Supervisor Superheroes:
How to Transform Frontline Employees into Leaders

Kim Seeling Smith, CEO, Ignite Global
Holly Mockus, Senior Industry Analyst, Alchemy
Today’s Speakers

Kim Seeling Smith
CEO
Ignite Global

Holly Mockus
Senior Industry Analyst
Alchemy
Agenda

1. Understanding Today’s Media Climate
2. Employee Engagement & Supervisor Development
3. Upcoming Webinars
4. Q&A
Understanding Today’s Media Climate
TODAY’S WORKPLACES ARE EXPERIENCING CHANGES at unprecedented rates. The rise of digitization and automation, increased access to information, and the globalization of markets are among the trends challenging traditional approaches to work, company cultures, management and jobs.

Organizations everywhere are looking for strategies and tactics to stay competitive and grow — and simply doing what they’ve done in the past will likely prove unsuccessful.

— State of the Global Workforce, The Gallup Organization
"Given the critical skills shortage and tremendous disruption we are facing through technology and globalization, companies that don’t recognize and embrace new ways to attract and retain staff will not survive through the next decade."
69% of employees in the US & Canada are disengaged at work
Employee engagement among lowest in **MANUFACTURING**
Bottom Line Impact!
Average Company Workforce

Up to 80% of the workforce goes from being mildly engaged to actively disengaged.
Average Company Workforce

For every employee not fully engaged, it costs you about: \( \frac{1}{3} \) salary in lost productivity

Fully Engaged  Mildly Engaged  Actively Disengaged

*Gallup Organization*
Average Company Workforce

• **48%** higher safety incidents
• **41%** more quality incidents (defects)
• **37%** more absenteeism
• **21%** lower productivity
• **22%** lower profitability
Employee engagement & retention is key!
Process over people
In Taylor’s Time...

- More candidates than jobs
- Psychological contract between company and employee
Today

• More candidates than jobs
• Psychological contract between company and employee NO LONGER EXISTS
Gen Y / Millennials
How do we increase employee engagement?

A. Increase pay and benefits
B. More perks
C. Increase manager capability
D. Do employee engagement survey and act on findings
Employee engagement "programs" can be a waste of money.
70% variance in employee engagement scores caused by managers
January 2016: A 10-Year Study Reveals What Great Executives Know and Do

They form deep, trusting relationships

“Every organization has executives everyone wants to work for. These executives form deep connections with superiors, peers, and direct reports, studying and meeting the needs of key stakeholders. They communicate in compelling ways and reach beyond superficial transactions to form mutually beneficial, trusting relationships. Their legacy becomes a positive reputation within the organization for consistently delivering results while genuinely caring for those who deliver them.”
Connection begins with conversation
Confusion & Frustration
Interviewed over 5,000 candidates
5,000 exit interviews
Your Staff Wants to:

- Work for someone they trust and respect in a company they can back
- Work with people they like
- Be able to do what they do best every day
- Be inspired to go the ‘extra mile’ and recognised appropriately when they do
- Learn, grow and develop their career (vertically or horizontally)
- Have a voice
- Know how to be successful
- Be appreciated
What don’t you see?
Money!
Needs of the Organization

Needs of the Individual
Needs of the Organization

Needs of the Individual
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- Have a voice
- Know how to be successful
The problem with traditional job descriptions
The SPOT ON Job Description Framework

S - strengths based
Purpose filled
Organizationally aligned
Target rich

framework that can fit into existing template or system

O - only one you will need to:

• Hire well
• Onboard/manage through the probationary period
• Hold staff accountable for performance & productivity
• Review, assess, & appraise performance
What makes a good organizational fit?

A. How well employees get along socially
B. Alignment to company values
C. Whether an individual can do the work
D. How well they follow instructions
The SPOT ON Job Description Framework

- Strengths based
- Purpose filled
- Organizationally aligned
- Target rich

framework that can fit into existing template or system

**S**

**O**

**P**

**T**

**O**

**N**

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The SPOT ON Job Description Framework

- Strengths based
- Purpose filled
- Organizationally aligned
- Target rich

Framework that can fit into existing template or system

- Outcomes, not tasks
- Measurable
- Written in real language
Essentialism

• Clarity of purpose and roles/goals accurately predicts how people not only perform — but behave:

• Two debilitating patterns emerge without this clarity:

  1. They focus on making themselves look good by making others look bad

  2. Second pattern: They work on things that advance their own interests, instead of the results of the team
The SPOT ON Job Description Framework

**Strengths based**

**P**urpose filled

**O**rganizationally aligned

**T**arget rich

- Outcomes, not tasks
- Measurable
- Written in real language
Business Experiments Reinforce Benefits of a 100% Human Workplace
06/27/2017

100% HUMAN AT WORK

THE B TEAM

EXPERIMENTS
COLLECTION II
MAY 2017

100%
Business Experiments Reinforce Benefits of a 100% Human Workplace

06/27/2017

IGNITE GLOBAL
[10 people, USA & Australia]

Case Study: Lactalis American Group turns around poor performer by aligning him with his purpose

Challenge: Lactalis American Group’s Idaho operation reached out to Ignite Global to help them increase employee engagement and reduce employee turnover.

The company produces mozzarella cheese within three plants on one site.

Unbeknownst to us, one of the supervisors for the Sanitation team, the team responsible for dis-assembly of the cheese manufacturing equipment, sanitising it and putting it back together was having a real issue with one of his employees.

Tom, his real name was 19 years old, and was consistently late, had a bad attitude and was written up almost every day for his uniform not being compliant and his area failing inspections. His supervisor, Emmet, had put him on a 30 day performance plan and was expecting to fire him after that 30 days.

Solution: The engagement between Ignite Global and Lactalis was a year-long, multi-part process which began with revising the company job descriptions to make them simpler, more effective for performance management and to align the employee with the purpose of the role and the purpose of the overall company mission and strategy.

Emmet revised the Sanitation team’s job description as follows:

“Sanitation is a primary concern to food production. If we don’t maintain properly cleaned and sanitised equipment people could get sick - or die. As the Sanitation Specialist you are responsible for helping to keep our customers healthy by preventing bacterial contamination of our product and ensuring we consistently produce a quality product. All equipment in your area of responsibility will be cleaned and sanitised after each production run in accordance with [the policy, regulation or SOP].”

Result: Emmet introduced the newly revised job descriptions to the team in their weekly Tool Box meeting.

Tom read the revised job description, looked up and, according to Emmet said, “I didn’t know I was responsible for THAT!” From that day on Tom came started his shift on time, with a compliant uniform and a good attitude. He began to take pride in his work and his area started to pass inspections.

Emmet removed Tom from the 30 day performance plan and he still worked for the company when Ignite Global’s contract expired a year later.

LEARN MORE >>

ALLIANZ SE
[140,000+ people, International]

Cultural transformation

Running a survey to evaluate the progress of our cultural transformation

• We have launched a cultural transformation of our organization 18 months ago
• A key part of this has been the definition and communication of consistent “People Attributes” across the organization
• Following communication, training and exploring those attributes, we now are measuring how far we indeed transformed our culture
• Specifically by asking questions around “Awareness” (do I know about those attributes?), “Understanding” (do I know what they are about?) and most importantly “Experience” (do I see people and leaders acting in a congruent way along those people attributes?)
• The results will enable us to further accelerate our cultural transformation

Placing a Feedback App

• To further embed feedback into our culture, we are launching a feedback app
• The aim is to enable a simple and intuitive platform enabling giving and receiving feedback
• Designed around our “People Attributes” (values) it enables timely and specific feedback
• Additionally it creates a simple dashboard to help each employee focusing on the right development area.

LEARN MORE >>
Free gift

SPOT On: Job Description Framework
By Kim Sealing Smith, CEO Ignite Global

Traditional job descriptions are outdated and ineffective.

Managers hate to write them and typically relegate this task to HR. This is a big mistake since who knows better what is required from a role than the person managing the role?

They are typically poorly written—consisting of a laundry list of tasks, duties and responsibilities that are overly prescriptive and leave little room for process improvement or innovation.

Traditional job descriptions are also boring, which limits your ability to attract the right person into the role.

They are also very difficult to use for employee accountability and performance, because they lack specificity and tangible, measurable outcomes.

The SPOT On Job Description framework smashes this outdated, ineffective paradigm and replaces it with four components that can be folded into any existing framework, process or system.

But don’t take our word for it — listen to what our clients have said!

"In 25 years of owning the business I have never seen the calibre of candidates we are attracting now. Additionally, managing with the SPOT ON has been extremely effective because of the clarity over expectations.”

Mark Hunter, CEO, Hunter Express

“We’ve successfully used the SPOT ON Job Description Framework in conjunction with the 5 FOCUSED Conversations to completely replace our annual performance reviews. No one liked our old system and it was very time consuming for both managers and staff.

Not only did this achieve our goal of eliminating performance reviews, we immediately noticed a reduction in re-work after implementing this program, which has a direct impact to our bottom line. Even our most skeptical of managers has come to embrace life.”

Robert Shelton CPA, CTA
Managing Director, DFK Global Tax

"I was very excited to learn about the SPOT ON framework and how it would work for our team. Now that our team has used it in our own workplace, they can see how beneficial it is to everyone involved!"
Needs of the Organization

Needs of the Individual
Your Staff Wants to:

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- Learn, grow and develop their career (vertically or horizontally)
- Know how to be successful
- Have a voice
- Be appreciated
- Be inspired to go the ‘extra mile’ and recognised appropriately when they do
- Work with people they like
Business Experiments Reinforce Benefits of a 100% Human Workplace

06/27/2017

**CASE STUDY:** Hunter Express, the Google of the transportation industry

**Challenge:** Hunter Express has a great company culture, high employee engagement and low employee turnover—except in their sales roles. The sales team was a revolving door and their few consistently achieved targets.

The company's sales process is quite unique (and involves actual door knocking) and they set very high targets. They engaged Ignite Global to help them increase the quality of candidates they were able to attract and to increase their employee retention in that area.

**Solution:** Ignite Global recommended Hunter use the SPOT ON method for hiring and helped them put together a job description that was:

- Strengths Based
- Purpose Filled
- Organisationally aligned
- Target Oriented

The SPOT ON methodology helps companies hire for attitude and aptitude over skills and experience — and does so in a systematic, objective way. It also emphasises the company's purpose and organisational culture AND clearly articulates expectations in the form of numerically based targets from the outset.

It is designed to magnetically attract the right candidates, while repelling the wrong ones, save organisations time and money and individual heartbreak by accepting a role that turns out to be something that is other than advertised.

**Result:** The very first SPOT ON job description attracted only one candidate. But that candidate turned out to be one of the best hires they have ever made. He has been on board for over 6 months now and consistently overachieves his very high targets and is setting the bar higher for future hires.

Hunter employed the SPOT ON methodology for numerous roles in other areas and immediately began to attract a higher calibre of people all around. Their job ads are now attracting unsolicited applications — from potential truck drivers to state managers — who are clamouring to work there because of their inspiring vision and clear expectations.

**Testimonial:** "In 2.5 years of owning the business I have never seen the calibre of candidates we are attracting now." —Mark Hunter (CSO Hunter Express)

LEARN MORE >>
Your Staff Wants to:

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- Be appreciated
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Currencies of Choice
How much more likely are people to leave if they don’t feel appreciated?

A. 30%
B. 100%
C. 130%
D. 300%
300% more likely to leave the following year

—Gallup Organization
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many studies showing career development as top engagement factor
“Right Management reported in Advancing Career, Driving Results that 37% of the workers studied never had career conversations with their managers.”

—Broad Benefits of Remarkable Career Conversations, Caela Farren, MasteryWorks, Inc.
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Focusing on what’s wrong!
Managing for Strengths

- Employee performance **21-36%** higher
- **73%** chance employees more engaged at work
- **44%** likely to earn high customer satisfaction scores
- **38%** likely to work with high-productivity teams
- **50%** more likely to have lower employee turnover

*Corporate Leadership Council, 2002*

*Harter and Schmidt, 2002*
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Business Experiments Reinforce Benefits of a 100% Human Workplace

06/27/2017

IGNITE GLOBAL

Case Study: Northrop Consulting Engineers Electrical Sections turns around employee retention, engagement and profitability

Challenge: When Yogesh Mahang took over the Electrical Section of Northrop Consulting in 2012, the section had the highest employee turnover, the lowest employee engagement scores and the lowest profitability per head for the entire company.

Solution: Around that same time, Northrop's Sydney Region engaged Ignite Global to help them develop a performance management / appraisal system that would be effective, easy to implement and perceived positively instead of being looked at as a burden. They also wanted to increase employee motivation and engagement, reduce employee turnover and increase productivity and performance.

We worked together and determined that the best way to achieve these goals was to help the managers structure and conduct monthly, one to one conversations with their direct reports. After much research, we determined that these conversations should conform to 5 topics (the 5 FOCUSed Conversations), which would be addressed during the course of a calendar year.

- Feedbacks: Give praise where praise is due and give the employee a voice (monthly)
- Objectives: Give clarity and clarity to employees around what they need to do to be successful and how that success is measured and to allow managers a structured, objective way to hold their team accountable for performance (monthly)
- Career Development: Help staff understand and achieve their career goals (2 - 3 times / year)
- Underlying Motivators: Help their team determine what they need to 'go the extra mile' and how they best respond to recognition when they do (2 - 3 times / year)
- Strengths: Help staff recognise and play to their strengths while managing and mitigating their weaknesses (2 - 3 times / year)

Result: Yogesh immediately implemented the monthly one to one with his team using the 5 FOCUSed Conversations framework. Within 18 months his profitability per head and employee engagement scores became the highest within the company. He did not lose anyone from the team for 2 1/2 years.

Additionally, the Sydney Region has tripled in size and has increased the call line of people they have been able to attract and retain since 2012. They attribute a large part of this success to the relationships developed between manager and staff through the 5 FOCUSed Conversations.

Testimonial: "I took over the Electrical Section around the time the company engaged Ignite Global. At that time our section had the highest employee turnover in the region, the lowest employee engagement scores and the lowest profitability per head. I knew something needed to change and adopted the monthly one to one conversational structure straight away. We now have the lowest employee turnover, highest engagement scores and highest profitability per head in the region."

– Yogesh Mahang
(Principal Building Services Section Manager for Sydney Region Northrop Consulting Engineers)
First Steps

1. Embrace the fact that there is *nothing* more important to engagement and retention than the connection between you and your direct reports.

2. Connection begins with *conversation*.

3. The **8 Currencies of Choice** give you a roadmap of what to talk about.

   They live in the sweet spot where the needs of the organization intersect the needs of the individual.

4. Schedule **1:1 conversations** with all direct reports rotating through the Currencies of Choice.
Case Study

[Image of the Tassal logo]
Gifts

- **SPOT On™ Job Description Insights Paper**
- Link to 2 videos that take a deeper dive into underlying motivators and strengths
- Research to help you build a business case on increasing manager capability
Employee Engagement & Supervisor Development
Alchemy’s Employee Engagement Solutions

• Educate your employees with multilingual courses
• Keep food & work place safety fundamentals top-of-mind with huddle guides and signage
• Drive continuous improvement with an on-the-job coaching app
• Stay audit-ready with automatic documentation and real-time reporting
The Alchemy of Leadership Modules

Communication
- Good First Impression
- Communication Basics
- Providing Constructive Feedback
- Active Listening
- Receiving Feedback
- Difficult Conversations

Teamwork
- How to Delegate
- Motivating Yourself and Others
- Teamwork

Performance Management
- Anger Management
- Dealing with Difficult People
- Disciplinary Action
- Giving a Performance Evaluation
- Handling Employee Complaints

Leadership
- Behaving Like a Leader
- Building Trust
- Engaging Employees
- Managing Change
- Valuing Differences
- Follow Up and Follow Through
The Alchemy of Leadership Program Course Components

- Periodic Table of Leadership
  - Communicating as a Leader
  - Behaving as a Leader
  - Leading a Team
  - Managing Team Performance
The Alchemy of Leadership Module Components

Follow Up and Follow Through

About This Module
To be an effective leader, it’s important to follow through on the promises you make and equally important to follow up with the people to whom you’ve made those promises.

Review Objectives

Click on the buttons below to explore the module.

INSTRUCTION
WHY IT WORKS
EXERCISES
TAKEAWAYS
1. Introduction

Help people to get to know each other.
Set clear expectations.

Help them communicate, cooperate, and coordinate with each other.

2. Scenario

The Alchemy of Leadership
Follow Up and Follow Through

1. Solve the problem, address the issue, or answer the question.
2. Follow up within 3 days.

Can you solve the issue yourself?
YES NO

Can you solve the issue immediately?
YES NO

3. Summary

4. Key Elements
Why it Works

Thought leader, author, international speaker, and business strategist Julia Felton says that failure to follow up and follow through on deadlines, on calls that need to be returned, or on commitments can cause chaos and failure in business.

Felton, n.d.

According to authors Larry Bossidy and Ram Charan who wrote *Execution: The discipline of getting things done*, the execution of any task or project relies on the leader’s ability to follow up and follow through on outputs. Without this, things simply do not get done.

Bossidy, Charan, & Burck
Exercises

Let's take a minute to learn about this module's exercises.

- These exercises are designed to help you put what you have just learned into practice.
- You must get 8 out of 10 questions correct to get a completion on this section.
- You may retake the exercises if you do not get a passing score.

Click Begin Exercises to get started.

Exercise Results

90% Your Score  80% Passing Score

Congratulations, you passed!

Begin Exercises

When you follow up and follow through, what four qualities are you displaying? Check all that apply.

- Trustworthiness
- Organization
- Friendship
- Sympathy
- Compassion
- Reliability
- Honesty

Submit

In the scenario video, what impression did the employee have of all the managers after Rick didn’t follow up and follow through?

- They can't be trusted.
- They are busy.
- They care about their job.
- They are doing their job.

Submit
Takeaways

Follow Up and Follow Through

Takeaways
Take a moment to review everything you have learned during this module.
Click the Finish button to complete this section.

- Following up and following through are both critical to being effective as a leader.
- Remember to treat each issue as if it were your highest priority.
- When confronting an issue, refer to the flow chart to decide how best to proceed based on who owns the issue and how quickly it needs to be solved.
- Following up and following through help build your personal reputation.

Click on the following icons to view supporting documents.

- Key Elements
- Instructional Video Script
- Bibliography
Takeaways

Instruction & Summary Scripts

The Alchemy of Leadership
Follow Up and Follow Through

Introduction Video Script

Let me tell you the tale of two bosses – both mine! One of my bosses, Jim, never followed through on his promises; I would ask him a question or to make a decision and he’d say, “I’ll get back to you” – and never would. So, I’d need him to do something before I could take the next step to help one of my employees. I’d promise to do it by the following Tuesday – and I could rely on him – not to keep his word.

All of Jim’s employees – including me – spent hours chasing Jim, trying to get him to do what he’d promised to do. Sometimes we had no choice but to try to do it ourselves. This wasted time and made us look bad to our teams or other managers in the business because we couldn’t keep our promises to them – or we couldn’t act on things while we waited for Jim.

My other boss, John, was great at following through on his promises, but was terrible at following up with me to tell me what he was going to do or what he’d already done. That made it hard for me to tell my employees what was happening. I knew I could rely on John to do what he said – but I’d never know when or how. As a result, I would spend a lot of time following up with him to make sure he had followed through.

Have you had bosses like Jim or John before? Probably – and you’ve probably been as frustrated as I was! That’s why both follow up and follow through are critical as a leader.

People depend on you to make decisions, complete tasks and handle complaints or problems. Often, they need your involvement before the next step can occur, or they need to know what you’re doing so they can communicate better with the team. That’s why it’s so important to develop the daily habit of following up and following through.

You must follow through on your own promises as well as the expectations of others. It’s equally important to follow up with them so they understand that you are doing your job well and keeping your promises.

This is essential to being effective as a leader and to helping your team work as well as possible. It’s also critical to manage your managers’ expectations.

Key Elements

The Alchemy of Leadership
Follow Up and Follow Through

Key Element – Effective Follow Up and Follow Through

1. Can you solve the issue yourself?
2. Can the issue be solved immediately?
3. Solve the problem, address the issue, or answer the question.
4. Decide if you need more time, information, or additional approval.
5. Follow up within 3 days.
6. Determine the immediate next step to move the issue forward.
7. Make an action plan and immediately take the first step.
8. Follow up within one day to let your employee know the issue is in progress.
9. Continue to update your employee until the issue is resolved.
10. Determine with your manager who you can transfer the issue to.

Bibliography

Coach Observations - 5 questions for each module

Benefits

• Encourages Supervisor introspection
• Reinforces the learning
• Relates to actions on the floor/with teams
• Asks supervisor to dissect situations in the workplace
• Allows for continued dialog
• Automates recordkeeping
• Enables customizable observations
Why is The Alchemy of Leadership Different?

• **Food Industry Focused**
  – Targets *front line leaders* in the food industry with relevant images/vignettes/topic areas

• **Incorporated into the Work Environment**
  – Blended Learning (Modules + Coach) with follow up activities and reinforcement so Supervisors can actively practice what they learned real time in their own work environment

• **Customizable Learning Path**
  – Supervisor can take only the courses that fill their specific needs or ALL courses
Why is The Alchemy of Leadership Different?

• **Measurable**
  – Learning plan (Alchemy Manager) progress provides key performance indicators to gauge progress in completion of tasks and recognition of behavior changes and can be used in conjunction with performance reviews
  – Coaching activities can be captured, measured, and tracked when manager follow up is recorded in Alchemy Coach

• **Cost Effective**
  – Execute within the facility
  – No travel costs
  – No need to fill supervisor absences to accommodate time away to train
  – Modules are short and to the point — packed with valuable information
The Alchemy of Leadership Program

- Turn supervisors into leaders
- Fill critical “people skills” gaps
- Strengthen new skills through short instructional modules
- Leverage scenarios that harness the power of role play
- Access learning that incorporates knowledge checks
- Follow-up & reinforce with learning aids
- Coaching observations to guarantee success
THANK YOU