

# Aligning the Right Behaviors with Your Business Objectives

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## Examples of on a Behavior (Habit) to reach Business Objectives

**There are many successful examples of  
companies focusing on business  
objectives that require behavioral changes**

**(i.e. Alcoa, NUMMI, Cisco)**



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## When do we typically focus on behaviors?

- **Organizational Change**
- Mergers & Acquisitions
- Low morale, high turnover, high absenteeism
- Accelerated Growth = current culture inappropriate
- Major Strategic Change = current culture inappropriate
- During the Hiring Process

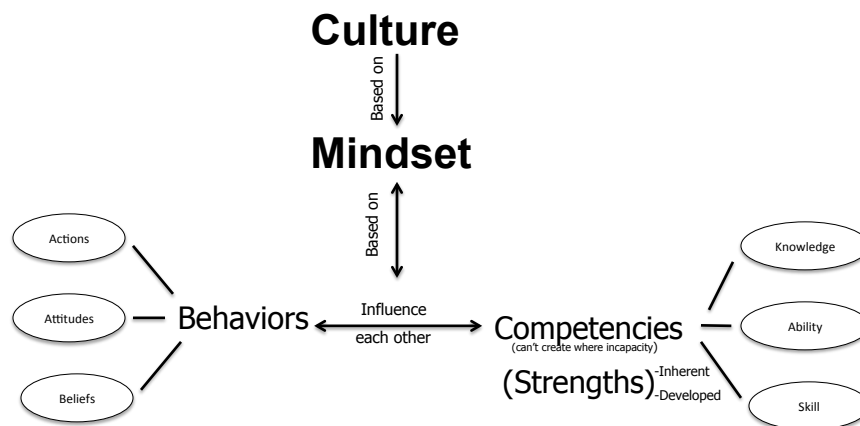


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## Where we can have influence



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## Definitions

**Behaviors:** the way in which a person acts in response to a particular situation or stimulus

**Are influenced by:**

**Strengths:** -are the things that we do well and find energizing

- can involve: -Skills
- Qualities
- Personal characteristics



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## Outline of 4 Step Approach to Align Behaviors

1. Develop strategy deployment matrix for: group of leaders, location, department, etc.
2. Identify leaders current strengths
3. Identify desired strengths required to achieve objectives (via implementing tasks)
4. Create alignment plan between current & desired strengths



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# The justification for the effort to change behaviors is at the center

## The Lean Leadership System



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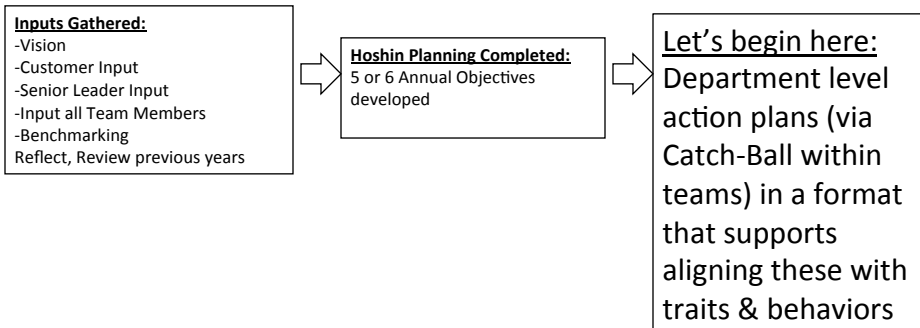
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## Today's Starting Point

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For today's discussion, we will assume Strategy Deployment has begun,



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# High Level Objectives

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Business Objective	Activities	Target	Responsible	Supporting Areas
<b>Safety:</b> 0 lost time accidents & 15% reduction in recordables				
<b>Quality:</b> Reduce cost of poor quality	1. 2.	\$2.8MM to \$0.5MM		
<b>Delivery:</b> Reduce average lead-time (including development)	1. 2.	3.6 weeks to 2.0 weeks		
<b>Delivery:</b> On-time delivery (against confirmed delivery date)		72% to 85%		
<b>Productivity:</b> Reduce average engineering hours per release (to help support increased demand)		156 hours to 120 hours		
<b>Cost:</b> Average Indirect labor hour reduction		reduce by 15%		



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# Example of Departmental Action Matrix

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Objects	Safety	Quality	Delivery	Productivity	Cost
Metrics/Targets	0 lost time & 15% recordables	Cost of Poor Quality < 10%	Avg. time 72 days, reduce to 48 days @ 15%	Avg. time 156 hrs, reduce to 120 hrs @ 15%	Direct labor cost \$2.8MM, reduce to \$0.5MM @ 15%
Purchasing	Optimize inventory turnover	Complete purchase orders	Reduce inventory	15% reduce inventory	Reduce inventory
Human Resources	Reduce turnover	Reduce turnover	Reduce turnover	Reduce turnover	Reduce turnover
Sales	Understand & share customer needs	Understand & share customer needs	Understand & share customer needs	Understand & share customer needs	Understand & share customer needs
Finance	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital
Planning	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital
Engineering	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital
Operations	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital
Quality	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital	Reduce cost of capital

Distinguishing between: Having Control

Having Influence

Brainstorming at this moment did not identify how the finance department might control or influence direct labor cost



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### Quick Exercise

- Write down 1 annual objective for your company (Quality, Delivery, Cost)
- List departments in rows beneath the objective
- Try to write an action each department can take to support the objective



## What are the Department Leaders Strengths?

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We want a Non-biased understanding and awareness of preferences towards behaviors by understanding where our strengths reside

Ready to Discover your Strengths?		1=Totally Disagree   9=Totally Agree								
1	You believe most people have a short attention span	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	You are interested in people histories	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	You always root for the underdog	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	You like to figure out the best way to get things done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	You like to talk about things everyone can agree on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	No one can tell you what to think, you decide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	You rack up points for your daily score	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	You find a wide variety of things very interesting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	Your faith sustains you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	You intuitively see the perspectives of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	You feel being a focused expert is better than a broad generalist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Results of Strengths Finder Assessment 2

Rank	Strengths	Description	Score
1	Self-Assurance	People strong in the Self-assurance theme feel confident in their ability to manage their own lives. They possess an inner compass that gives them confidence that their decisions are right.	89
2	Focus	People strong in the Focus theme can take a direction, follow through, and make the corrections necessary to stay on track. They prioritize, then act.	89
3	Intellection	People strong in the Intellection theme are characterized by their intellectual activity. They are introspective and appreciate intellectual discussions.	87
4	Activator	People strong in the Activator theme can make things happen by turning thoughts into action. They are often impatient.	87
5	Significance	People strong in the Significance theme want to be very important in the eyes of others. They are independent and want to be recognized.	84
6	Discipline	People strong in the Discipline theme enjoy routine and structure. Their world is best described by the order they create.	84
7	Futuristic	People strong in the Futuristic theme are inspired by the future and what could be. They inspire others with their visions of the future.	84
8	Input	People strong in the Input theme have a craving to know more. Often they like to collect and archive all kinds of information.	82
9	Achiever	People strong in the Achiever theme have a great deal of stamina and work hard. They take great satisfaction from being busy and productive.	82
10	Responsibility	People strong in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.	80
11	Communication	People strong in the Communication theme generally find it easy to put their thoughts into words. They are good conversationalists and presenters.	80
12	Belief	People strong in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their life.	78
13	Includer	People strong in the Inclusiveness theme are accepting of others. They show awareness of those who feel left out, and make an effort to include them.	78
14	Developer	People strong in the Developer theme recognize and cultivate the potential in others. They spot the signs of each small improvement and derive satisfaction from these improvements.	78
15	Strategic	People strong in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.	76
16	Ideation	People strong in the Ideation theme are fascinated by ideas. They are able to find connections between seemingly disparate phenomena.	73
17	Analytical	People strong in the Analytical theme search for reasons and causes. They have the ability to think about all the factors that might affect a situation.	71

**Exercise:**  
Take a look at the handout of the 34 StrengthsFinder – Strengths and consider which are your top 5



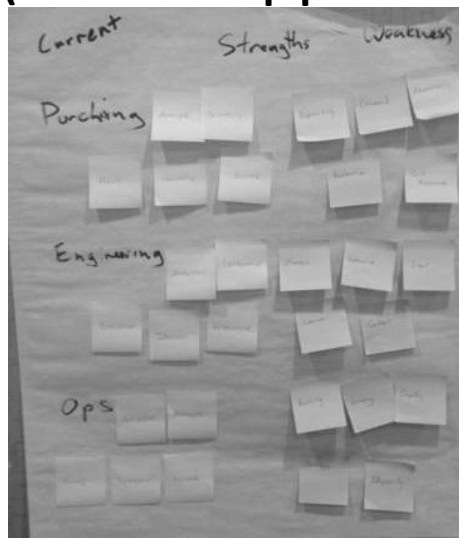
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## Leader's Strengths & Weaknesses (share or keep private?) 2



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(list bottom 5 strengths = weaknesses)

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### Determining Desired Strengths to Lead Implementation of Actions

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	Quality Reduce Audit Errors for Auto Claims to 0.5%	Delivery Service Level Agreement on National Accounts to 99.5%	Productivity Incorporate Insurance Acquisition Reaching Service level of 98.1% by December	Productivity Cross Train Minimum 3-7% for each Account/ Cross section/ Type	Organic Growth (Auto) expanding accounts, Serviced with existing portfolio, down/over 200k in turnover	Top 3 Behaviors
Call Center	Focused Disciplined Precise	Disciplined	Optimistic Focused	Helping Open Minded	Open Minded Determined Organized	Disciplined Open Minded Focused
Provider Relations	Problem Solving Communicative	Precise Communicative People Skills Analytical	Strategic thinking open minded Communicative	Helping Learning/Motivated Organized	Team Orientated organized Optimistic Focused	Communicative Organized Problem Solving / Analytical
Network Operations (IT)	Creative clever Analytical Problem Solving Clever Analytical	Fast confident Problem Solving Disciplined	Fast Clever Disciplined	Helping Creative Problem Solver	Creative Leadership Helping Problem Solving Disciplined Visionary	Fast Creative Problem Solving Disciplined Clever
Claims	Disciplined Problem Solving Precise	Open Minded Team Oriented Disciplined	Responsible Disciplined Team Oriented	Self Motivated Organized Disciplined Learning Motivated	Team Orientated Disciplined Problem Solving	Disciplined Team orientated Problem Solving
Human Relations	Self Motivated Action Oriented Creative	Facilitation Action Oriented	Organized Action Oriented People Skills	Organized Disciplined	People Skills Action Disciplined Orientated	Action orientated Disciplined People Skills



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### Manufacturing Example of Desired Strengths

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Function	Value Stream Manager	QUOTING	ENGINEERING	PURCHASING	PROJECT MANAGER	OPERATIONS	QUALITY
START/KEY DEPARTMENT OBJECTIVE	ON TIME DELIVERY (OTD)	LEAD-TIME REDUCTION	PROFITABILITY (MARGIN)	INVENTORY REDUCTION	RECEIVABLES RESOLVING	RESOLVE FOR CLIENTS CUSTOMERS NOT PAYING	TOP 3 SOFT SKILLS
ON TIME DELIVERY (OTD)	ON TIME DELIVERY (OTD)	ON TIME DELIVERY (OTD)	ON TIME DELIVERY (OTD)	ON TIME DELIVERY (OTD)	ON TIME DELIVERY (OTD)	ON TIME DELIVERY (OTD)	ON TIME DELIVERY (OTD)
LEAD-TIME REDUCTION	LEAD-TIME REDUCTION	LEAD-TIME REDUCTION	LEAD-TIME REDUCTION	LEAD-TIME REDUCTION	LEAD-TIME REDUCTION	LEAD-TIME REDUCTION	LEAD-TIME REDUCTION
PROFITABILITY (MARGIN)	PROFITABILITY (MARGIN)	PROFITABILITY (MARGIN)	PROFITABILITY (MARGIN)	PROFITABILITY (MARGIN)	PROFITABILITY (MARGIN)	PROFITABILITY (MARGIN)	PROFITABILITY (MARGIN)
INVENTORY REDUCTION	INVENTORY REDUCTION	INVENTORY REDUCTION	INVENTORY REDUCTION	INVENTORY REDUCTION	INVENTORY REDUCTION	INVENTORY REDUCTION	INVENTORY REDUCTION
RECEIVABLES RESOLVING	RECEIVABLES RESOLVING	RECEIVABLES RESOLVING	RECEIVABLES RESOLVING	RECEIVABLES RESOLVING	RECEIVABLES RESOLVING	RECEIVABLES RESOLVING	RECEIVABLES RESOLVING
RESOLVE FOR CLIENTS CUSTOMERS NOT PAYING	RESOLVE FOR CLIENTS CUSTOMERS NOT PAYING	RESOLVE FOR CLIENTS CUSTOMERS NOT PAYING	RESOLVE FOR CLIENTS CUSTOMERS NOT PAYING	RESOLVE FOR CLIENTS CUSTOMERS NOT PAYING	RESOLVE FOR CLIENTS CUSTOMERS NOT PAYING	RESOLVE FOR CLIENTS CUSTOMERS NOT PAYING	RESOLVE FOR CLIENTS CUSTOMERS NOT PAYING
TOP 3 SOFT SKILLS	TOP 3 SOFT SKILLS	TOP 3 SOFT SKILLS	TOP 3 SOFT SKILLS	TOP 3 SOFT SKILLS	TOP 3 SOFT SKILLS	TOP 3 SOFT SKILLS	TOP 3 SOFT SKILLS



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## Determinants Desired Strengths to Achieve Tasks

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Adaptability	People strong in the Adaptability theme have a great deal of stamina and tenacity. They take great satisfaction from going long and pushing hard.
Adaptability	People strong in the Adaptability theme are very open to change, curious to learn, thoughtful and quick. They are also persistent.
Adaptability	People strong in the Adaptability theme prefer to go with the flow. They seek to do "their person" and do things in the same way as anyone else does.
Adaptability	People strong in the Adaptability theme search for meaning and purpose. They have the ability to view most of the factors that might affect a situation and respond to it in a way that is useful and profitable.
Adaptability	People strong in the Adaptability theme are organized, but they also have a flexibility that complements this ability. They like to figure out how all of the pieces fit together and to be prepared for unexpected problems.
Adaptability	People strong in the Adaptability theme have certain core values that are underlying. Out of these values emerge a different purpose for their life.
Adaptability	People strong in the Adaptability theme have confidence. They are also confident of a direction and using resources.
Adaptability	People strong in the Adaptability theme generally find it easy to put their thoughts into words. They are good communicators and persuaders.
Adaptability	People strong in the Adaptability theme are usually good at working under the professional of others. They often work to do what is best, outside of themselves.
Adaptability	People strong in the Adaptability theme have been in the field for a long time. They know there are no shortcuts and that great work never comes without a struggle.
Adaptability	People strong in the Adaptability theme take value lessons in the first few opportunities presented, and work to learn from the rest of their people and peers. They try to find someone in the world early by setting up their rules and adhering to them.
Adaptability	People strong in the Adaptability theme are confident about their work. They understand the value of learning & listening.
Adaptability	People strong in the Adaptability theme are not afraid to be the person who takes in making mistakes or failure. They anticipate the mistakes.
Adaptability	People strong in the Adaptability theme manage and adjust their behavior. They set the pace of each and understand and give feedback from these improvements.
Adaptability	People strong in the Adaptability theme enjoy routine and structure. They want to be identified by the order they create.
Adaptability	People strong in the Adaptability theme can sense the feelings of other people by imagining themselves in other like or other situations.
Adaptability	People strong in the Adaptability theme can take direction, when necessary, and make the corrections necessary to stay on track. They embrace, then act.
Adaptability	People strong in the Adaptability theme are prepared in the future and what could be. They focus more on their ability of the future.
Adaptability	People strong in the Adaptability theme tend to be persistent, when they bring conflict. They are good at argument.
Adaptability	People strong in the Adaptability theme are focused on doing. They are able to find connections between things that others miss.
Adaptability	People strong in the Adaptability theme are accepting of others. They have experience of many and have led, and make no other than from them.
Adaptability	People strong in the Adaptability theme are intrigued with the unique qualities of each person. They have a gift for figuring out how people who are different can work together.
Adaptability	People strong in the Adaptability theme have a strong sense of justice. They are able to collect and analyze all kinds of information.
Adaptability	People strong in the Adaptability theme are confident of their intellectual ability. They are confident of their own individual decisions.
Adaptability	People strong in the Adaptability theme have a great desire to learn and want to continuously improve. In particular, the process of learning, rather than the industry, makes them.
Adaptability	People strong in the Adaptability theme focus on strategies as a way to stimulate personal and group excellence. They seek to transform something strong into something better.
Adaptability	People strong in the Adaptability theme have an enthusiasm that is contagious. They are excited and can get others excited about what they are going to do.
Adaptability	People strong in the Adaptability theme are very open-minded and work with others. They are open-minded in working with each other to achieve a goal.
Adaptability	People strong in the Adaptability theme take psychological ownership of what they say they will do. They are committed to make values such as honesty and loyalty.
Adaptability	People strong in the Adaptability theme are skilled at dealing with problems. They are good at figuring out what is wrong and making it right.
Adaptability	People strong in the Adaptability theme are confident in their ability to manage their own time. They possess an inner compass that gives them confidence that their actions are right.
Adaptability	People strong in the Adaptability theme are able to see the big picture and see the future. They are confident and can see the potential of their own.
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**Deliberative (Decision Quality)**

**Descriptions:**

- Careful & vigilant in good decision making
- Makes good decisions (without considering how much time it takes) based upon analysis, wisdom, experience, judgement
- Have good judgement & most suggestions are correct & accurate over time
- You understand dangers, weigh their impact & make deliberate decision



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## Now you can visualize the top 3 Desired Strengths for each Leader

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## Plan to Align Strengths (Behaviors) 4

Now we need an improvement plan based on:

- Involvement
- Understanding how the effort will be rewarded
- Team input
- Co-worker support to modify strengths & behaviors

Organizations have distinctly different methods to plan and execute (PDCA)

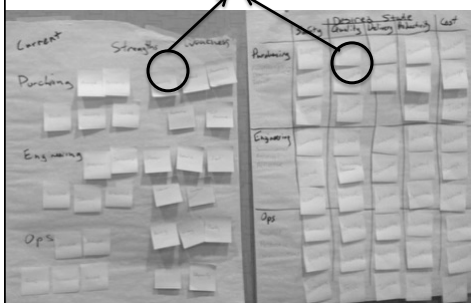
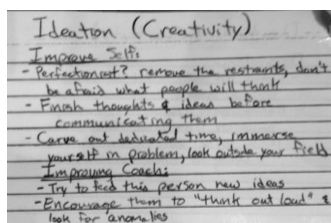


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## Determine where there are differences between the Desired & Current States 4



### Improvement Plan

- **Individual improvement focus**
  - Paradigm training
  - Problem solving training
  - Participate in problem solving (other depts.)
- **Support from others**
  - Coaching of dept. leader conducting team huddles & Gemba walks
  - Monitor how often leader thinks out loud & brainstorms with team
- **Realigning responsibilities**
  - To lead problem solving circles
  - Move daily responsibilities to others in dept., so more time for improvement focus

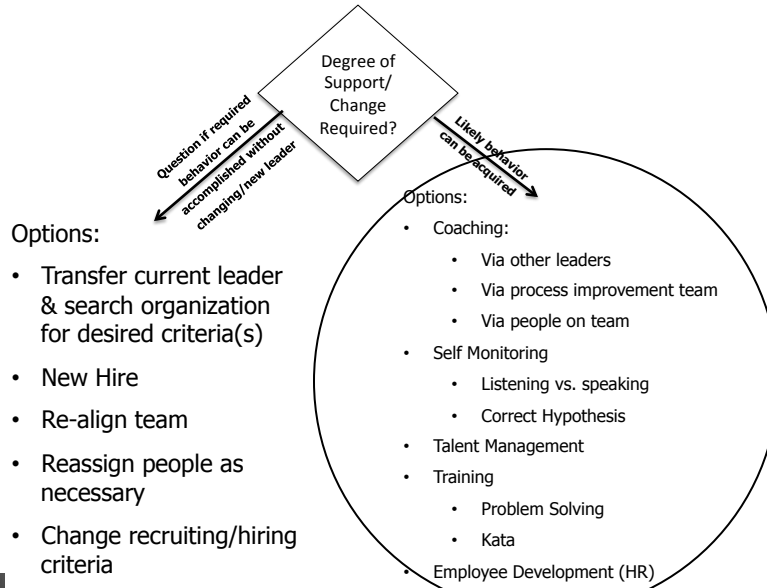


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## Determining appropriate type of solution 4



## How do you change Behaviors (Habits) 4

## Organization offers more Structure & Support in Changing Behaviors

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**What type of new leadership style did we speak of this morning that can help?**

### Consequential Management

#### **Someone doing something right**

- Describe observed behavior precisely
- Say why it's important to our business
- Thank & ask them to keep doing it

#### **Correcting undesired behavior**

- Describe observed behavior objectively
- Impact on self, others and business
- Describe/show the desired behavior
- Get commitment & follow-up



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**Example of Reshaping Behaviors:**  
***What is your type of thinking?***

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**Hamburger & Fries example.**

**How much do the French-fries cost?**



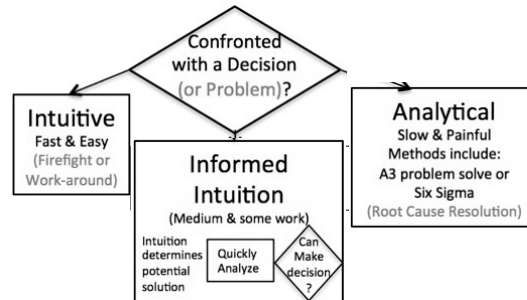
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## Reshaping Behaviors by creating awareness & alternatives

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### Too Much Intuitive Thinking:

- Almost never stumped
- Not noticing the difficulty of a question
- Given little information & accepting the statement

### Telltale signs Intuition is Practical:

- Little time available
- Lots of uncertainty exists
- Little or no previous experience exist
- Little data is available



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## Possible Realignment Actions

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### Monitoring:

- Intuitive vs. Analytical Decisions
- Feedback Analysis (hypothesis vs. actual over period of time)
- Listening vs. Speaking time
- Questions vs. Comments
- How often: Head nods, paraphrase, clarify, summarize
- Track non-verbal's of others
- Self-tracking & having others monitor the use of incorrect words
- Reflect before speaking
- Bias, for example:
  - Confirming bias: look for info. that agrees with thinking & avoid contrary info.
  - Anchoring bias: put more weight on first information we come across
  - Want-ability bias: allow strong desire to outweigh discussion or analysis



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## Conclusions

- Without a burning platform the reason to focus on changing behaviors must be clearly demonstrated
- Leaders must be involved in understanding the current vs. desired state
- Behavioral change must be led by what leaders do not what they say!

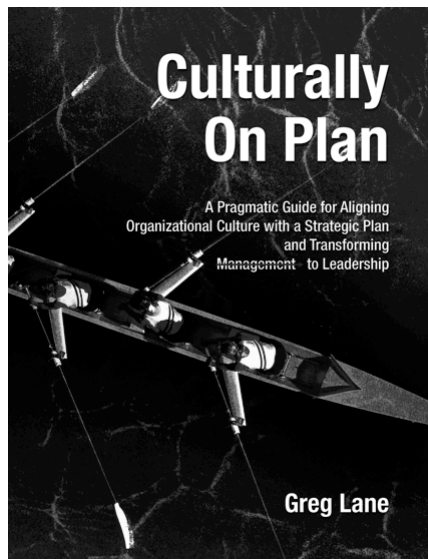


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