Leadership: Engagement to Results

PDA WCC
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Engagement

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

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.
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

Engagement

Monitor engagement and nurture it

Engagement will drive the results

Leadership

How do they rely on each other?
Leadership Principles

| 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 |
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**

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)

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

Create and post visuals in the workspace

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### Table: KPI Examples

<table>
<thead>
<tr>
<th>KPI Category</th>
<th>KPI Description</th>
<th>Target</th>
<th>Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplier</td>
<td>On-time deliveries</td>
<td>95%</td>
<td>98%</td>
</tr>
<tr>
<td>Product</td>
<td>On-time product</td>
<td>90%</td>
<td>92%</td>
</tr>
<tr>
<td>Quality</td>
<td>Defects per million opportunities (DPMO)</td>
<td>300 DPMO</td>
<td>200 DPMO</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Cycle time</td>
<td>10 minutes</td>
<td>8 minutes</td>
</tr>
<tr>
<td>Service</td>
<td>Customer satisfaction</td>
<td>85%</td>
<td>90%</td>
</tr>
<tr>
<td>Process</td>
<td>Process flow time</td>
<td>45 minutes</td>
<td>30 minutes</td>
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</tbody>
</table>

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Create and post visuals in the workspace
Leadership Do’s and Don’ts

<table>
<thead>
<tr>
<th>The best leaders do…</th>
<th>The best leaders don’t…</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own and drive their destiny</td>
<td>Have a false sense of security</td>
</tr>
<tr>
<td>Are self critical and readily accept feedback</td>
<td>Allow victim mentality</td>
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<td>Take bad news well</td>
<td>Think they know more than their people</td>
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<tr>
<td>Are the morale leader</td>
<td>Ignore weak signals (warning signs)</td>
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<td>Mentor the team – teach and listen</td>
<td>Wrestle with the pigs</td>
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<td>Go and see first hand – walk the floor</td>
<td>Spiral down during problems</td>
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<td>Create a learning culture</td>
<td>Repeat mistakes</td>
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<td>Keep a positive attitude</td>
<td>Present problems without solutions</td>
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<tr>
<td>Show authenticity</td>
<td></td>
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<tr>
<td>Never rest on their laurels</td>
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<td>Empower individuals</td>
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<tr>
<td>Persist</td>
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“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

The nation will find it very hard to look up to the leaders who are keeping their ears to the ground. —Sir Winston Churchill
Doing now what patients need next