

# Lean Thoughts

Inspired People

Robust Processes

Lean Operations

**April 26, 2004**

For all Consortium events – Contact Richard for more information.. For other events – contact directly

*Important Consortium Dates to add to your calendar*

The **Team Time** schedule has been established for the coming year. Team Time will start at 1:00pm at the host company. This will allow for folks to work with peers in the host site to collaborate, facilitate and implement ideas to advance the implementation of manufacturing excellence. **Participants should be prepared to work on the shop floor and come equipped with proper PPE.** The host site will advise 1 week in advance Team Time Projects. Part of the Team Time activity will include a plant tour.

- April 29, Consortium Directors Meeting, **Nestle Waters**, contact Richard Kunst, [Richard.kunst@kromet.com](mailto:Richard.kunst@kromet.com)
- May 13, Team Time, **Stackpole AGD**, contact Cindy Grolleman, [cindyg@stackpole.ca](mailto:cindyg@stackpole.ca)
- May 18 - 21, AME Pacific Rim Conf., **Melbourne Australia**, info at [www.x2xconference.com](http://www.x2xconference.com) contact [ame@pams.org.au](mailto:ame@pams.org.au) for dialogue
- June 10, Team Time, **Stackpole CSD**, contact Gerry Ward, [gerryw@stackpole.ca](mailto:gerryw@stackpole.ca)
- July 08, Team Time, **Eaton Cutler-Hammer** contact Joe Fisher, [JoeRFisher@eaton.com](mailto:JoeRFisher@eaton.com)
- August 12, Team Time, **Messier-Dowty**, contact Richard Evans, [Richard.Evans@Messier-Dowty.on.ca](mailto:Richard.Evans@Messier-Dowty.on.ca)
- September 09, Team Time, **CGL Manufacturing** contact Dave Desker, [daved@cglmfg.com](mailto:daved@cglmfg.com)
- October 14, Team Time, **CTS Corp.** contact Bob Garces., [Bob.Garces@ac.ctscorp.com](mailto:Bob.Garces@ac.ctscorp.com)
- October 18-22, AME Annual Conference, **Cincinnati**, contact [www.ame.org](http://www.ame.org) for details
- November 06, Consortium ShareShowcase, **Eaton Cutler-Hammer** contact Joe Fisher, [JoeRFisher@eaton.com](mailto:JoeRFisher@eaton.com)
- November 11, Team Time, **Morrison Lamthe**, contact Tony Vita, [tvita@morrisonlamthe.com](mailto:tvita@morrisonlamthe.com)
- December 09, Team Time, **Inscape**, contact Joe Cyr, [jcyr@inscapesolutions.com](mailto:jcyr@inscapesolutions.com)
- January 06, Team Time, **Alumabrite Inc.**, contact Richard Kunst, [Richard.Kunst@Kromet.com](mailto:Richard.Kunst@Kromet.com)
- February 10, Team Time, **Kromet International**, contact Richard Kunst, [Richard.Kunst@Kromet.com](mailto:Richard.Kunst@Kromet.com)

## Nine Steps to a Successful Incentive Plan

How to achieve the goals you're after.

**Battle Cry:**

**Start Strong.**

**Get Stronger**

**Finish Strongest**

Whether your organization is an active user of incentive plans, or just getting started, these nine steps can help ensure success.

1. **Identify your goals.** If your objective is to improve safety, for example, decide up front the specific goals you are aiming for and how you will achieve them.
2. **Involve your employees.** It's important to get everyone affected by the program on board. Are they willing to make changes and work to ensure the program's success?
3. **Conduct training.** To achieve the results you're after, employees will need new training. Job experience helps, of course but objectives like safety improvement often require additional education.
4. **Set goals by job functions.** It's unrealistic to think that someone in a clerical position will have the same safety goals a production worker. Make sure your incentive plan reflects this.
5. **Keep score keeping simple.** Complicated or cumbersome tracking will derail an incentive plan faster than anything. Everyone should be able to easily keep score.
6. **Celebrate your achievements.** Some of the best incentive plans personally recognize achievers each week. If you make a big deal of it, your employees will too.
7. **Help your managers follow through.** If certain employees are lacking behind with their performance, managers need to know why and how to correct things. An indifferent attitude is not acceptable.
8. **Keep strong.** The last week of your incentive plan should be just as important as the first week. If you and your managers let up, so will your employees.
9. **Finish things with a Celebration.** Some organizations end their incentive plans with a catered meal to recognize top achievers. Check out how to motivate your staff with incentives on your journey to become "Best company to work for" while raising the bar in your company. Site to view products. [www.AWARDLINK.com](http://www.AWARDLINK.com)  
Program number type in: TMG  
Your program ID # is 2526.

**Have a rewarding day,** For more information contact: Jim Nother, Nothers, 323 Horton Street, London, ON N6B 1L5, tele 1-800 265-1554 EXT 234 or [www.nothers.com](http://www.nothers.com)

Accdrnig to a rscheearcr at Cmabrigde Uinervtisy, it deosn't mttar in waht oredr the ltteers in a wrod are, the olny iprmoetnt tihng is taht the frist and lsat ltteer be at the rghit pclae. The rset can be a total mses and you can sitll raed it wouthit porbelm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe and the biran fguiers it out aynawy.

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## Things Leaders Do

Source: Fast Company, 03/31/2004

**When GE's CEO Jeff Immelt teaches up-and-coming leaders at the company's famed management-development center, he runs through a checklist of what he calls "Things Leaders Do." In an interview with Fast Company, Immelt reveals his own leadership checklist.**

- 1. Personal Responsibility.**  
"Enron and 9/11 marked the end of an era of individual freedom and the beginning of personal responsibility. You lead today by building teams and placing others first. It's not about you."
- 2. Simplify Constantly.**  
"I always use Jack [Welch] as my example here. Every leader needs to clearly explain the top three things their organization is working on. If you can't, then you're not leading well."
- 3. Understand Breadth, Depth, and Context.**  
"The most important thing I've learned since becoming CEO is context. It's how your company fits in with the world and how you respond to it."
- 4. The importance of alignment and time management.**  
"There is no real magic to being a good leader. But at the end of every week, you have to spend your time around the things that are really important: setting priorities, measuring outcomes, and rewarding them."
- 5. Leaders learn constantly and also have to learn how to teach.**  
"A leader's primary role is to teach. People who work with you don't have to agree with you, but they have to feel you're willing to share what you've learned."
- 6. Stay true to your own style.**  
"Leadership is an intense journey into yourself. You can use your own style to get anything done. It's about being self-aware. Every morning, I look in the mirror and say, 'I could have done three things better yesterday.'"
- 7. Manage by setting boundaries, with freedom in the middle.**  
"The boundaries are commitment, passion, trust, and teamwork. Within those guidelines, there's plenty of freedom. But no one can cross those four boundaries."
- 8. Stay disciplined and detailed.**  
"Good leaders are never afraid to intervene personally on things that are important. Michael Dell can tell you how many computers were shipped from Singapore yesterday."
- 9. Leave a few things unsaid.**  
"I may know an answer, but I'll often let the team find its own way. Sometimes, being an active listener is

much more effective than ending a meeting with me enumerating 17 actions."

### 10. Like people.

"Today, it's employment at will. Nobody's here who doesn't want to be here. So it's critical to understand people, to always be fair, and to want the best in them. And when it doesn't work, they need to know it's not personal."

## Moment of Decision

A factory manager had been working with his employees to involve them in the running of the plant. He kept them informed about the company's financial and environmental challenges and urged them to share their ideas – and to act on their own. The training period had gone smoothly, yet the manager wondered, "How will it go when it's for real?"

He soon found out. One morning he received a call from Becky, a machine operator on the plant's environmental watch team. She'd been listening to a radio talk show. The hosts had criticized the plant for releasing what looked like clouds of pollution. The operator knew right away the hosts were referring to unpolluted steam that the plant regularly released – and she also recognized the danger to the plant's reputation if the false information went uncorrected. By calling the manager, she was doing what an involved employee should do – yet she had done much more.

Becky had called the talk show hosts and, entirely on her own, invited them to visit the plant in a few days. She'd taken the liberty to schedule visits with experts at the plant – and, again on her own initiative, included the manager himself. She had obviously taken all the talk about employee involvement seriously!

This was a deciding moment for the involvement effort. Would the manager draw back and say, "Well, you've done well here, but let's just slow down for a minute." Or would he stand behind this surprising role reversal?

He undoubtedly took a couple of deep breaths – and then followed his machine operator's lead. Everything went well. In fact, the talk show hosts not only recanted their suspicions but also praised the plant's employees for their efforts to fight pollution. As the manager found out, putting together an employee empowerment program is only Step 1 – being ready to stand behind it when employees take it seriously is Step 2. Are you ready?

Adapted from The Leadership Dance

Richard N. Knowles

The Center for Self-Organizing Leadership

From the booklet: Leadership....with a human touch