

# Process Based Leadership®



Creating and Sustaining a Culture of  
Focus, Urgency, and Accountability

**P**rocess **B**ased **L**eadership®

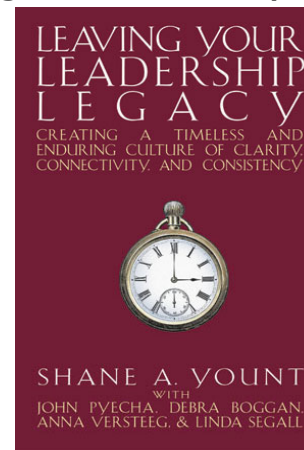
Competitive Solutions, Inc. | 1140 Powers Place | Alpharetta, GA 30004

Toll Free: 800.246.8694 | Phone: 770.667.9071 | Fax: 770.667.9020

# CSI's Background

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- Founded in 1991, **Competitive Solutions, Inc.** is an international consulting firm serving clients in North America, Europe, and beyond.
- Authors of several books: *Empowering Business Teams: Been There, Done That, It Works* in 1996 and *Confessions of an UnManager* in 1997, *Buried Alive – Digging Out of the Management Dumpster* in 2004



- New book, out NOW! “*Leaving Your Leadership Legacy*”
- Offices in Raleigh, North Carolina and Atlanta, Georgia

# A Few of Our Clients

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# Performance Today

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# Performance Today

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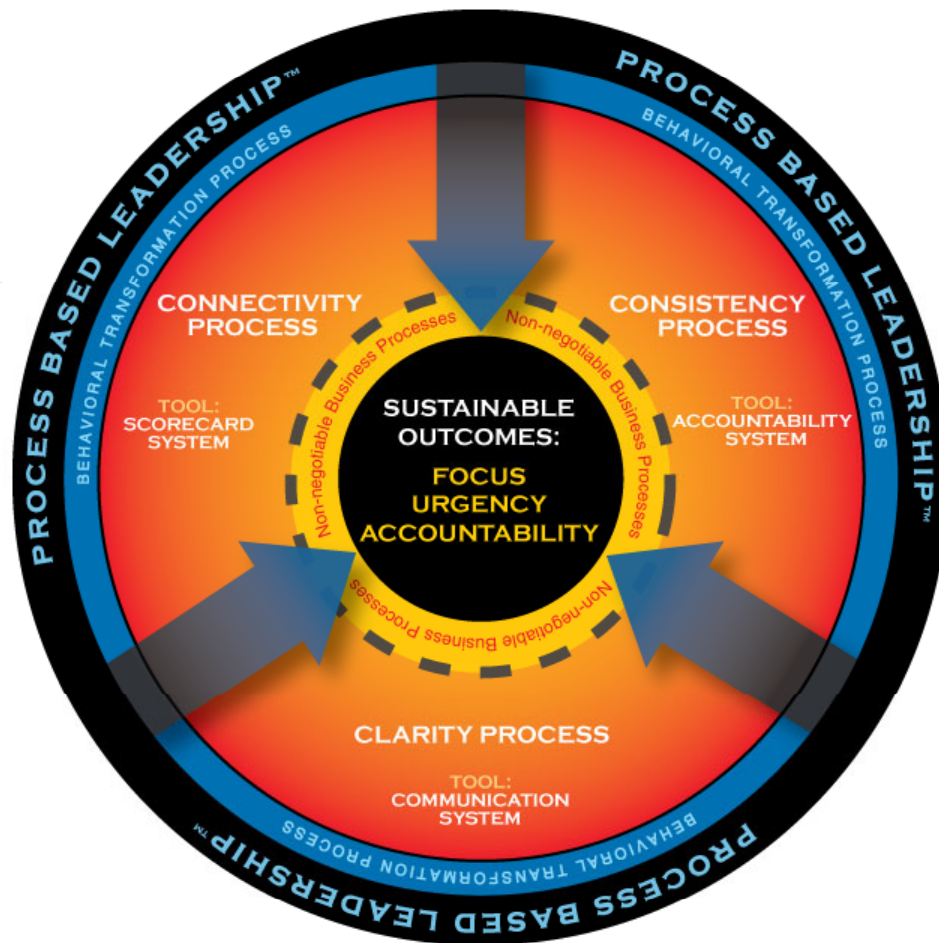
## The CURRENT State of Leadership:

- Reliance on the **3P's**: Leaders influencing through their defined **P**osition, **P**roximity, and powers of **P**ersuasion
- Many leaders “Managing by **P**ersonality”
  - Good intentions driving cultures of dependency, not accountability
- True high performance teams rarely exist as most teams are driven by selective engagement, not collective accountability
- No shortage of continuous improvement programs, but the operating system to drive sustainment is non-existent
- Metrics today represent Thermometers, not Thermostats
- No Leadership Legacy – Organizational changes create vacuums and voids
- Employees at all levels looking to leaders to provide an operating environment where there is **C**larity, **C**onnectivity, and **C**onsistency

# ***NON-NEGOTIABLE PROCESSES***

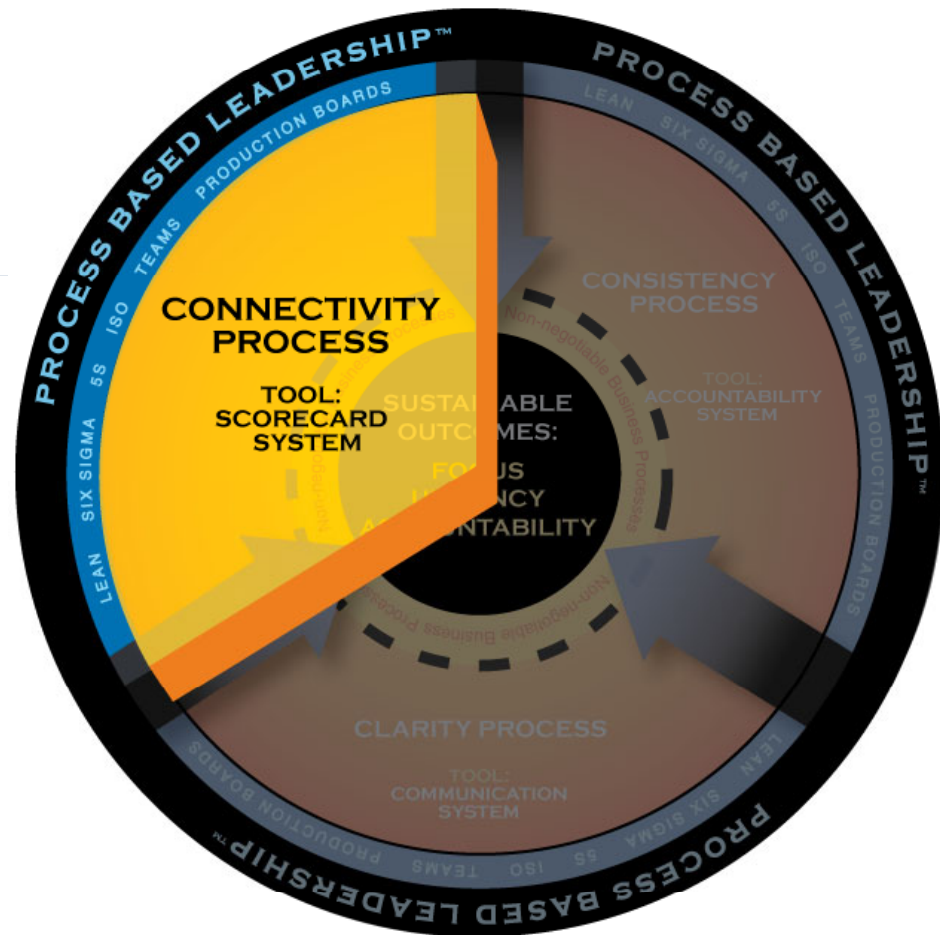
***Returning to Core Business  
Systems***

# Non-Negotiable Processes



# Non-Negotiable Processes

## Connectivity Process



# Business Focus Process



East Coast Plant Primary Team														
East Coast Plant Primary Team														
ID	Objective	Target	Responsibility	Frequency For Review	September 2007	October 2007	November 2007	December 2007	January 2008	February 2008	March 2008	April 2008	May 2008	YTD Fiscal 2008
<b>Quality</b>														
40	reduce defects from 3 per million to 2 per million defects	2	Pyecha, John Yount, Shane	Weekly	3.5	4.8	2.25	1.2	2.75	3.25	3	3.88	3	2.95
41	reduce supplier defect ratio from 5% to 2% supplier defects	2%	Pyecha, John Watkins, Michael	Weekly	6.84%	7.4%	5.5%	6.8%	7.5%	5.75%	5%	3.3%	6.25%	6.34%
44	increase on-time delivery from 98% to 99% On Time Delivery	98%	Pyecha, John VerSteeg, Anna	Monthly Fiscal 5-4-4	121.21%	36.84%	6.15%	4.6%	100%	114.29%	233.33%	100%	700%	100%
<b>Cost</b>														
45	reduce scrap from 3% to 2% scrap	1	Pyecha, John Kaczmarek, Frank Boggan, Debra Hall, Gwen	Monthly Fiscal 5-4-4	3	1	2	0	2	5	1	5	3	2.83
49	reduce overtime from 15% to 10% of schedule hours overtime	10%	Kaczmarek, Frank Boggan, Debra	Weekly	10%	14%	10.5%	11.3%	9%	11.75%	11%	7.5%	12.5%	10.75%
<b>Safety</b>														
52	reduce accidents from 5 per Qtr to 0 per Qtr Accidents	4	Pyecha, John	Weekly	29	22	15	19	30	4	19	16	21	216
<b>Productivity</b>														
53	increase output per person by 2% per month Output per person	2	Kaczmarek, Frank Yount, Shane	Weekly	1.38	4.2	1	1.8	1.75	1.75	1.8	1.85	1.58	1.82
933	Increase uptime from 70% a week to 85% a week	85	Kaczmarek, Frank Shambley, Linda Inc,	Weekly	73.75	79.2	78.75	85.8	73	77.48	79.4	75.5	75.75	75.98

# Business Focus Process

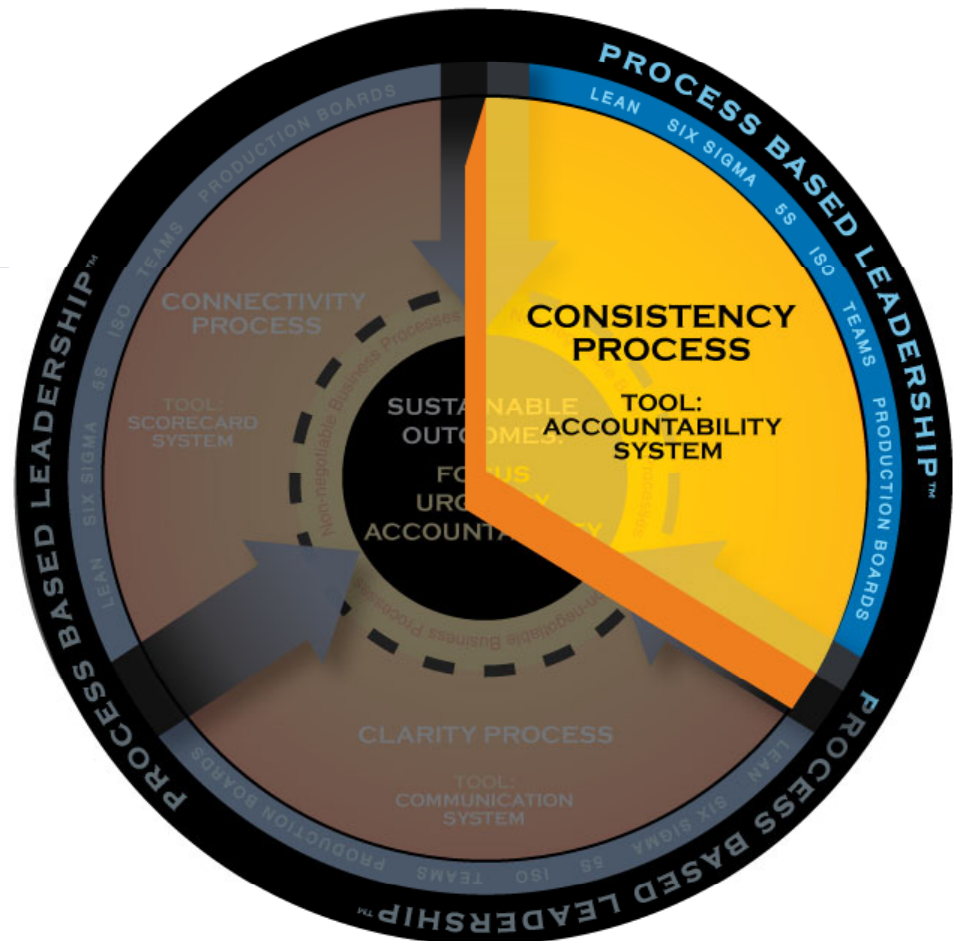
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## Create and maintain a scorecard

- Leadership team creates key business focus areas and a standard format
  - No more than 15 goals per scorecard
  - Performance is color coded, Red/Green
  - Visually projected in meeting room so that it sets the tone
- All lower teams develop tactical scorecards to support the key business focus areas
- Business scorecards are reviewed in every team meeting as a standard agenda item
- Team members utilize an action register to address scorecard performance issues
- Scorecards and action registers are distributed monthly to senior leadership for review

# Non-Negotiable Processes

## Consistency Process



# Accountability Process

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## ***ACTION REGISTER:***

An accountability tool designed to document critical tasks, ownership responsibilities, and target dates.

ACTION	OWNER	TARGET DATE	COMPLETION DATE	COMMENTS

# Accountability Process

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- Designed to be used in the following manner:
  - Break the dumpster – *Personal Action Register – Tactical representation of empowerment*
  - Meeting Effectiveness – *Drives elevated expectations of engagement within meetings*
  - Scorecard Effectiveness – *Transforms metrics from a “Thermometer” view to a “Thermostat” view*
  - Performance management – *Provides data as a measurement of engagement*

# Accountability Process

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NAME	#of Actions Taken	# of Actions Completed	Value of Actions to the Business
Shane	7	7	3.0
Anna	0	0	0
Debra	2	0	0
Adam	4	4	1.0
Patricia	0	0	0
Gwen	5	3	3.0
John	0	0	0
Seth	1	0	0
Linda	8	3	2.8

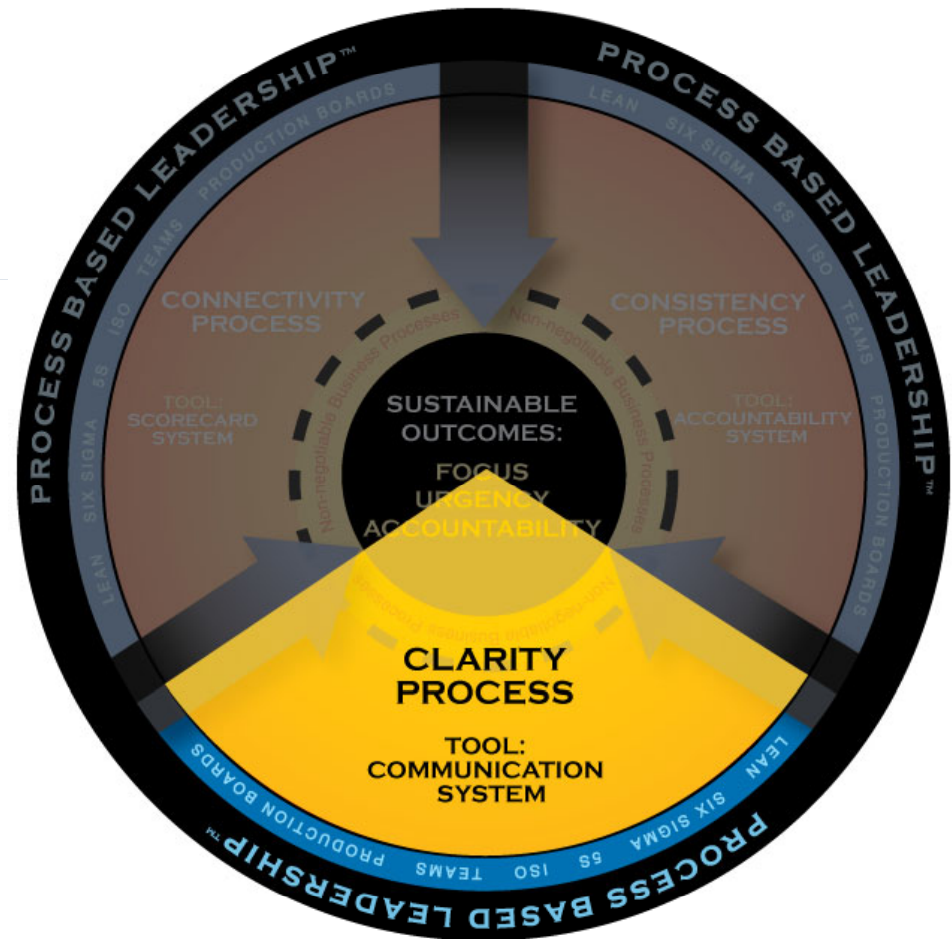
## *Accountability Analysis*

- What does this data tell the team leader?
- How should this data be used?
- Is this data conclusive?

Value Key: 1 - Low; 2 - Medium; 3 - High

# Non-Negotiable Processes

## Communication Process



# Communication Process

*Creation of a scorecard driven, business focused communication process that consistently drives urgency and accountability in the organization*



Where Software Drives Performance



## Weekly Primary Home Team Meeting

**Scorecards**

-  East Coast Plant Primary Team

**Performance Charts**

-  East Coast Sales Key Business Focus Areas
-  East Coast Strategic View
-  East Coast Plant View
-  East Coast Flow Chart

**Meetings**

-  Weekly Primary Home Team Meeting

**Document Management**

-  Documents

**Meeting Agenda**

- Action Register Review
- Scorecard Review
- Around The Table
- Recognition
- Pass-Up/Pass Down
- Action Register Review
- Meeting Audit

**East Coast Plant Primary Team**

Scorecard | Action Register | Analysis | Overview | Note

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50	reduce accidents from 5 per 100 to 0 per 100 Accidents	4	Pycho, John	Weekly	29	22	15	19	38	4	19	16	21	216
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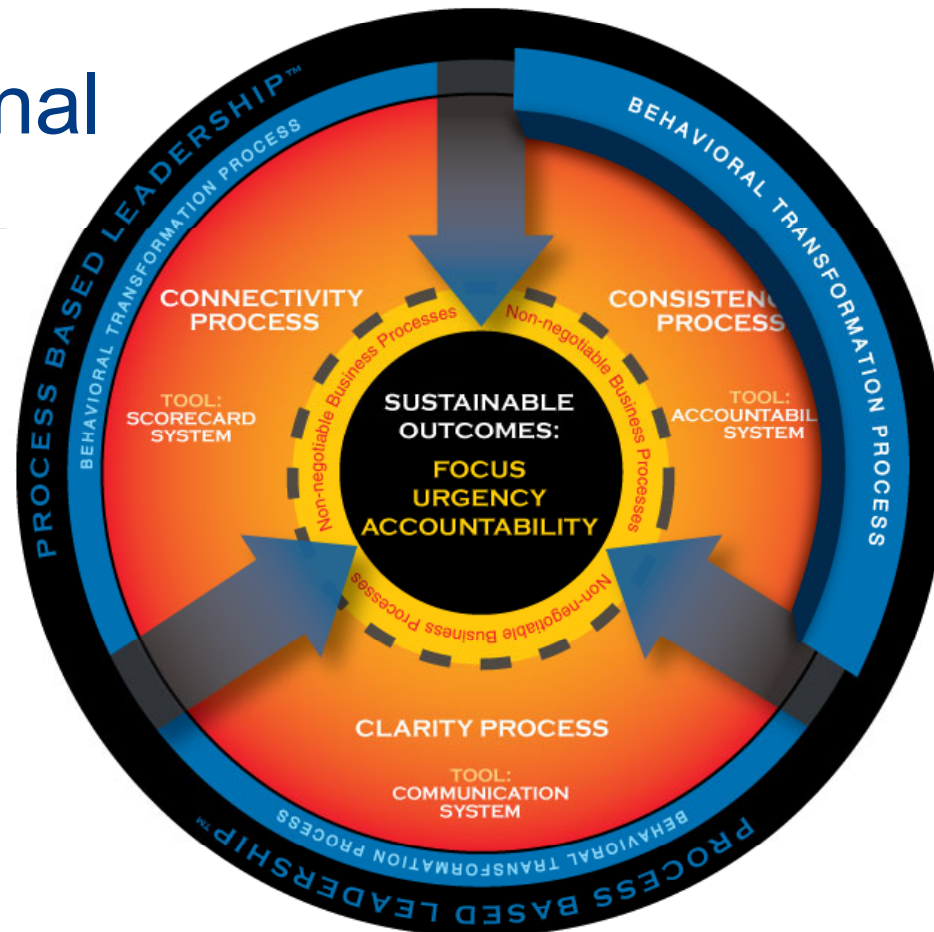
*The scorecard needs to be visible to all team members and used as the catalyst of each weekly meeting. Everyone should be able to see if the team is “winning or losing.”*

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# Non-Negotiable Processes

## Behavioral Transformational Process



# Behavioral Process

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- Creates a migration path from mechanical application to an application of transformation
- Gives the organization a *“From this day forward...”* perspective
- Legitimizes one’s historical perspectives, while at the same time drives those perspectives to a future state deliverable
- Provides a translation from strategic values to tactical behaviors – *“What does Professionalism mean?”*
- Creates dialog within the team regarding the commitments everyone must make and support to truly become a high performance organization

***NON-NEGOTIABLE  
PROCESSES  
DEPLOYMENT***

- An Organizational Operating System designed to:
  - Drive focus, urgency, and accountability throughout an organization through Non-negotiable Operating Systems
  - Create and sustain a culture of Connectivity, Clarity, and Consistency
  - Create an operating system that allows new employees to assimilate themselves quickly and seamlessly into the overall mission of the installation
  - Serve as an operating platform for sustainment activities such as LEAN, Operational Excellence, ISO, High Performance Teams, etc...