on this.

You click on that “schedule a call” button and that starts the process. We have a conversation and if we decide that we want to move forward, then we'll have some additional input points. I'll talk with you. I'll talk with your operations leaders. I'll get some feedback from some of your operations teams. We'll take a look at your values and your purpose. We'll take a look at your challenges and then I'll build out a plan. I want you to think of me as your architect here. I'm going to take all these different input points and then recommend, “Hey, here's how I recommend we move forward”.

Then together, we develop your operations leadership team, so that it's not just you, it's not just an operations leader here or there, but across the board, all of your operations leaders are influencing behavior by giving reinforcing feedback by changing, improving and developing their everyday leadership behaviors. We'll work together in whatever way makes sense. If it's safe and it makes sense for me to be on-site with you, I'll be on-site with you. If it makes sense for me to be working virtually, and I am working with clients virtually right now, then we'll work virtually. We will figure out how we can make this happen in a way that makes the most sense for you. It's not a cookie-cutter and it is not a workshop. It's not, “Hey, I'll come in, I'll do this training, and then you guys have fun”. It's “How do we change behavior? How do we develop real skills?”

Eric is a leader that I worked with in one of my client organizations. We went through this work and then they started some implementation activities. Eric is the manager of safety and maintenance at my client organization and after we taught this initially, in the first session, he went out and he started practicing and came back, “Jamie, you're not going to believe it” and share it a win. And then when he went back the next day and he came back, “Jamie, guess what happened?” and he shared another win. And he did this for several days and into the next month when we were adding on to it, and they were developing their skill and expertise.

Then fast forward a couple months later, I was chatting with Eric - just a couple weeks ago, actually - and I said, “Hey, Eric, what's been going on?” and he said, “Jamie, this stuff works”. And he said it like that. That's how he said it “Jamie, this stuff works”. And he's right, it does. Because it's human nature to want to feel valued, to want to feel like you matter, to want to feel like the work that you do contributes. And when we help connect those dots, when we give that reinforcing feedback in an effective manner, people show up better. They show up better at work and they show up better at home. And I would love the opportunity to help you and your operations leaders make this happen too. So, you just start that process by clicking that “schedule a call” button and I hope to hear from you.