

Supervisory Retreat 2000 - Summary of Responses

General Themes of the Retreat:

- Fun
- Vision
- Change
- Resources
- Innovation
- Creativity
- Leadership
- Teamwork
- Communication
- Trust
- Metaphors
- Illustrations

Square Wheels One illustration

- We have discovered a concept that illustrates many of the ways we operate....
- Goals
 - To have fun, give the teams a method of thinking that will assist the teams ability to change
 - To generate a clearer understanding about issues and opportunities, gather ideas about solutions and generate momentum for improvement as well as ownership

Square Wheels Exercise (Group responses from the illustration)

- people not resisting change
- unaware of possibilities
- progress isn't simply working harder
- lonely at the front
- no one to share ideas
- don't just do something – stand there
- no command back
- if not broke don't fix it
- can't see solution for the problem
- all resources are available, but not using them
- regroup and rethink process
- willingness to change
- look ahead and think big
- hire a mule
- redesign and layoff three people
- workers need to fill membership

- leader back to process, no communication
 - too busy to see solutions
 - blind leading the blind
 - solution could be in the process
 - looking down not ahead to their future
 - no one questions how its being done
 - square wheel equals union shop
 - maintenance forgot rims for round wheels
 - square wheels are half the price
 - where's Gerardo?
 - cheaper is better
 - no road map
 - leaders' see what is ahead, support people are blind
 - working towards failure
 - our company uses round wheels
 - people to busy pushing and pull to get the vision
 - no fun
 - round wheels belong to someone else
 - people aren't resisting change, they aren't aware of possibilities
- **Lessons Learned (and discussed) from Square Wheels One:**
 - Person in front
 - Leader
 - Pulls hard
 - A rope
 - So long the person in front can lose touch
 - People in back
 - Employees/supervisors
 - Push hard/can't see big picture
 - Wagon
 - Well made (represents the core of the organization)
 - Designed to work this way
 - New wagons are expensive
 - **Square Wheels**
 - Traditional, old ways, interdepartmental conflicts
 - **ROUND WHEELS**
 - New ideas
 - Comes from within the organization
 - All ready exist and used by the best performers.

The Gap: what is preventing us from rolling forward?

- Communication problems (share the knowledge)
- Fear of the unknown (change)
- Comfort zone "stuck in"

- Lack of understanding need for change
- Gap between supervisor and employee is a trust issue
- Establish unity with management and employees
- Monsters under the bed and skeletons in closet
- Glass half empty or half full
- More open with each other – speak up
- Common goal for entire plant
- Lack of communication, involvement
- Lack of ownership
- Fear of failure
- Not sharing ideas
- Not recognizing or trying all of the resources
- People hear what they want to
- Procrastination
- Hidden agendas
- Comfort zone
- Lack of direction, goal, follow-up
- Denial of there is a need to change
- Timing
- Not wanting to take a risk
- Unprepared to change

- **Ideas for improvement:**

- Don't tie performance into rewards or recognition
- Don't exclude anyone (no isolation)
- Daily contact with all employees
- Top management must spend time on the floor
- Learn more about your employees and find common interests
- Find out what makes Sammy run
- Take time to communicate
- Training classes
- Be honest
- Set clear expectations
- Follow-up on ideas
- Have fun
- Constructive criticism
- Talk to employees
- Evaluations
- Find a common interest
- Spend time talking to employees on personal level
- Use LAER to handle objections
- Catch them doing something good
- Non judgmental reactions
- Gain trust

- Get informed then share
- Go on mini retreats
- Understand frustrations and help with what is really going on
- Group hugs
- Open, positive greetings
- Choose a good attitude
- Be supportive
- Commit to the team goals
- Turn radios/telephones off during meetings
- Have lunch with co-workers

Assignments:

- Come up with 2-4 action steps we can take back to the plant for:
 - Closing the supervisor/employee gap.
 - Closing the supervisor/supervisor gap.
 - Sharing knowledge

Action Steps From The Group:

- Choose your attitude: smile, have fun and relax
- Set clear expectations and follow-up (newsletter, PAWS, PACK)
- Make contact – honest, sincere- Everyday – Build relationships – praise – point out “good behavior”- LAER – catch people doing “good” things.
- Mini retreats – 3 mos. - Field trips - movie night – BBQ – refreshers – T shirts
 - To ask the question: are we doing what we said we would do?
 - Are we making progress?

Measures:

- Mini audit – survey
- Monitor own self – attitude – use checklist – Outlook –
- Mini retreat
 - Reality checks – how are doing?

Expectations

- Have Fun!
- Get to know employee
- Learn how to sustain change
- Create a positive work environment

Notes From Groups Presentation:

Free
Our
Willamette
Leaders



PAPAS a diverse group

Portuguese
American
Pilipino
Aussie
Spanish

Presentation “The Goal”

What should the goal of our plant be?

- Be the safest plant ever
- #1 = 21MSF #2 = 31MSF
4000 Blanks 5400 blanks

What is increased throughput?

- Increase in production – more pieces ran.
- Ship more.

What should throughput be defined as?

What is decreased inventory?

- JIT
- Ship and run

What is inventory build up an indicator of?

What is operating cost?

What is decreased operating costs?

- Control hours
- More efficiency – control process
- Utilize time
- Inventory
- decrease cost

LAER presentation

- What went well/recommendation for improvement
 - Eye contact (sincerity and trust)
 - Not side lined
 - Taping of conversation is of value
 - Straight response
 - Repeat back to clarify
 - Make sure your responding to real objections
 - Don't rush
 - Let them vent
- Look for the root cause

Common objections of people:

- Why me
- Not my job
- What's in it for me
- To many meetings
- We've always done it that way
- Flavor of the month
- Management doesn't care
- Waste of time
- They're trying to get me
- Same as always
- Supervisor doesn't like me

- **Some conclusions:**
 - **Visions are difficult to communicate to everyone**
 - **Continued motivation is necessary to keep pushing**
 - **People generally trust leadership**
 - **After pushing a long time people in the back may lose interest in where the organization is going or needs to go.**
 - **People in the back become resigned to the fact that the square wheels are a way of life.**
 - **Organization clunks along**

“Nobody ever washes a rental car”