Aligning the Right Behaviors with Your Business Objectives

Instructor: Greg Lane

1

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)

2

When do we typically focus on behaviors?

- **Organizational Change**

- Mergers & Acquisitions

- Low morale, high turnover, high absenteeism

- Accelerated Growth = current culture inappropriate

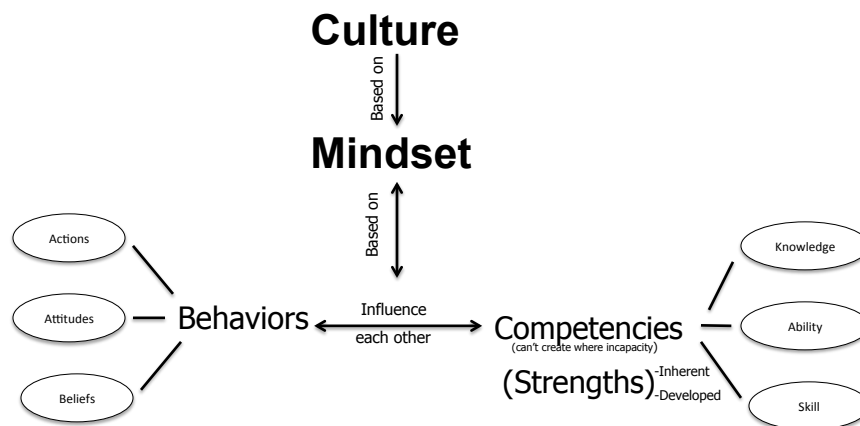- Major Strategic Change = current culture inappropriate

- During the Hiring Process

ha Associates

Where we can have influence

Culture

Based on ↓

Mindset

Based on ↕

Actions

Attitudes — Behaviors ← Influence each other → Competencies (can't create where incapacity)

Beliefs

(Strengths) -Inherent -Developed

Knowledge

Ability

Skill

ha Associates

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

Outline of 4 Step Approach Introducing a Strategy 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**

The justification for the effort to change behaviors is at the center
The Lean Leadership System

Today's Starting Point   1

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

Inputs Gathered:
-Vision
-Customer Input
-Senior Leader Input
-Input all Team Members
-Benchmarking
Reflect, Review previous years

Hoshin Planning Completed:
5 or 6 Annual Objectives developed

Let's begin here: Department level action plans (via Catch-Ball within teams) in a format that supports aligning these with traits & behaviors
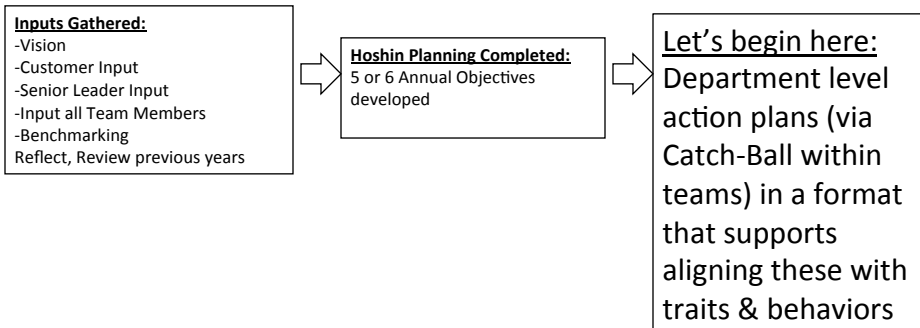
High Level Objectives

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

9

Example of Departmental Action Matrix

Distinguishing between:
Having Control

Having Influence

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

10

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?
2

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	1	2	3	4	5	6	7	8	9
2	You are interested in people histories	1	2	3	4	5	6	7	8	9
3	You always root for the underdog	1	2	3	4	5	6	7	8	9
4	You like to figure out the best way to get things done	1	2	3	4	5	6	7	8	9
5	You like to talk about things everyone can agree on	1	2	3	4	5	6	7	8	9
6	No one can tell you what to think, you decide	1	2	3	4	5	6	7	8	9
7	You rack up points for your daily score	1	2	3	4	5	6	7	8	9
8	You find a wide variety of things very interesting	1	2	3	4	5	6	7	8	9
9	Your faith sustains you	1	2	3	4	5	6	7	8	9
10	You intuitively see the perspectives of others	1	2	3	4	5	6	7	8	9
11	You feel being a focused expert is better than a broad generalist	1	2	3	4	5	6	7	8	9

Results of Strengths Finder Assessment 2

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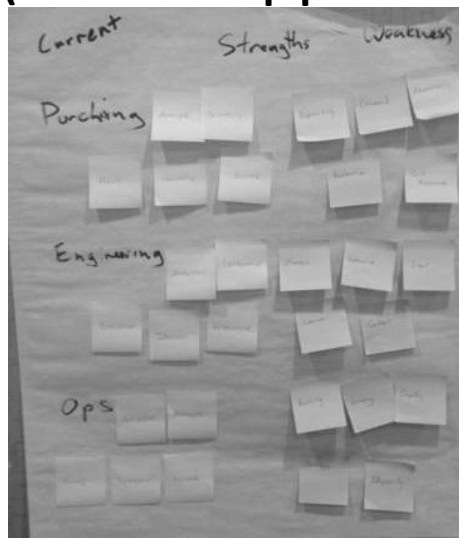Take a look at the handout of the 34 StrengthsFinder – Strengths and consider which are your top 5

http://freestrengthstest.workuno.com/free-strengths-test.html

13

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

(list bottom 5 strengths = weaknesses)

14

Determining <u>Desired Strengths</u> to Lead Implementation of Actions

3

Manufacturing Example of Desired Strengths

3

Determine Desired Strengths to Achieve Tasks

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

Lean-Enterprise.com   9

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)

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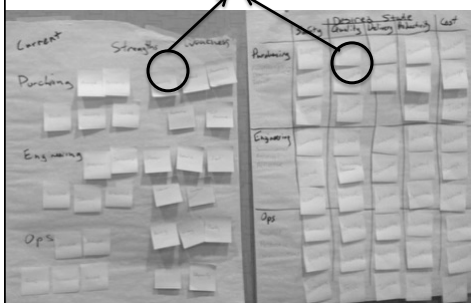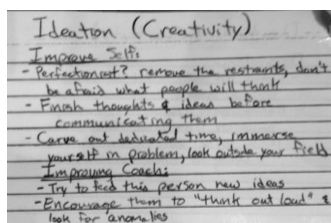
Improvement Plan

- **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

Determining appropriate type of solution 4

Degree of Support/ Change Required?

Question if required behavior can be accomplished without changing/new leader

Likely behavior can be acquired

Options:

- Transfer current leader & search organization for desired criteria(s)
- New Hire
- Re-align team
- Reassign people as necessary
- Change recruiting/hiring criteria

Options:

- Coaching:
  - Via other leaders
  - Via process improvement team
  - Via people on team
- Self Monitoring
  - Listening vs. speaking
  - Correct Hypothesis
- Talent Management
- Training
  - Problem Solving
  - Kata
- Employee Development (HR)

21

ba Associates

How do you change Behaviors (Habits) 4

ba Associates

22

Organization offers more Structure & Support in Changing Behaviors

4

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

LVL ha Associates

© 2015   Lean-Enterprise.com – Copyright Privacy

23

4

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

Hamburger & Fries example.

How much do the French-fries cost?

LVL ha Associates

© 2015   Lean-Enterprise.com – Copyright Privacy

24

Lean-Enterprise.com

12

Reshaping Behaviors by creating awareness & alternatives
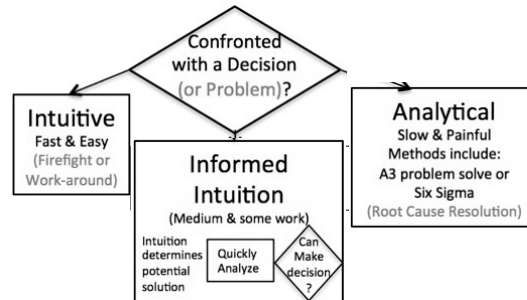
4

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

Possible Realignment Actions

4

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**

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
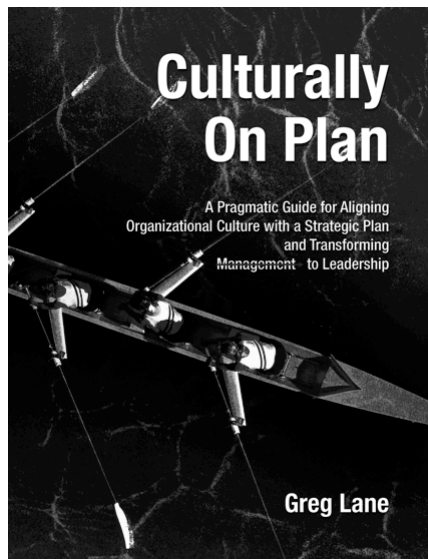- Behavioral change must be led by what leaders do not what they say!

27

Reference Material for this Approach

Culturally On Plan

A Pragmatic Guide for Aligning Organizational Culture with a Strategic Plan and Transforming Management to Leadership

Greg Lane

Lean-Enterprise.com

28