

# Lean Thoughts

Inspired People

Robust Processes

Lean Operations

**January 19, 2004**

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

*Important Consortium Dates to add to your calendar*

The Consortium Benchmarking tour schedule has been reestablished. This is an excellent opportunity to have your folk's network with peers in other companies to share ideas. Remember the purpose of the benchmarking tours is to create vision and inspire your employees while accelerating your journey.

- Jan 22, Consortium Tour, **CTS Corp.**  
contact Bob Garces., [Bob.Garces@ac.ctscorp.com](mailto:Bob.Garces@ac.ctscorp.com)
- Jan 23, Lean Communications Model, **CGL Manufacturing** contact Richard Kunst,  
[Richard.Kunst@Kromet.com](mailto:Richard.Kunst@Kromet.com)
- Jan 29, Consortium Tour, **Morrison Lamthe.**  
contact Tony Vita, [tvita@morrisonlamthe.com](mailto:tvita@morrisonlamthe.com)
- Feb 05, Consortium Tour, **Kromet International.**  
contact Richard Kunst, [Richard.Kunst@Kromet.com](mailto:Richard.Kunst@Kromet.com)
- Feb 12, Consortium Tour, **Kraft Foods,** contact Mariela Castano, [Mariela.castano@Kraft.com](mailto:Mariela.castano@Kraft.com)
- Feb 19, Consortium Tour, **Stackpole AGD,** contact Cindy Grolleman, [cindyg@stackpole.ca](mailto:cindyg@stackpole.ca)
- Feb 26, Consortium Tour, **Stackpole CSD,** contact Gerry Ward, [gerryw@stackpole.ca](mailto:gerryw@stackpole.ca)
- March 04, Consortium Tour, **Eaton Cutler-Hammer**  
contact Joe Fisher, [JoeRFisher@eaton.com](mailto:JoeRFisher@eaton.com)
- March 11, Consortium Tour, **Messier-Dowty.**  
contact Richard Evans, [Richard.Evans@Messier-Dowty.on.ca](mailto:Richard.Evans@Messier-Dowty.on.ca)
- March 18, Consortium Tour, **CGL Manufacturing**  
contact Dave Desker, [daved@cglmfg.com](mailto:daved@cglmfg.com)
- March 25, Consortium Tour, **CTS Corp.**  
contact Bob Garces., [Bob.Garces@ac.ctscorp.com](mailto:Bob.Garces@ac.ctscorp.com)
- Apr 01, Consortium Tour, **Morrison Lamthe.**  
contact Tony Vita, [tvita@morrisonlamthe.com](mailto:tvita@morrisonlamthe.com)
- Apr 08, Consortium Tour, **Kromet International.**  
contact Richard Kunst, [Richard.Kunst@Kromet.com](mailto:Richard.Kunst@Kromet.com)
- April 15, Consortium Tour, **Kraft Foods,** contact Mariela Castano, [Mariela.castano@Kraft.com](mailto:Mariela.castano@Kraft.com)

**"Some will never learn anything because they understand everything too soon."**

Thomas Blount

## ON LEADERSHIP COMMUNICATION

### Let Your People Know

The link between mere management and great leadership is communication.

BY JOHN BALDONI

I have seldom met a manager who did not think he or she was a fine communicator. And fine communicators they may have been, but to whom they were communicating (their spouse, their pets, their imaginary friends) was a mystery because it sure was not to people who worked for them. Surveys bear this out. A majority of managers claim to be good communicators. But, as Boyd Clarke and Ron Crossland of the *tompeterscompany!* point out in their insightful book, *The Leader's Voice*, when those same managers are evaluated by their employees, the majority of employees say just the opposite.

This is a major problem when you consider that the overriding concern in the workplace, according to the Gallup Organization, is fear. Imagine that. Most of the employees in your organization are afraid. Fear can run the gamut from fear of not being appreciated to fear of losing a job. And therefore it is no surprise that according to a recent survey by the Society of Human Resource Management, eight in 10 people want to leave their jobs. If we consider that a third of those employees were fooling around when they responded to the survey, this means you still have 50 percent of your workforce who want to be working somewhere else.

And, if you believe what Marcus Buckingham and Curt Coffman posit in their seminal book *First, Break All the Rules* that people join companies but leave bosses, you will understand that as a manager you have an awesome responsibility. Your challenge is not simply to do your work, which is really to help others do theirs. It is to keep your people focused, productive and inspired.

### Management Reality

The cold hard reality of management is that it is less about you and more about your people. It is about unleashing the talents and skills of your people in order to enable them to do the work. (Thank you, Buckingham and Coffman!) Management is really about supporting others, providing them with the resources to do the job. That's the focus and productivity part. Inspiration comes from leadership — having employees who *want* to be at work and *want* to work for you.

Management and leadership are two distinct disciplines but necessary ones for anyone in a supervisory position, whether you are a CEO, CIO or manager of systems analysis for the controller's office.

And the link between management and leadership is communication. If you want your people to believe in you and if you want them to do something, you need to *communicate*. For more than 20 years, I have worked with men and women to help them become better communicators. Over that time, I have worked at a concept that I call "leadership communications." That phrase refers to the way in which leaders use their communications to do two things: build trust and drive results.

Seldom will anyone disagree with the concept. It is

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common sense, after all. It is what leaders of every generation have been doing to give purpose to their people's lives. The hard part comes in figuring out how to use communications. My belief is the communication may be the very fulcrum of the leadership lever.

If you want to be the boss that people want to work for, you must communicate. Communication facilitates the leadership process. That means when you set the vision, you articulate it. When you plan, you tell people about it. When you delegate, you have a dialogue with your people about who does what. When you coach, you have a conversation about what's going right and what needs improvement. When you recognize, you do so with words (and actions). And when you motivate, you do all of the above in order to create the right conditions for people to feel connected, empowered and able to contribute. In short, all of leadership comes back in one form or another to communication up, down and across every level of the organization.

## Communicating and Leading

But that is not all there is to it. Three elements propel your leadership communications: speaking, listening and learning. You voice the message; you listen to what people have to say; you learn from what they say or don't say. That is the essence of the leadership communication cycle and at any given moment in any given day you will find yourself whirring within this cycle. For example, you will be speaking to your CIO. Later you will be listening to your employee. And maybe at night you will be learning from what you said and heard. The cycle is perpetual.

Over the coming months, I will use this column to explicate the leadership communications process to demonstrate ways you can use your communications strategically and tactically to develop the trust of your people so that you can accomplish your goals and the goals of your organization. One of the joys (and perils) of writing a column is hearing from readers so feel free to let me know what you are thinking.

John Baldoni is a leadership communications consultant who works with Fortune 500 companies as well as non-profits including the University of Michigan. He is a frequent keynote and workshop speaker as well as the author of four books on leadership; the latest is [Great Communication Secrets of Great Leaders](#) (McGraw-Hill). Readers are welcome to visit his

## What 'Leaners' Are Buying

Here is OCAPT'S Best Sellers of 2003! All of these are available from Gail Grimaldi at 905-7352967 – or e-mail [ocapt@jaw.on.ca](mailto:ocapt@jaw.on.ca) Ask about any Lean materials you need

leadership resource website at [www.johnbaldoni.com](http://www.johnbaldoni.com).

**Here's what's hot - in terms of # of books sold:**  
(the number with each is the stock reference)

1. **Lean Enterprise Memory Jogger**, 1576810453  
Super, pocket stuffer – all registrants got a copy of this gem in their kits at the Lean Conference in October.
2. **Feedback Toolkit**, 1563270560  
It presents a very simple model of better person-to-person communication in the workplace.
3. **5S Pocket Guide**, 0527763381  
Just what it says it is – for every member
4. **Learning to See**, 0966784308  
LEI's first eye-opener on how to apply Value Stream Mapping
5. **Basics of Process Mapping**, 0527763160  
Provides '101' basics from flowcharting to process mapping. This soft cover booklet puts the fundamentals in place to make Value Stream Mapping more understandable and effective.
6. **5S for Operators**, 1563271230  
Plain English, well described, easy to follow
7. **Uptime**, *Strategies for Excellence in Maintenance Management* 1563270536
8. **Lean Thinking**, 2nd Edition,  
This has to be required reading – it is where one needs to start in Lean. Almost every Lean book refers to this book by Jim Womack and Dan Jones... It is where 'current Lean' all started. 0743249275
9. **Waste Chaser**, A pocket companion to quality & productivity 0963146416
10. **Creating Mixed-Model Value Streams**, If you live in a job-shop and the world of high mix low volume, this is the leading book internationally. Well written by Kevin Duggan, who has worked for Consortium members. 1563272806
11. **Black Belt Memory Jogger**,  
Top-rated, part of the GOAL/QPC Memory Jogger family 1576810437
12. **Lean Production Simplified**, One of the best and simplest written. Makes the Toyota Production System easy 1563272628
13. **Creating Continuous Flow**, One in the series of the excellent Lean Enterprise Institute's materials for practitioners 0966784332
14. **Mistake-Proofing for Operators**, 1563271273
15. **Manufacturing Strategy**, 1563270714
16. **Kaizen for the Shop Floor**, 1563272725
17. **VSM for Lean Office**, 1563272466
18. **Kanban for the Shopfloor**, 1563272695
19. **Study of Toyota Production System**, 0915299178
20. **Quick Changeover for Operators**, 1563271257

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