



## *Team Building on Steroids:*



*“What you always wish you knew  
about teamwork”*



**Glenn Jensen**

**Technical Change Associates, Inc. / Core Leadership Services**



Bian v'nue à tous



Welcome



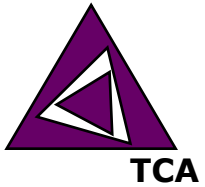
Bienvenue à tous



Van harte welkom



Alle sind herzlich willkommen

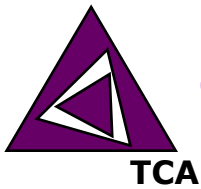


# Rick L. Smith – In Memoriam



- **35 Years' Experience**
- **Expertise**
  - **Manufacturing Strategic Planning**
  - **Production Management**
  - **Facility Engineering and Construction**
  - **Manufacturing/Industrial/Plant/Facility Engineering**
  - **Lean Manufacturing/Six Sigma**
  - **Local, State, and Federal Manufacturing Regulatory Knowledge**
- **Experience**
  - **President**
  - **Vice President/Operations Manager**
  - **Facility Manager**
  - **Project Manager, Project Engineer**
- **Certified Plant Engineer (CPE)**
- **Registered Environmental Assessor (REA)**





# Glenn Jensen: Entrepreneur, Expert and Leader



- **Areas of Expertise (Abbreviated)**

- » Entrepreneurship
- » Leadership Development
- » Strategic/Tactical Planning
- » Continuous Improvement
- » Lean Enterprise/Six Sigma
- » Change Management
- » Talent & Performance Management
- » Employee Engagement
- » Training & Development
- » High Performance Teams
- » High Performance Organizations
- » Operations Management
- » Reward Systems

- **Experience**

- » Entrepreneur
- » Business Owner
- » General Manager
- » Vice President, Human Resources
- » Vice President, National Consulting Firm



**Great Results. Delivered.**

*“Glenn is deeply passionate and effective when it comes to bringing out the best in people, teams and the organization. He has helped us generate and save millions. We can hardly wait for the next project to begin.”*

San Antonio. TX Client



Glenn Jensen is the Founder of Core Leadership Services, a company dedicated to serving the needs of entrepreneurs and business leaders. He has 25 years experience as a successful entrepreneur and businessman in an array of companies, industries and roles. Glenn has worked with hundreds of clients and been a guest speaker and many local, state, national, and international events.

Glenn has held executive level positions in Human Resources, Consulting and General Management. He also has been credited with saving a number of businesses that were on the brink of financial or operational collapse.

*Glenn spends most of his time in concert with entrepreneurs, owners, executives and others to help develop high performance leaders, teams and organizations.* Best of all, Glenn has been able to develop long-term partnerships with many of his clients which range from small to over \$250 million in annual sales.



- Welcome/Introduction
- The Essence of Team Work/Why Teamwork?
- Teambuilding/Improvement Infrastructure
- Teambuilding Techniques for
  - » Natural Team
  - » Cross-Functional Teams
  - » Steering/Executive Teams
  - » Team Members
- Summary

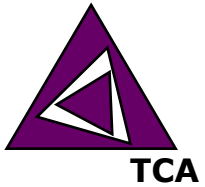


# Teamwork?



- What is the essence of teamwork?
- How effective are you clients at working as a team and .... ***consistently producing superior results?***





# The Essence Of Teams

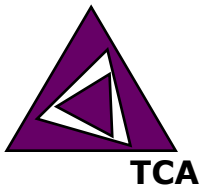


*“The west will not catch up.” For you (westerners) the essence of teams lies in extracting ideas from the minds of executives and putting them in the hands of workers.*

*“For us, the essence of teams lies precisely in the art of utilizing the brainpower of everyone in the company.”*

Panasonic Executive  
“American Samurai”





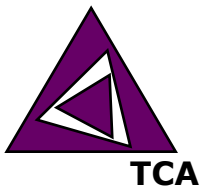
## Why Teams?



***“The purpose of teamwork is to better serve the needs of all customers and consistently create superior value.”***

***“It is impossible to become a World Class company without understanding and applying the principles of team work.”***

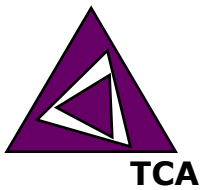
**Panasonic Executive  
“American Samurai”**



# What the Great Ones Understand



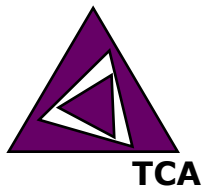
- They Must Have an Intense and Unrelenting Focus on Consistently....
  - » Providing outstanding service to all
  - » Serving the internal customer
  - » Earning customer loyalty
  - » Turning labor experiences into a great investment by focusing on total labor expenses and value vs. individual expenses
  - » View wages as an investment vs. just a cost that needs to be controlled



# What the Great Ones Understand (cont)



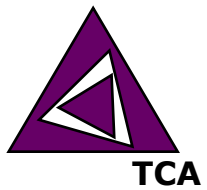
- **Why?**
  - » Because there are a few critical relationships that make and break everything else
- **What Do They Understand?**
  - » Hire and manage for talent (First, Break All the Rules)
  - » Get the right people on the bus, the wrong people off the bus, and everyone in the right seat! (Good to Great)
  - » Focus on critical relationships (The Southwest Way)
  - » Bring out the best in their people (Fractured to Fortune)



# What the Great Ones Understand (cont)



- **It's All About the Culture**
  - » Mission, Vision, Values
  - » Goals and Objectives
  - » Strategic and Tactical Planning
  - » Processes and Technology
  - » **People and People Systems!**
  - » **Leadership!**

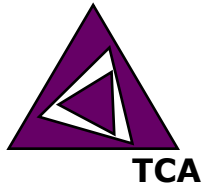


# What the Great Ones Understand (cont)



- Who Are They?
  - » Southwest Airlines
  - » Rackspace
  - » Apple
  - » Drew's American Grill
  - » Other Industry Leaders



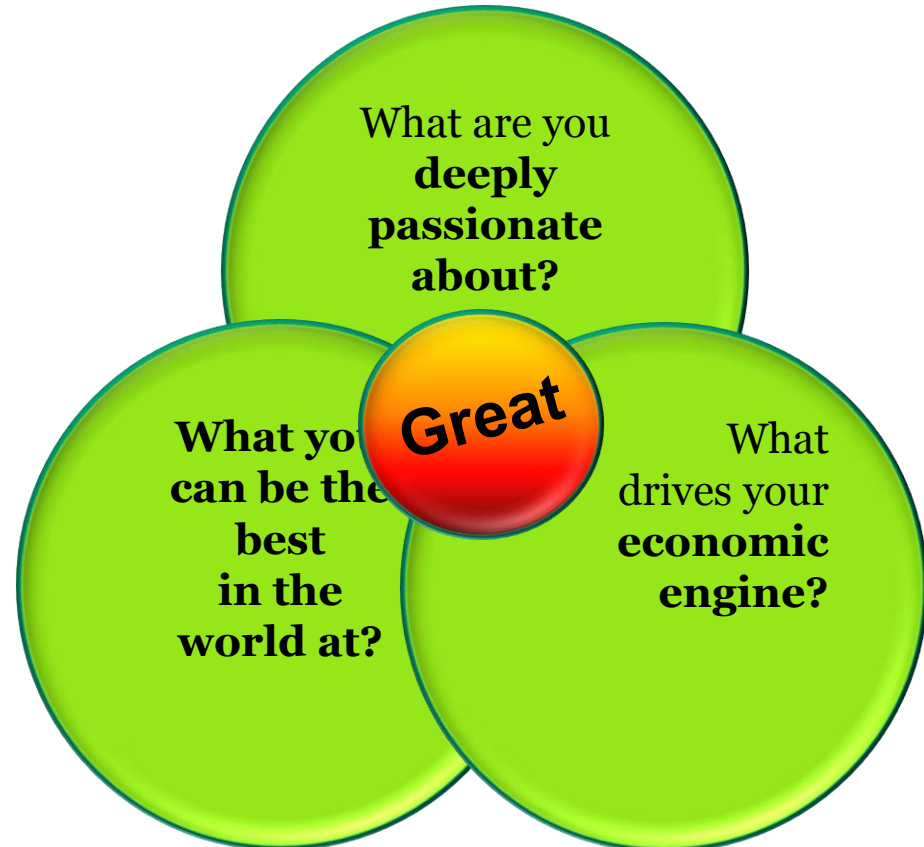


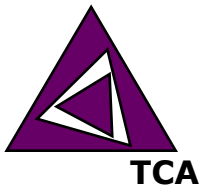
# Business When View as a System





- Strategy doesn't necessarily distinguish a great company
  - » Most companies have a strategy
- Even your core business cannot be your hedgehog concept if
  - » You can't be better at it than everyone else

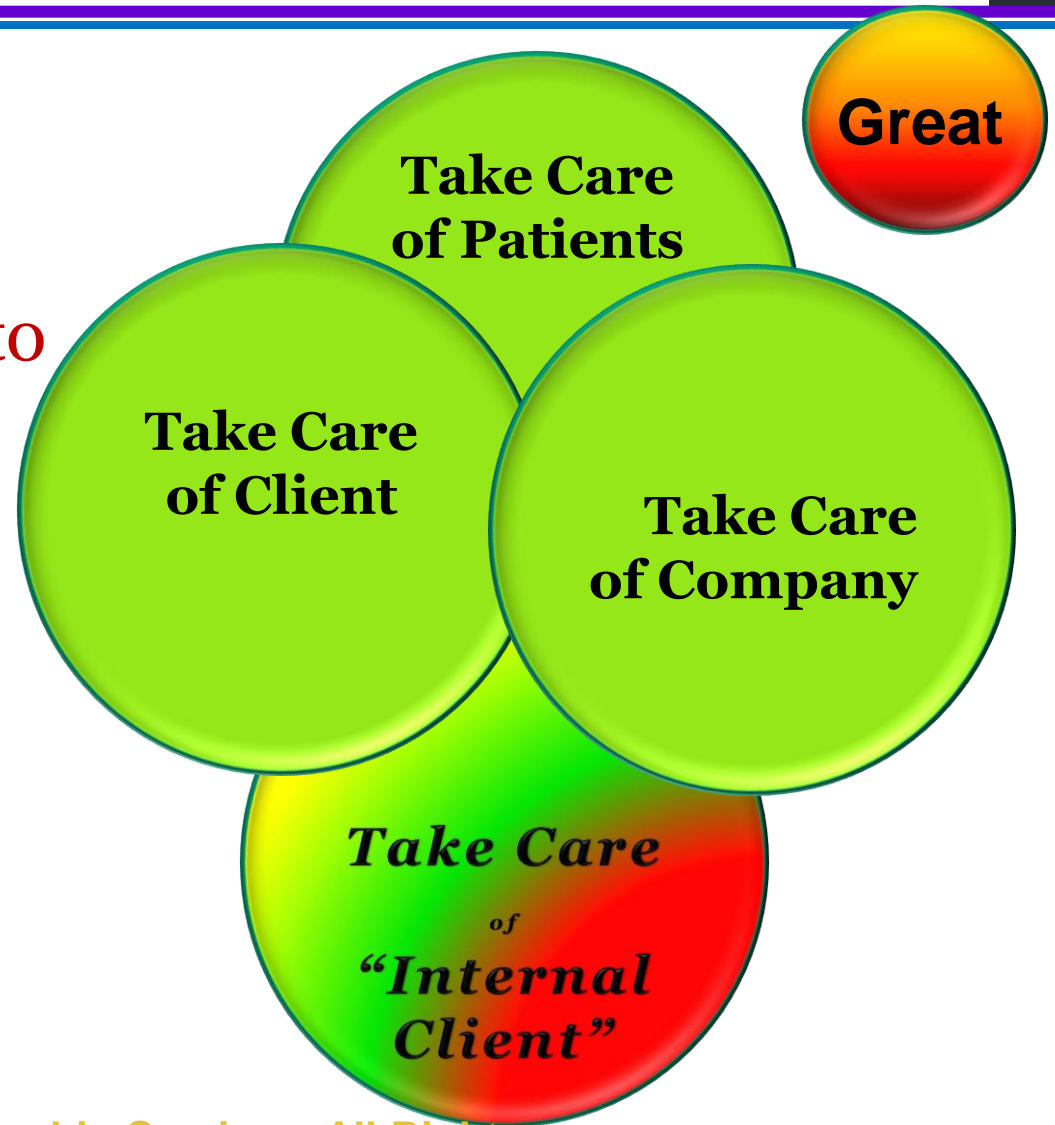




# Hedgehog Concept Applied



- Great is currently impossible.
- Current approach to people guarantees mediocrity.
- People systems limits what is possible.
- Leadership team is fundamentally sound





- **1987 Baseline Metrics**

- |                              |                          |
|------------------------------|--------------------------|
| ● Market Share               | 50%                      |
| ● Throughput Time            | 7 weeks                  |
| ● WIP Inventory              | 10 weeks                 |
| ● Scrap                      | 15%                      |
| ● Hourly Turnover            | 50%                      |
| ● Inventory Accuracy         | 90%                      |
| ● Returns (External Quality) | 2%                       |
| ● Safety                     | 20% chance of accident   |
| ● Operation                  | Disjointed, difficult    |
| ● Profit                     | Average/Best in Industry |



- **1992 Metrics**

- » *Market Share*

90+%

- » Throughput Time

7 days

- » WIP Inventory

2 weeks

- » Scrap

<5%

- » Hourly Turnover

10%

- » Inventory Accuracy

99+%

- » Returns (Quality)

<.10%

- » Safety

2% chance of accident

- » Operation

Smooth flow

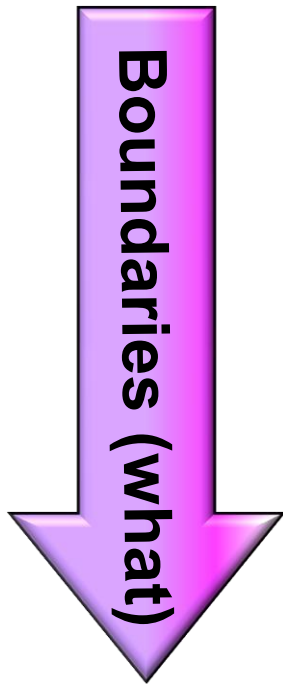
- » ***Profit***

***480% improvement***



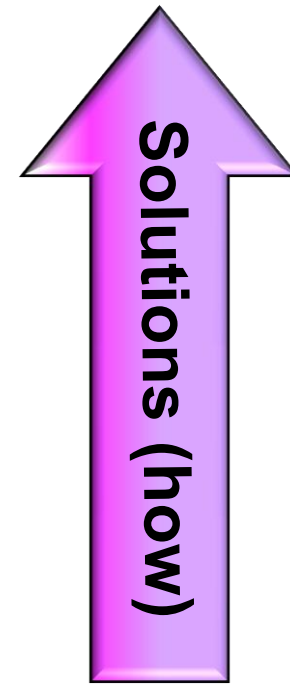


**Leadership**

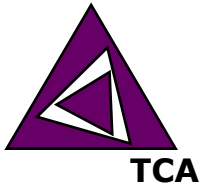


**Team**

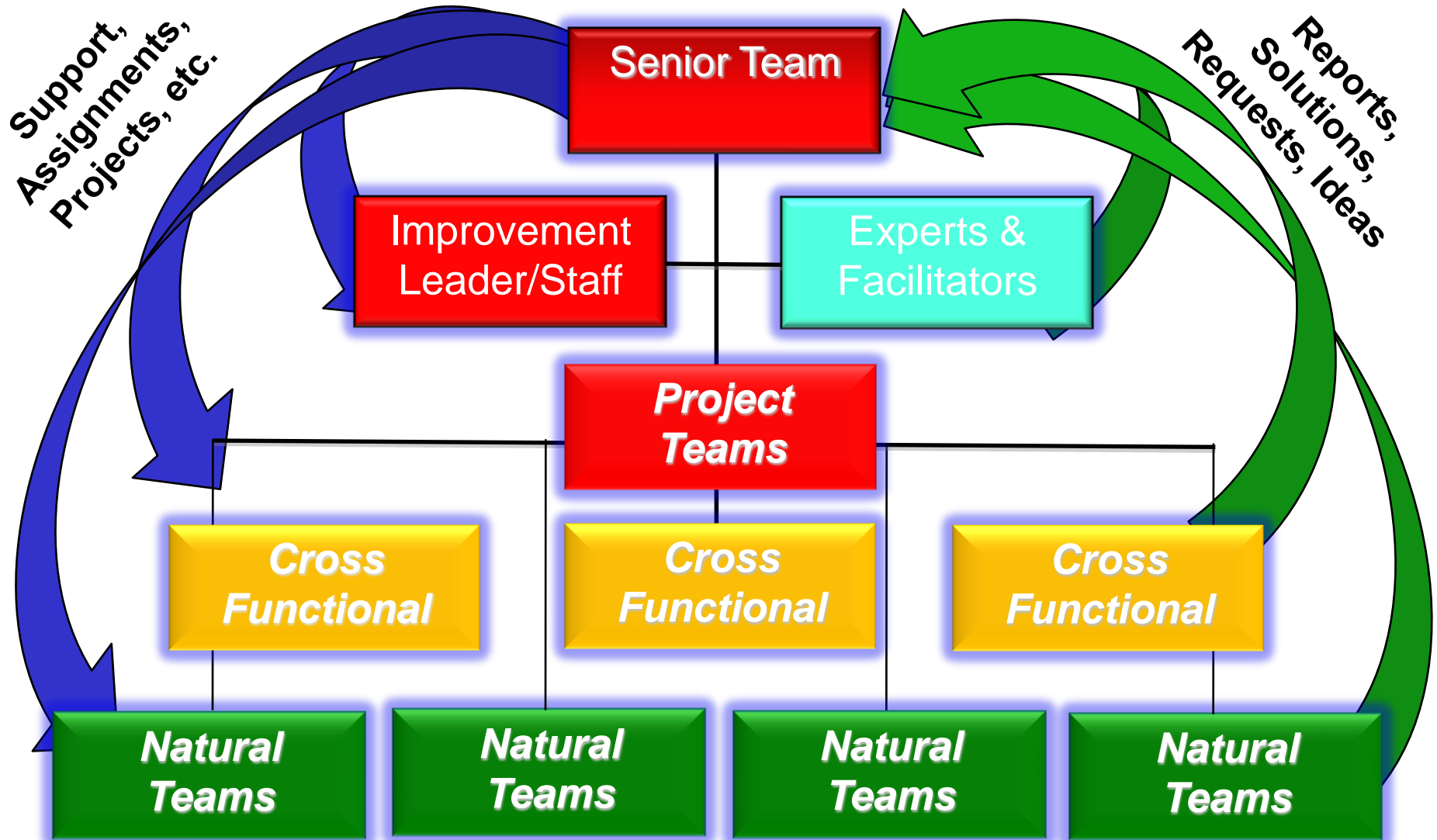
**Leadership**



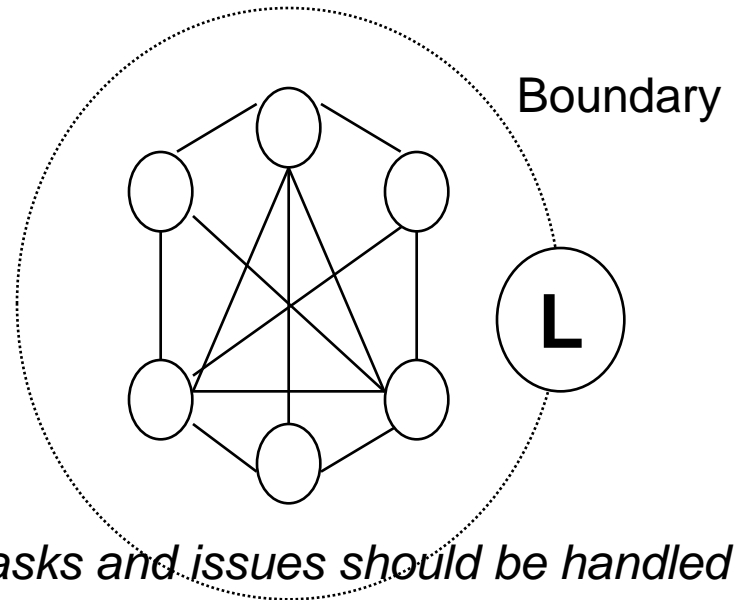
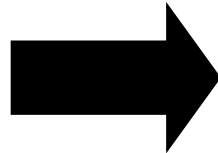
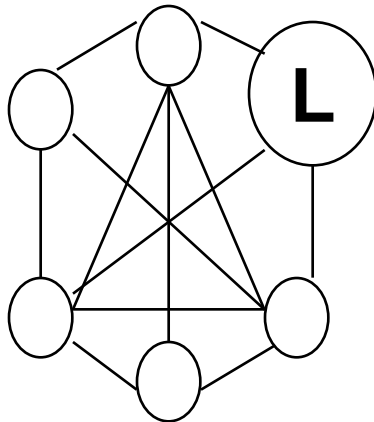
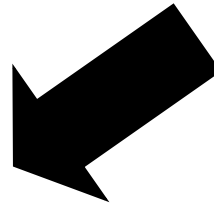
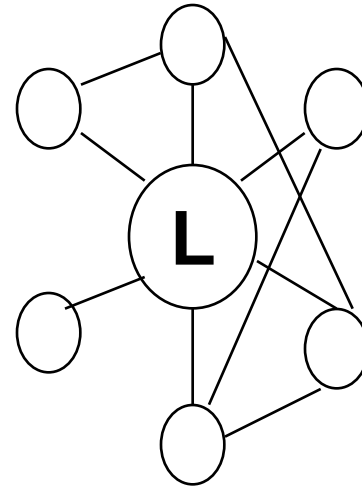
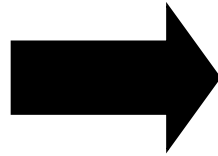
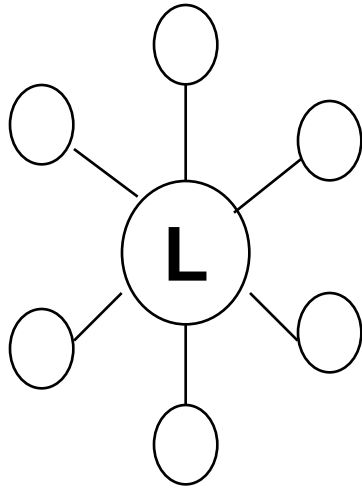
**Team**



# Teambuilding Improvement Infrastructure

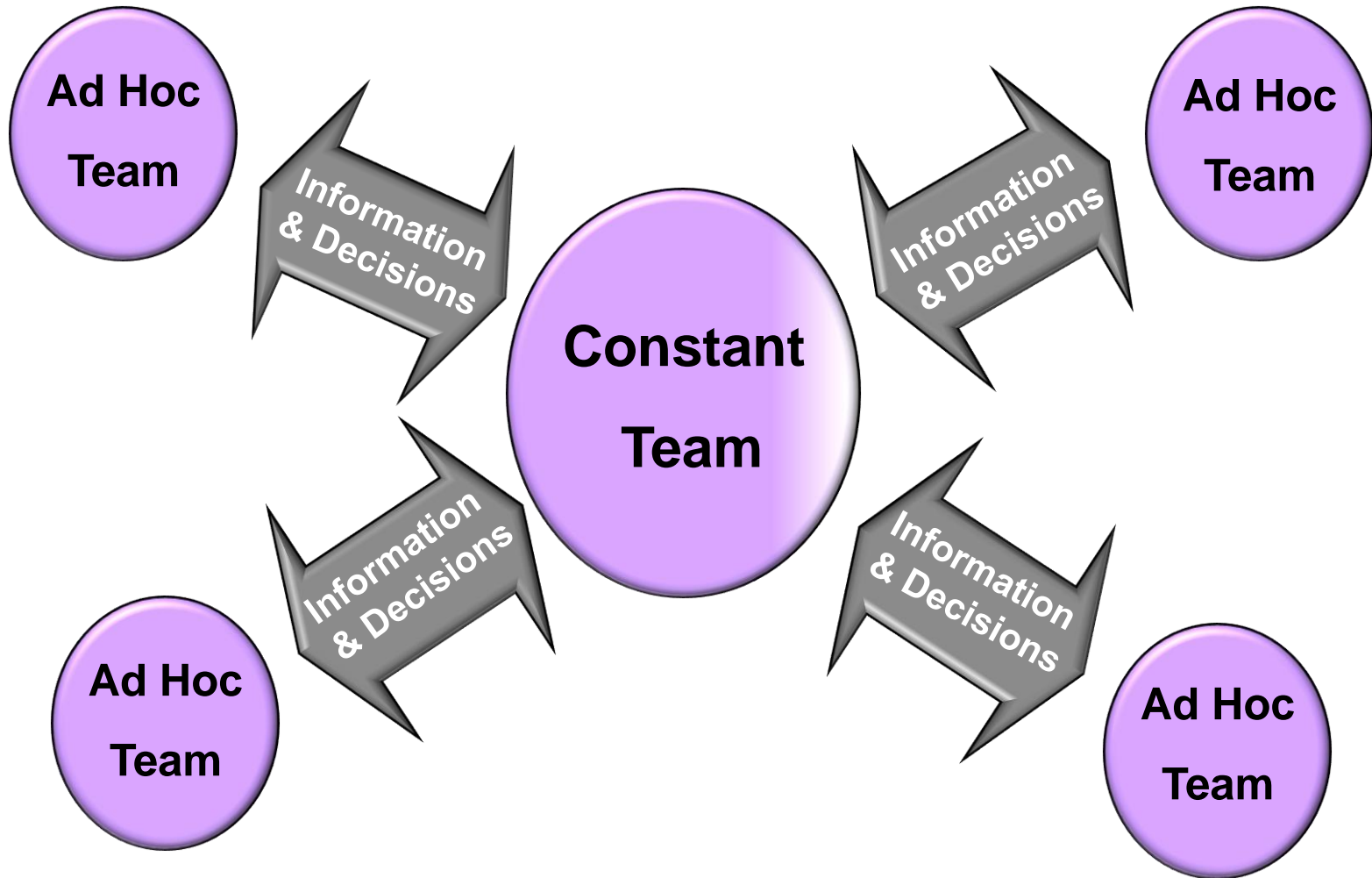


# Evolution Of A Team



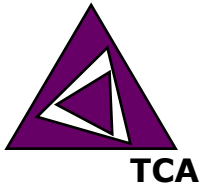
*All routine tasks and issues should be handled without any assistance from the Leader*

# Common Team Set Up



# Team Building Techniques





# Team Metrics



**Safety Awareness**

**Monthly Safety Rating**

**Customer Satisfaction**

**On-time Delivery**

**Escapes/# Of Defects Found By Customer**

**Customer Satisfaction Rating**

**Lean Manufacturing Training**

**CELL/AREA (NAME)**

**PERFORMANCE MEASURES**

**Schedule**

**Daily Schedule Performance**

**Schedule Performance Weekly, Monthly, & Year-To-Date**

CONTINUOUS IMPROVEMENT LIST					
Team:			Date:		
Number	Problem/Issue/Opportunity	Countermeasure	Person(s) Responsible	Date/Time Due	% Complete
					100/75/25/50
					100/75/25/50
					100/75/25/50
					100/75/25/50
					100/75/25/50
					100/75/25/50
					100/75/25/50
					100/75/25/50

**Takt Time =**  
\_\_\_\_\_

**Total Cost**

**Throughput Time/Days To Manufacture**

**Productivity/ Hours Per Component**

**Unit Cost**

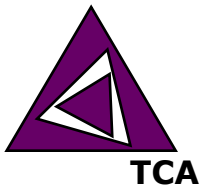
**WIP/Inventory Inventory Turns**

**Defects Per Unit**

**Staffing & Overtime**

**Performance To Standard Work**

**5S Housekeeping**



# Engaging the Team



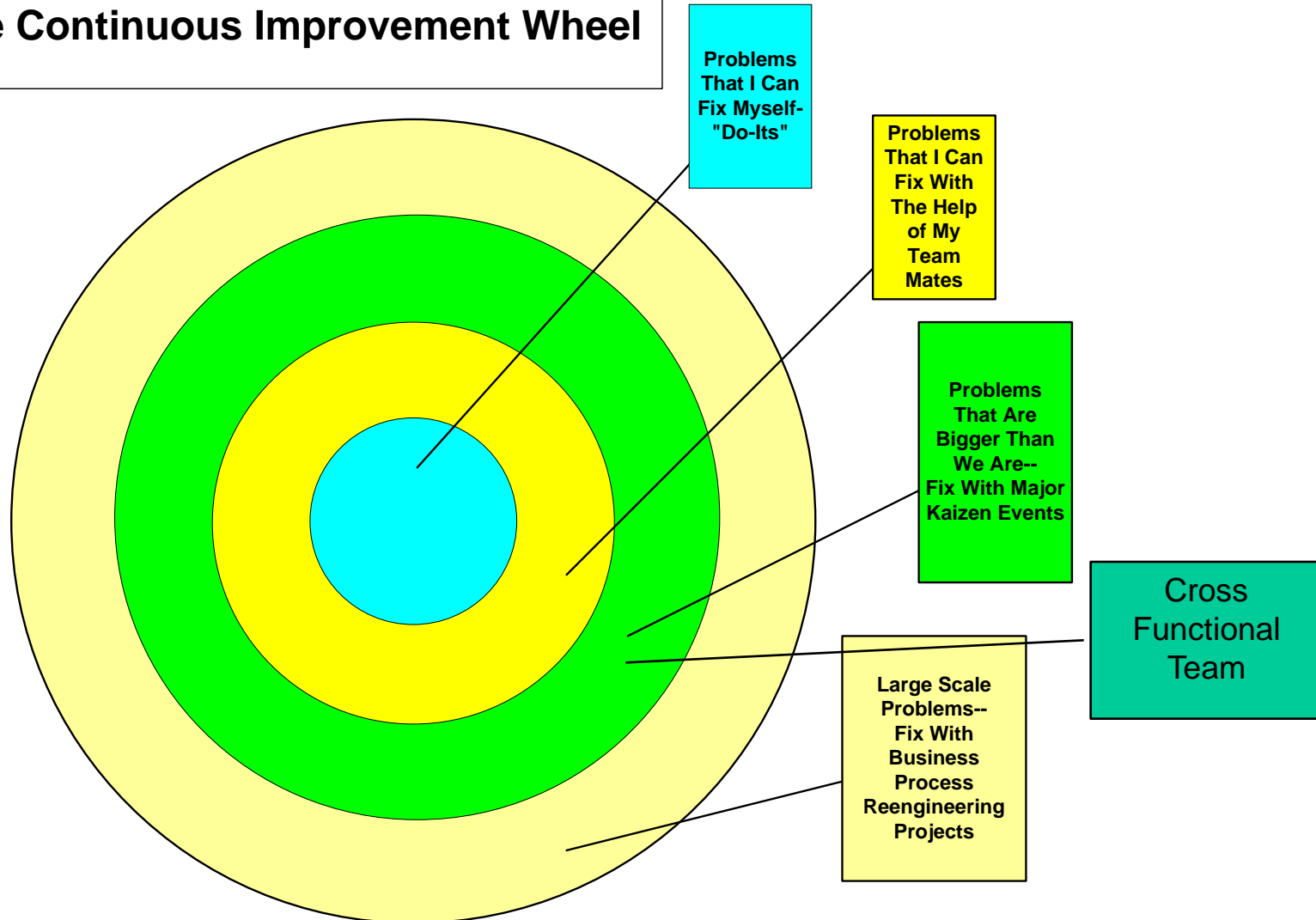
## CONTINUOUS IMPROVEMENT LIST

Team:			Date:		
Number	Problem/Issue/Opportunity	Countermeasure	Person(s) Responsible	Date/Time Due	% Complete
					$\frac{100}{75}$ $\frac{25}{50}$
					$\frac{100}{75}$ $\frac{25}{50}$
					$\frac{100}{75}$ $\frac{25}{50}$
					$\frac{100}{75}$ $\frac{25}{50}$
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					$\frac{100}{75}$ $\frac{25}{50}$

# Dividing Up Tasks



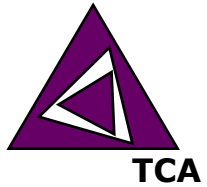
## The Continuous Improvement Wheel





- **Daily**
  - » At a set time
- **Attendees**
  - » All team members
- **Agenda:**
  - » Work assignments
  - » Safety
  - » Quality
  - » Schedule
  - » Other assignments
- **Focus on issues of today and tomorrow**
  - » 5-10 minutes!



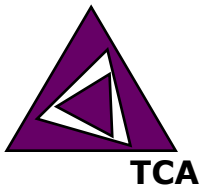


# Weekly Continuous Improvement Team Meetings



- Held once a week at a set time
  - » Need to be frequent to maintain discipline
- Usually 1 hour in length
  - » Can/should do work outside the meeting
- Focus on specific issues that affect the future
  - » ***Work on fixing the process vs. just getting through today***
  - » ***Issues come from the C.I. list***
- Team is divided up according to need
  - » Small sub teams are preferable
- Must be accountable for performance
  - » Report back to the larger team



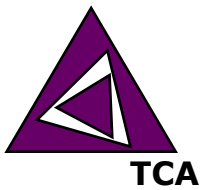


# Improvement Team Pointers (cont)



- Solve everything you can at the team level
  - » You and your team are often closest to the problem and the solution
- Some things cannot be solved on your own
  - » Invite others who can help
    - Sales
    - Tooling
    - Purchasing
    - Etc.
- Involvement senior management only when necessary



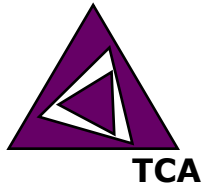


# Improvement Team Pointers (cont)



- Be prepared when you ask for management help
  - » Avoid the “management dump”
  - » Come with possible solutions
  - » Do your best to justify your recommendations
  - » Good Example:
    - “We are experiencing a 15% scrap rate that could be solved by better tooling. The tooling will cost \$13,000 and should pay for itself in about 4 weeks.
  - » Bad Example:
    - “Our tooling really sucks! Somebody needs to do something about it.”

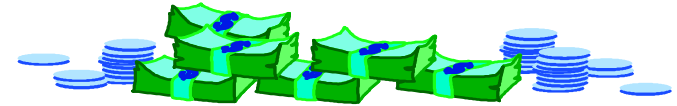




# 1<sup>st</sup> Progressive Tentative Savings



- Tentative Savings
  - » 19,423 miles per year
  - » **\$ 554,106 per year (very conservative)**
  - » 18,470 hrs (9.2 man years) in time wasted
- Follow-up :
- Continue with further improvements
- Measure impact on Satellite stores waiting times
  - » Rough estimate based on observation of 50%





# Team Building



Outside the Box

# Wrong Idea





# Communication - Cooperation - Collaboration



- **Communication:**
  - » A process by which information is exchanged between individuals or groups
- **Cooperation:**
  - » Willingness and ability to work with others in a harmonious but individualistic fashion usually in **reaction** to problems
- **Collaboration:**
  - » To work jointly with others, to “assist the enemy, especially in the intellectual or **preventative** sense”
    - Success is not defined individually.....but for the “common good”

**Out of  
“the  
box”**

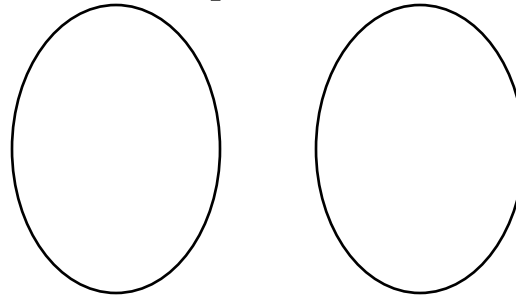
# Communication - Cooperation - Collaboration



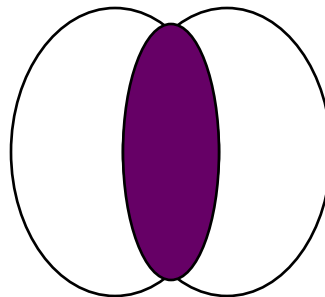
**Communication**

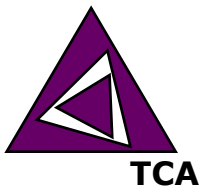


**Cooperation**



**Collaboration**



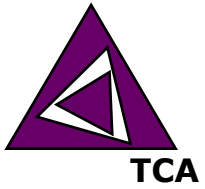


# Who is Your Team?



- Who do you think of when you think about team work?
  - » Your immediate work group?
  - » Your department?
  - » Other?
- What about other departments and other teams?
  - » Are they part of your team?

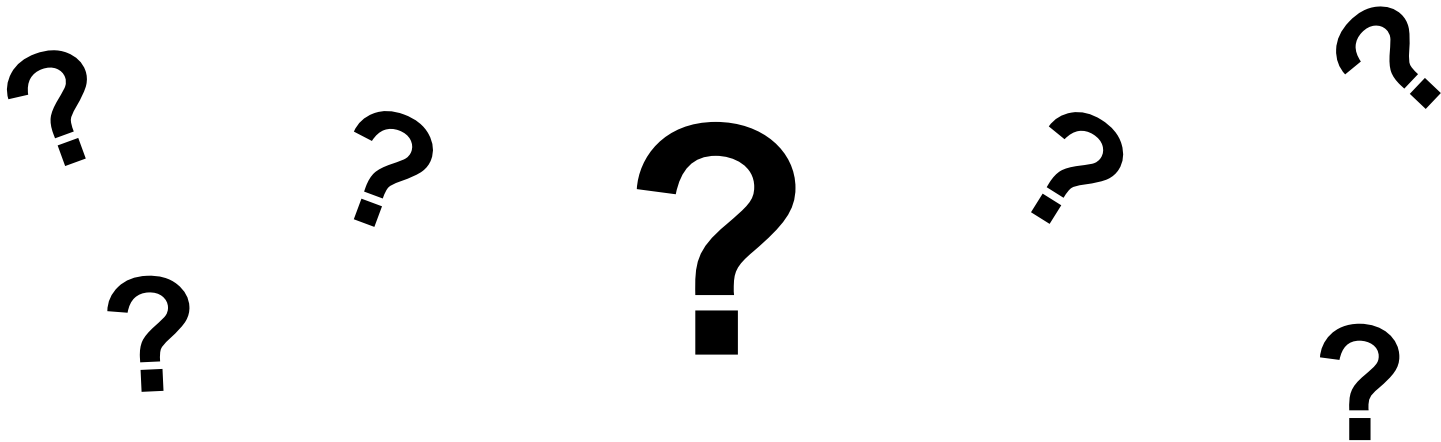


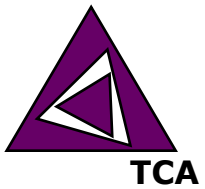


## Big Question



**Would your customers, both internal and end customers, hire you if they had a choice?**



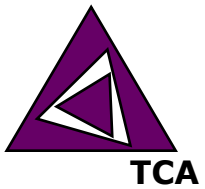


# Parable of the Prince



- **King Wanted the Prince to Marry and Gave Him an Ultimatum**
  - » “Get married within one year or lose the kingdom”
- **King Narrowed Down His Choices to 3 Possible Brides**
  - » #1 – An Extremely Talented Musician
  - » #2 – A Brilliant Mathematician
  - » #3 – A Incredibly Successful Businesswoman
- **Guess Which One He Married?**
- **What Can Be Learned?**



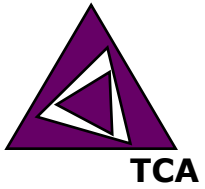


# Union Pacific's Big Mistake



- In 1980's the Railroads Moved About 80% of U.S. Freight
- By 1990's, the Railroads Moved only about 20% of the Freight
- The Railroads Measured Their On Time Performance From Rail Spur to Rail Spur
- The Customers Measured Their Performance From Rail Spur to Arrival at Their Dock
- **How can we avoid the same mistake?**





# What Customers **Don't** Care About



**Why your computer doesn't work**

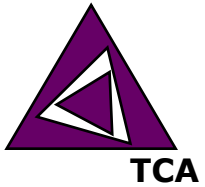
**Excuses**

**Why we aren't organized**

**WHY YOUR TEAM DOESN'T GET ALONG**

**Why our vendors screwed up**

**Etc.. Etc., Etc.**



# Teamwork Inside and Outside the Box



## Inside Natural Teams

Focus:

**Natural Team**

Approach:

Daily Huddles  
Improvement Team Meetings  
Improvement Lists  
Team Metrics  
Small Tasks and Projects

Team Members:

All from same team  
Similar perspectives

## Outside

**Cross Functional Teams**

Focus:

**Internal & External Customers**

Approach:

Regular Meetings  
Structured Problem Solving  
Emphasis on Collaboration  
Larger and More Complex Issues

Team Members:

Team members from different teams  
Distinct perspectives



- Team is made up of people from multiple departments or teams within a department
- Can be formal or informally set up
- Purpose and goals are shared
- Objectives of participating teams are secondary
- **The focus is to do what is best for the customer/organization!**

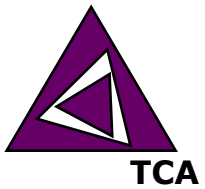




# Teambuilding

## Wrap-up



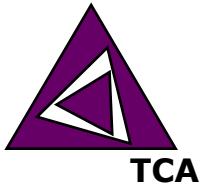


# Quick Assessment



- What are your most difficult “people problems”
- What are you doing to bring out the best in your people?
- ***How effective are you/your organization at ..... consistently producing superior results?***



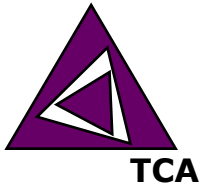


# Leadership Simplified



**Leadership  
Core**

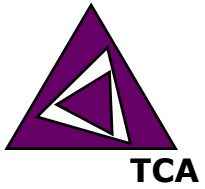




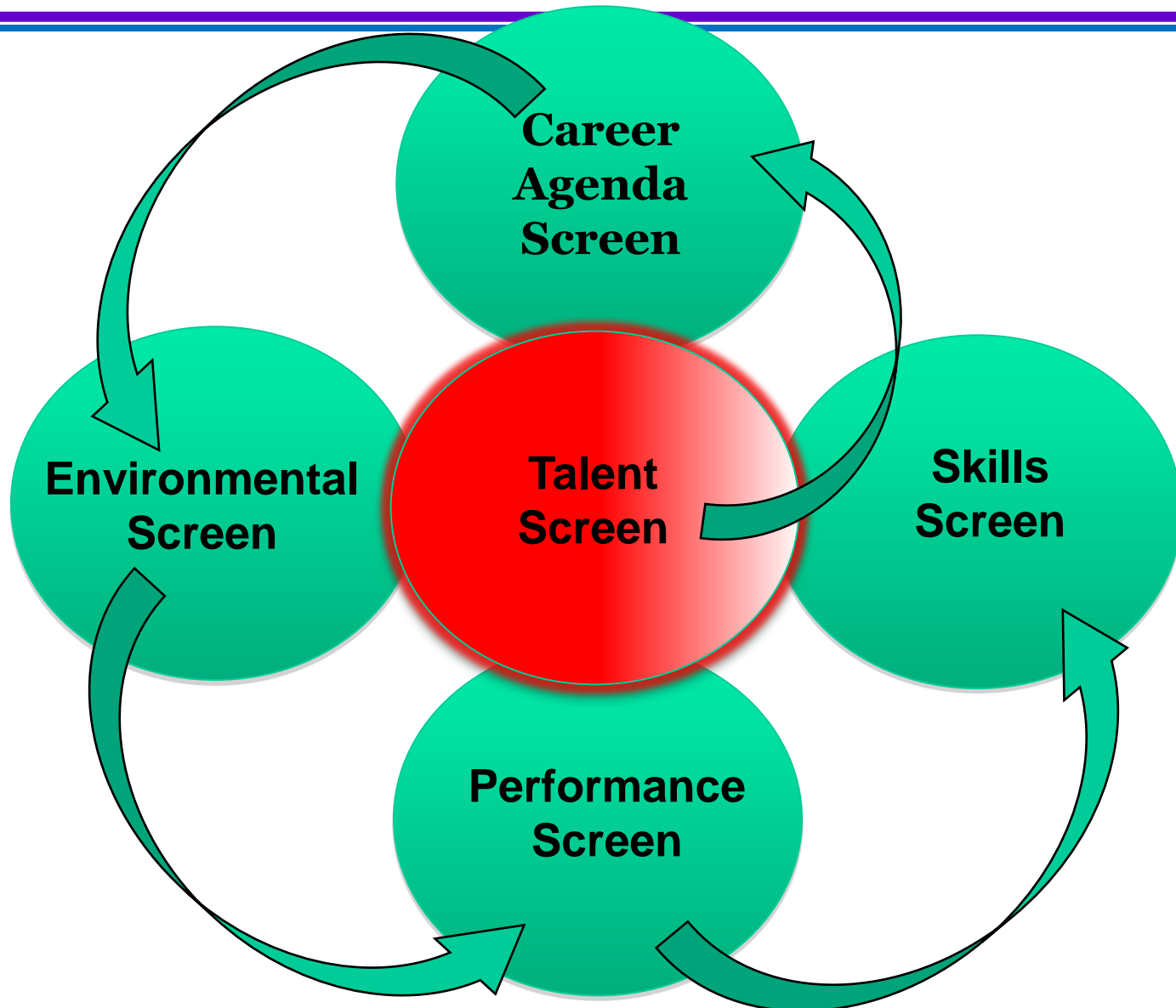
# Performance Talent Management



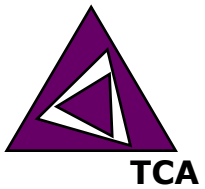




# Smart Selection Model







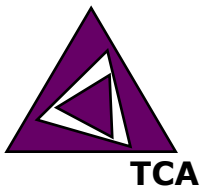
# Lean Reward System Example



**Level 1 Example**

$$\begin{aligned}
 & \$11.00 + \$1.00 = \$12.00 + \$150 = \text{Total Pay} \\
 & \text{Base Pay} + \text{Skill Pay} = \text{"Fixed" Pay} + \text{Perf. Pay}
 \end{aligned}$$

Skill Code: i = Introductory, Level = Skill/Standards Level, TR = Trainer, WCM = World Class Manufacturing Specialist



# PM By the Numbers



- Percentage of people who are able to consistently use their talents at work

14

- Percentage of confusion regarding what is expected

50%

- *Average improvement.....*

**100%+**



# The Choice Is Yours!

Unconscious  
Incompetence →

Conscious  
Incompetence →

Unconscious  
Competence →

Conscious  
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