



High Performance @ Every Level





3 Goals of today's Discussion

- Bring outside industry best practices on talent development
- Share some tools and tips from publishing company engagements
- Provide some "how to" inexpensive development ideas



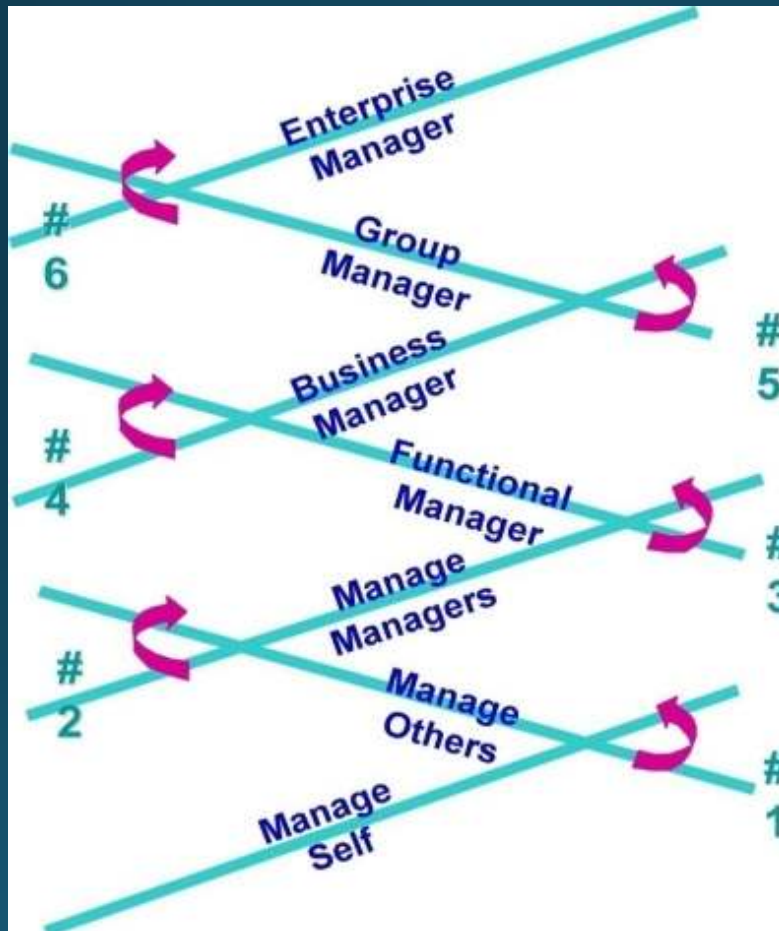
Higher performance challenges

- Flattened/smaller management teams
- Staff that are managing outside their expertise
- Recruitment challenges
- Losing our best people



High Performance Solutions

The LEADERSHIP PIPELINE



There are 6 passages that a person goes through in their career on the way up the corporate ladder

At each level, people need to know:

- what to spend their time on
- what skills to call on
- what work values they demonstrate



Betsey @ Passage 3 and above



**Mark
Don
@
Passage
2**



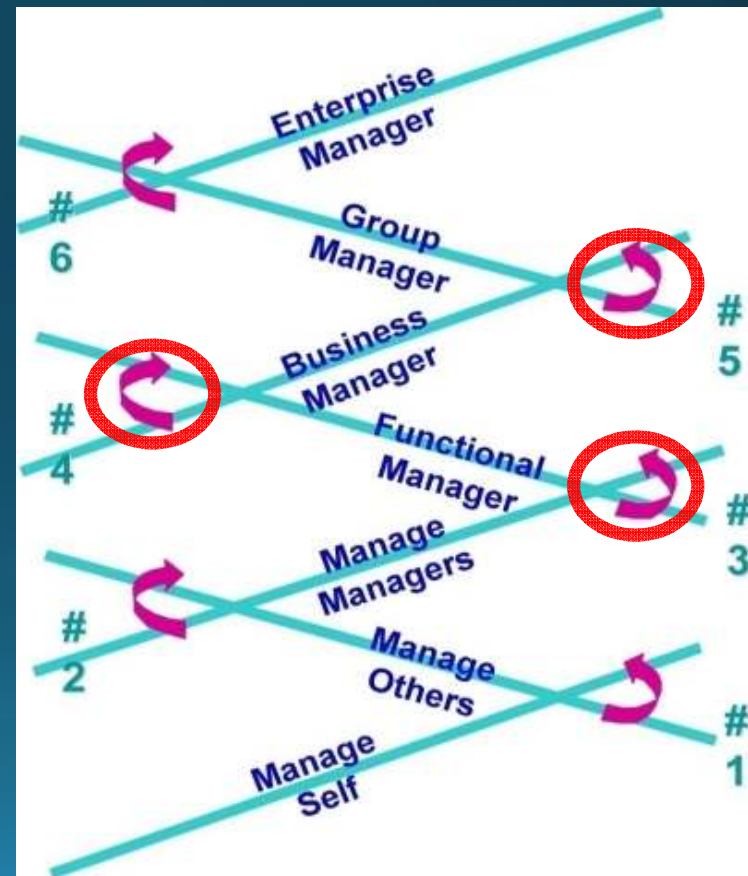
Don and Ricki @ Passage 1





Betsey Nohe Introduction

- VP of Supply Chain at Morton Salt for past 4 years, reporting to CEO
- Pursuing PhD in Leadership & Org. Change
- Worked at McCormick for 20 years in a variety of SC, IT and Commercial roles
- Strengths-based leader that gets results
- Coaches & mentors others to higher performance using effective research-based techniques
- Betsey is focused on passage 3 and above in the leadership pipeline



What got you here won't get you there

Passage 2- Managers, Supervisors, etc.

- Tactical time horizon
- Immediate feedback
- Direct information
- Get it done
- Direct control

Passage 3+ Directors, VP's and C-Suite

- Strategic orientation
- Delayed feedback
- Rely on others for information
- Set the vision and direction
- Work through others

Skills for Passage 2 level won't make you successful at Passage 3+

From a recent HBR article

- According to a 2014 survey from Deloitte, 86% of business leaders know that their organizations' future depends on the effectiveness of their leadership pipelines — but a survey of 2,200 global HR leaders found that only 13% are confident in their succession plans, with 54% reporting damage to their businesses due to talent shortages.
- Monarth (2015, January 22). Evaluate your leadership development program. *Harvard Business Review*. Retrieved from <https://hbr.org/2015/01/evaluate-your-leadership-development-program>

Leadership dev. requires intentionality

- Leadership development is a program that needs to be “project-managed”
- Start with determining the core competencies required to be successful in your culture and to meet your business objectives
- Evaluate your current and pipeline talent – gap analysis
- Create methodology to measure learning and growth
- Co-create individual development plans for each employee

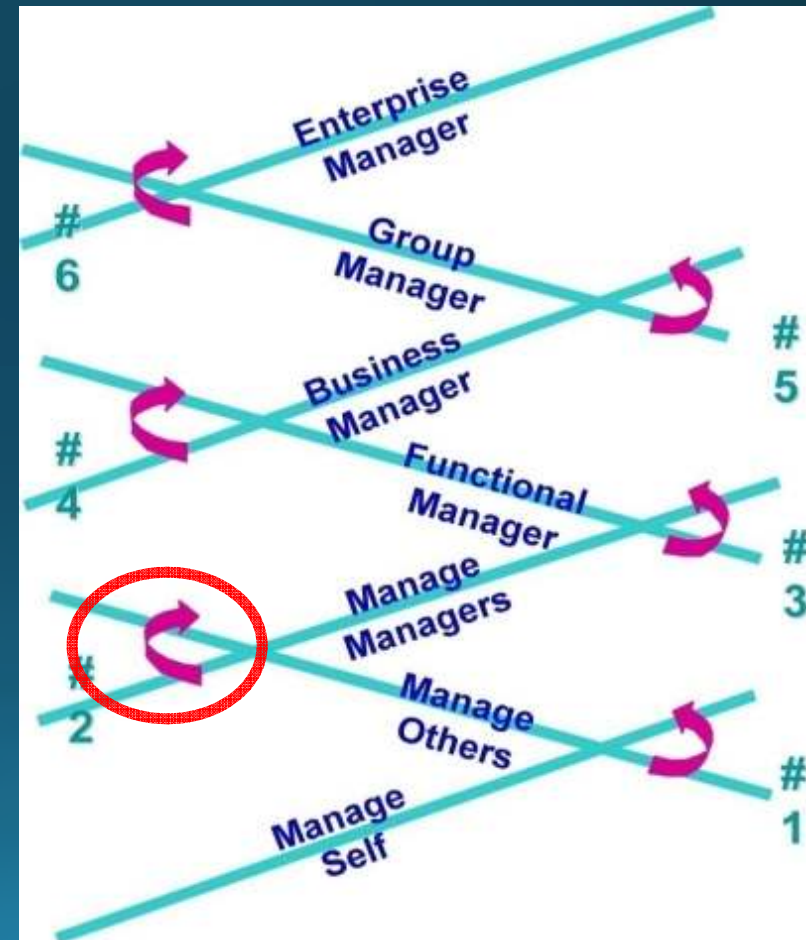
Some approaches to aid in the transition

- Establish performance goals/objectives that require use of new skills
- Use guided discovery to coach on new behaviors
 - New leaders' manager
 - Outside coaching
- Special assignments to broaden knowledge and learn skills
- Mentoring – outside of function; outside of organization



Mark Kaufman

- Background-Masters in OD; Marriott in talent development and started a talent management company in 2002
- He is a business partner that I worked with on several clients- Columbus Dispatch, Gannett, Tricoci University, and a few others
- He is focusing on level 2 development



High Performance Teams



Demonstration: Just how hard is it to get buy-in?

**Finished files are the result
of years of scientific study
combined with the experience
of years.**

Tier 2 Topic: High Performance Teams

"We spend more than half our time in teams, but less than 10% of our training time learning to make teams work."
The Wisdom of Teams

Leadership
Pipeline Tool



5 to 15% better
strategic margins

LEAN
3 Tier Stand-Ups



Decision making at every
level, every day, every shift

Assessments



Managers & High Performance Teams

“Culture eats strategy for lunch.”
Tribune Plant Manager



Culture of Buy-In

(No Monologues)

understand strategy,
have a say in goals,
share problem solving.

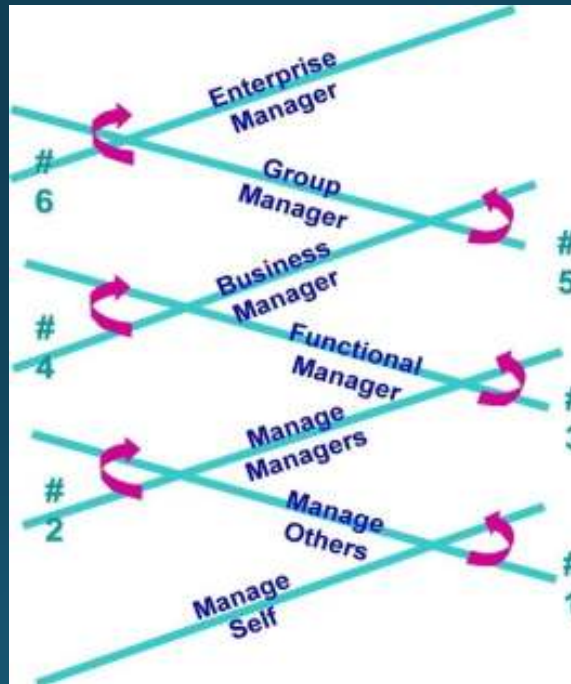
Leadership Development



Leadership Pipeline Development

The *Leadership Pipeline* model provides a framework upon which organizations can be built while reconfiguring old ones.

Scope and Complexity Increases



Charam, Drotter, Noels

Getting results through comprehensive Enterprise Leadership & Statesmanship.

Getting results through Business Managers.

Getting results through comprehensive business management.

Getting results through a function.

Getting results through managers.

Getting results through others.

Getting results through personal effort.



360 Feedback on Talent Pipeline:

SKILLS

8.67	Expresses proper empathy, timing, and judgment to improve the business standing with internal and external customers.
7.33	Has the proper controls/feedback in place to ensure work is being done according to plan.

VALUES

TIME

3 Tier Stand-Ups



Daily Stand-Ups

Training Across All Levels

Execs- Mgrs- Supervisors

Champions-Supervisors-Mgrs

Line-Champion-Supervisor

Prioritized Decision Levels

Decision making at every level,
every day (pre & post), every shift

DiSC Overview

- the DiSC leadership style assessment provides judgement free evaluation of strengths and challenges
- D, I, S, and C stands for...(sharing power)
- Allows people to self-discover their style and the impact of it on a team
- Learn effective techniques to improve their ability to work with others in whatever level they are at



Tier 2 Summary

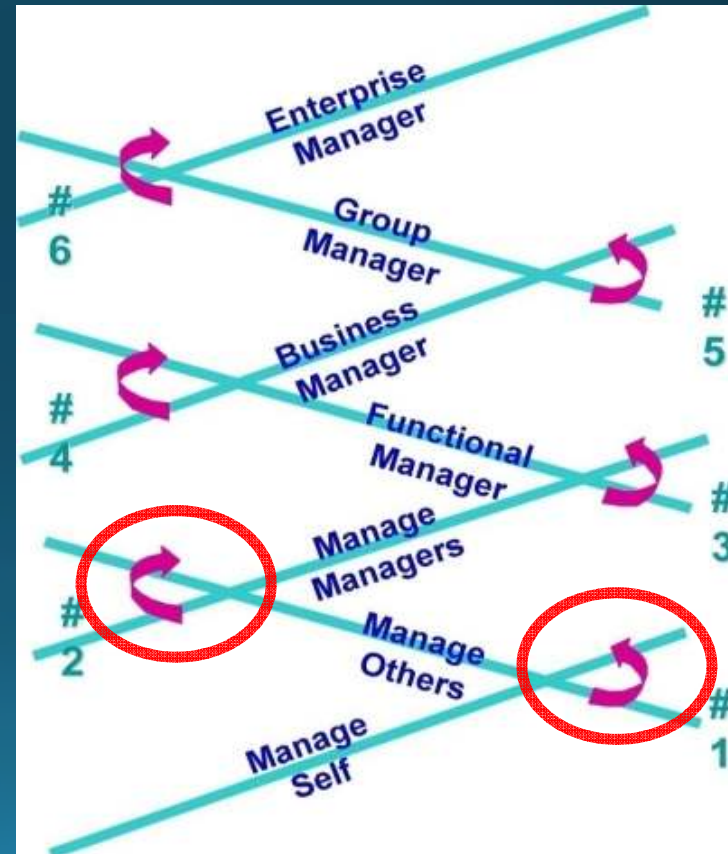


- People are an untapped resource/imperative
- Teams are where learning occurs between all players
- Learning & habit change lead to higher performance



Don Day, Packaging Manager at the Houston Chronicle

- Started in the industry at the Houston Post in 1975- high school
- By 1990 was promoted to the night mailroom manager
- Started with the HC as a machine operator and has steadily worked his way up to mailroom manager
- He has a great balance of technical and leadership style- coaching
- His manager, Dave Preisser says...





My thoughts going into the program

- Good use of my time???
- First time that I was in a room working cross-departmentally NOT on a problem- on management skills
- I realized that others had other responsibilities than just my packaging department

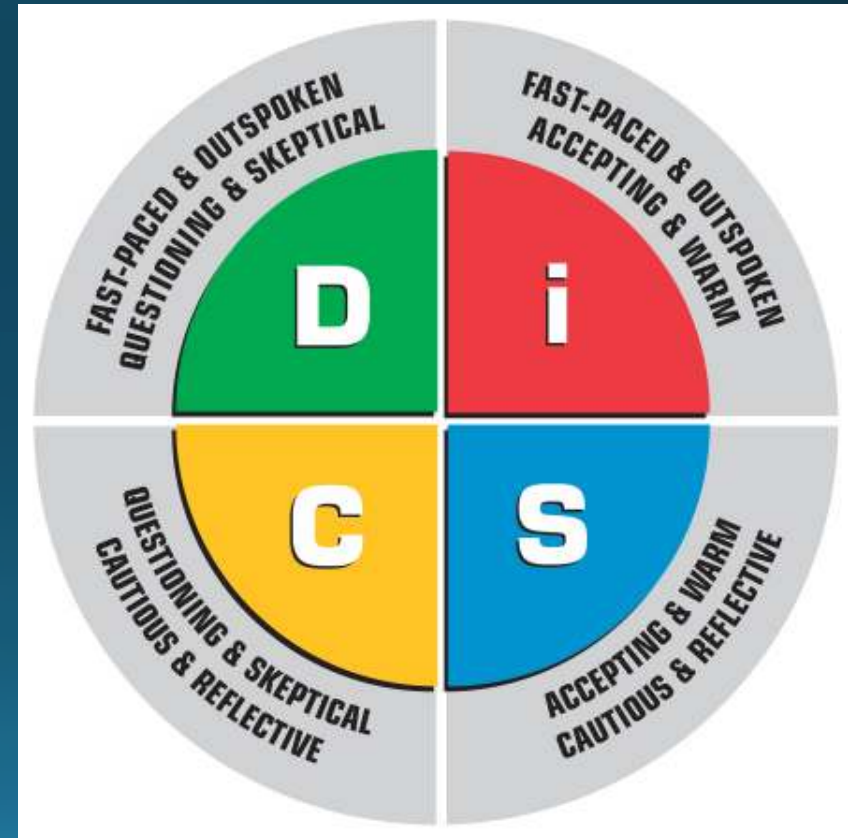


3 things I'm going to talk about

- DiSC people reading guide
- Recognizing people for doing things right as well as problem-solving
- S.M.A.R.T. goal-setting

I valued The DiSC People Reading Guide

- Learning how to communicate my thoughts more effectively to other styles "D"
- I learned how to read others style to better manage those I work with
- I am more intentional about getting feedback from my team - especially from C's and S's
- EXAMPLE





I valued learning @ motivational skills

- I started finding people doing things right- they felt more appreciated
- As they felt more appreciated, they started taking more initiative
- EXAMPLE- material handler

I valued S.M.A.R.T. goal setting

- I started sharing our daily production goals with all the team members (vs. just supervisors)
- I am more specific about expectations of all our runs- getting the packaging down to a per hour basis
- We also added white boards at the inserters so everyone can see how they are doing throughout the day. It has people more interested





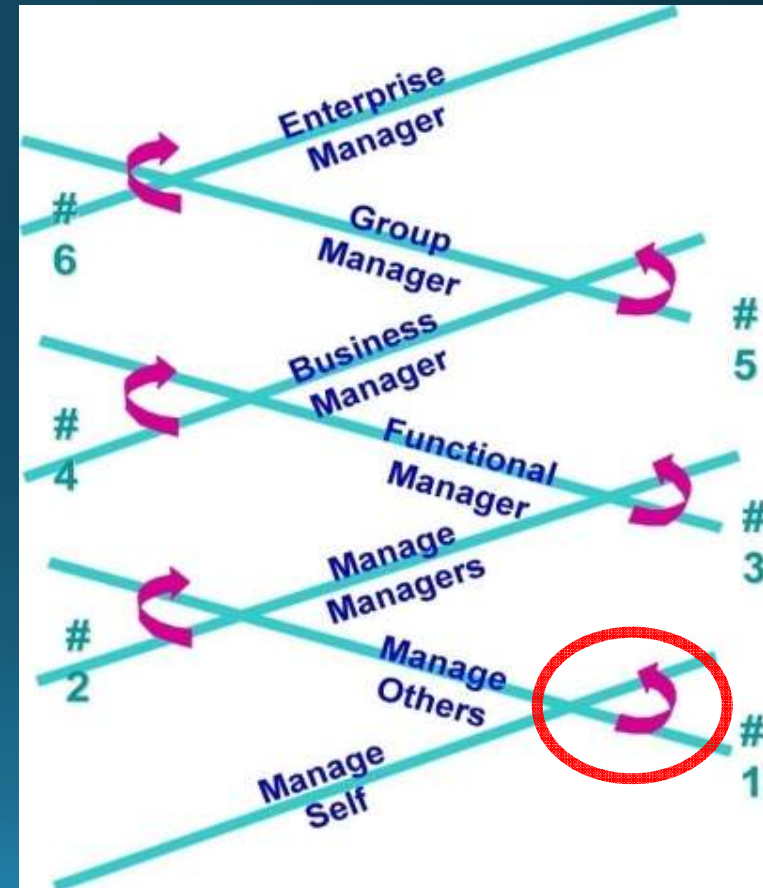
SUMMARY

- I've become more aware of my style and how to best work with others
- I continue to recognize good work which is helping us get more performance- up 17% in productivity and down 17% in costs
- I continue to share information at every level



Rick Nettles, Electrical Maintenance Supervisor -Houston Chronicle

- Rickie started at the Houston Chronicle in 1981 in the Paper Handling Department
- In 1984 he started his Apprenticeship in the electrical department
- In 1988 he passed the Journeyman test and was promoted
- In 2014 he was promoted to Electrical Maintenance Supervisor
- His manager John Walker said...
- Rickie is focused on passage 1





My experience with the Management Development program

- I really didn't know what to expect
- I planned to be open minded
- I wanted to see what she could offer me



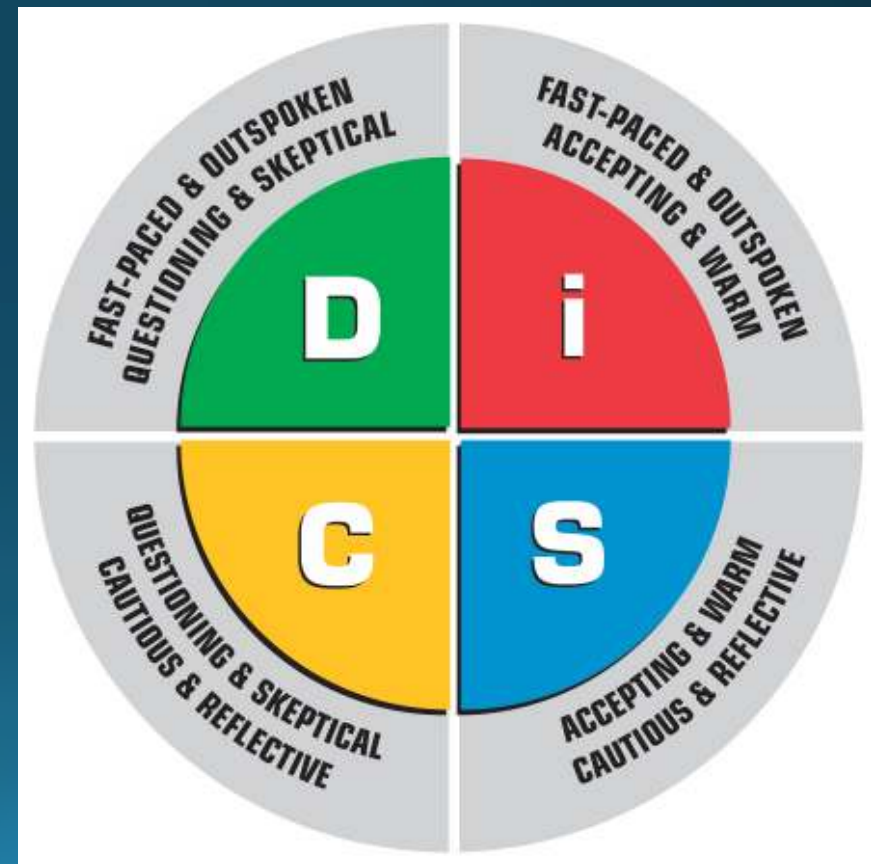
3 Things I'm going to talk about

- DiSC leadership style assessment
- Probe more when talking with my team
- Seeking feedback from my guys to improve processes



I valued the DiSC leadership style assessment

- DiSC- I started watching each person to determine their style and began to talk with them in a more focused way
- I put their work assignments together according to their strengths and style
 - If they were D you knew challenge them
 - If they were an I- I put them together with someone else





I learned how to probe more to increase trust

- I am asking for their input more; learned how to talk with them and support them
- When I show interest in their thoughts and opinions, I am building more trust with my group
- We talked a lot about the value of recognizing specific good performance- I'm finding people doing things right – this helps to build trust too



I learned the value of seeking feedback from my guys

- We talked a lot about getting feedback about our style or the work our direct reports are doing so they feel a bigger part of it
- When they feel more engaged and appreciated they do a little more
- I am getting more out of them and it's helping me get more done- EXAMPLE - last weekend conversation with my guys



SUMMARY

- I've become more aware of how to best work with others
- I learned how to probe to increase trust
- I seek feedback from my team more often

Develop your team at their level so they can lead high performance

Be the kind of leader that you would follow.





Questions for the Panel



Thank You...