

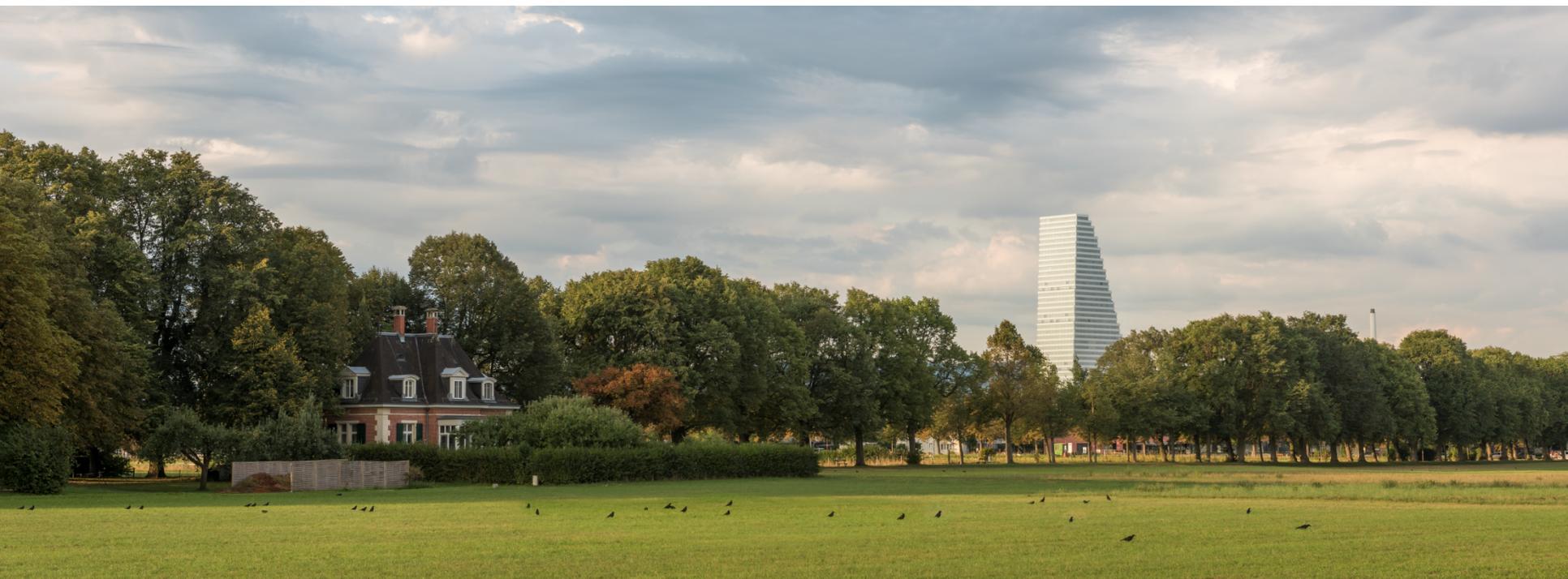


Leadership: Engagement to Results

PDA WCC

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Leadership

A leader establishes a clear vision and shares the vision with others so that they will follow accordingly. They ensure information, knowledge, and methods are provided to enable the vision, and they are able to balance the conflicting interests of stakeholders.



Results

Results are outcomes that are aligned with organizational and company objectives and should be customer focused.

Engagement

Engagement is the emotional commitment an employee has to the organization's vision and goals



How do they rely on each other?



Leadership



Set a vision and create a culture of engagement

Good results are inevitable if the vision is clear and the engagement is high

Results



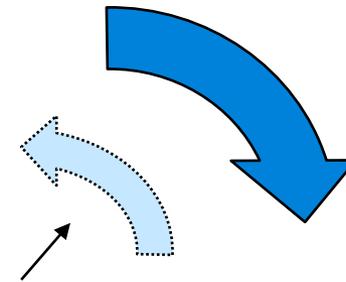
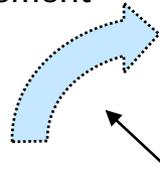
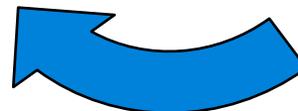
Monitor results to ensure focus

Monitor engagement and nurture it

Engagement



Engagement will drive the results





Set the Vision and Goals

- Create a clear and simple vision that aligns with the company and organization
- It must resonate with all levels of an organization
- Keep it stupid simple...setting a vision is not rocket science!

Communicate

- Ensure that the whole organization gets the message
- Ensure frequent ongoing communications
- You cannot over communicate

Engage the Organization

- Engage servant leadership throughout the organization
- Go and see first hand
- Ask curious questions not punitive ones
- Once the team is empowered stand back and let them do their thing
- An engaged culture is the most important thing you can create!

Remove Roadblocks

- Your role is to serve the organization
- Understand where the roadblocks are and persist until they're removed
- Balance stakeholder needs and opinions

Monitor and Adjust

- Monitor engagement and results frequently
- Use the engagement and results feedback to adjust your approach

Vision, Mission, Strategy, Goals...?



VOLVO Our vision is that by 2020 no one should be killed or seriously injured in a new Volvo car.

A draft vision for a small Thursday evening Farmer's Market we host out in the parking lot of Zingerman's Roadhouse.

It's the longest day of the year; the sun is at its pinnacle of warmth and light. Throngs of people are milling around the Roadhouse parking lot on this Thursday afternoon, amazed and excited at the abundance of locally produced goods and services ranging from several gorgeous varieties of tomatoes to hand made soap and artisan crafts, to herbs and plants, plus a very strong synergy of Zingerman's items – cheese from the Creamery, breads from the Bakehouse and the ever energetic Roadshow crew caffeinating all the vendors and customers. Every vendor is selling the best of what there is to offer, growing or producing themselves what they sell. There's a tangible truth patrons have come to trust- that all these products have a story and none of them traveled very far to get here. Tents and awnings cover the stalls, creating a colorful and festive mood. There are 15-20 vendors at the Market, so it's accessible and maintains variety but remains magnetic and welcoming.

The WSFM continues to provide our customers with the best products available and serves as a catalyst for community development by offering an educational component and a local music scene. We have space reserved for weekly scheduled acts, including local musicians, demonstrations and educational activities. Several people recognize the Roadhouse Chefs selecting vegetables from the Market's vendors for the weekend's menus at the Roadhouse. The market is a family event, where parents bring their children after school and meet to shop for fresh produce. After shopping, families enjoy a snack from the Roadshow at our picnic tables. Guests are thrilled with the produce, the chance to visit with neighbors, and best of all, connect with the farmers who actually grow their food.

This year, WSFM planning committee is helping to generate interest and support throughout the area business community for the Market. Local businesses hang posters or hand out flyers about the Market and participate in promotions that encourage their customers to visit the Market. These companies recognize the potential for the Market to draw additional patrons to the area and increase business throughout the Westside. These developing relationships with area businesses and the Westside neighborhood at large are enabling the WSFM to become a more self-sustaining entity. While Zingerman's remains an active and essential supporter of the Market, the WSFM is a self- sustaining entity.

The WSFM planning committee operates under an inspiring mission statement and is taking steps toward making the WSFM a fiscally independent operation. Our market manager is working closely with the Zingerman's liaison to ensure organization and success, from honing job descriptions to developing and proposing paid WSFM positions. We have a great group of vendors working together who are already excited to build on these successes for next year. Visions and action steps are laid out for the coming years at our annual WSFM debrief.

Everyone takes a different approach, but make sure you define the following:

Define your purpose and what the future looks like

Mission and Vision



Define how you will get there via an action plan

Strategy and Goals



Define what you will measure

Results and KPIs

Engagement is the emotional commitment an employee has to the organization's vision and goals

Measure it

Surveys, Feedback, Focus groups



Targeted questions:

- Does the organization motivate me to contribute more than expected?
- Do I tell others great things about working here?
- Would it take a lot for me to leave?
- Would I recommend this organization to a friend?
- Am I inspired to do my best work?

Engagement is an emotional connection not to be confused with satisfaction which is linked to more material factors.

Improve It

Create an action plan based on the engagement level

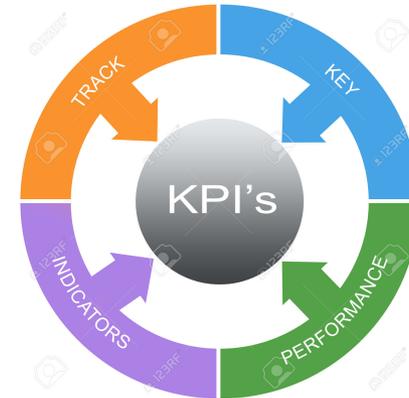


- Create a friendly social environment
- Create clarity around performance expectations and goals
- Communicate, communicate, communicate
- Create value for the organization
- Create an environment of continuous improvement and empower people to make it happen
- Keep things simple (governance, business processes etc.)
- Focus on people more than anything else

Leaders create the culture of engagement – be authentic and create an environment of trust

Define and Focus on Results

Goals vs. KPIs: A Goal is the desired final outcome whereas a KPI is a metric indicating if performance is good enough to achieve the goal



- Aligned to business vision and strategy
- SMART
- Clear and unambiguous
- Check on progress frequently (quarterly)

- Keep the number reasonable
- Leading or lagging indicators
- Linked to goals and meaningful to organization
- Measure frequently – employ huddles or performance boards

Area	Goal	MFCO	Target/GO
Supply	Prevent backlog and stockout events	Stock-out at patient level	0
	Backlog	Backlog	≤ 1/yr
	Reduce Inventory levels (CDD)	Inventory (CDD)	≤ 2017 targets by product
	Reduce EZE Lead Time	LT vs 2016 baseline	≥ 20%
Pipeline	Supply Product Health Actions completed on time (Inc. IT issues and HA filings)	Within timeline (+1 month tolerance)	≥ 90%
	HA filings submitted on time	Within timeline	100%
	Successful qualification runs completed on time	Within timeline (+1 month tolerance)	100%
	PMC/PMB completed on time	Within timeline	100%
Right to operate	Recalls	No recalls caused by PPS owned processes	0
	Quality Product Health Actions completed per plan	Within timeline (+1 month tolerance)	100%
People	TPP team Effectiveness	Quarterly meeting effectiveness survey	≥ 3.5 out of 5 points
	EZE TPP Meetings	Execute to plan	2/yr
Financials	Meet TO Inventory target value	XX	XX
	Manage Inventory	Reduce Write-Offs (Excess & Obsolescence related)	Write-Offs <XX
Technology	Technical Product Health Actions completed per plan	Within timeline (+1 month tolerance)	≥ 90%
	Create 2020 EZE LT and Inventory target roadmap	Develop 2018/2019/2020 targets	In place by Q4 2020 target ≤ LT and Inventory
Process Excellence	rTDM reduction of 9%	Against 2015/2016 avg. baseline	XX number



Create and post visuals in the workspace



The best leaders do...

- Own and drive their destiny
- Are self critical and readily accept feedback
- Take bad news well
- Are the morale leader
- Mentor the team – teach and listen
- Go and see first hand – walk the floor
- Create a learning culture
- Keep a positive attitude
- Show authenticity
- Never rest on their laurels
- Empower individuals
- Persist

The nation will find it very hard to look up to the leaders who are keeping their ears to the ground. —Sir Winston Churchill

The best leaders don't...

- Have a false sense of security
- Allow victim mentality
- Think they know more than their people
- Ignore weak signals (warning signs)
- Wrestle with the pigs
- Spiral down during problems
- Repeat mistakes
- Present problems without solutions

“Leadership consists of nothing but taking responsibility for everything that goes wrong and giving your subordinates credit for everything that goes well.” – *Dwight D. Eisenhower, former U.S. President*

Doing now what patients need next