Purpose-driven Excellence

- In keeping with our conference theme, ***Purpose-driven Excellence***, include one slide highlighting key takeaways for attendees, i.e:
  - What is your organizational purpose?
  - What is the purpose driving you?

Purpose-driven Excellence

- Key takeaways for attendees: Consider a shift in mindset and behaviors
- Why and how to engage team members
- Purposeful Recognition and celebration
- Purposeful reflection
- Seeing and overcoming leadership roadblocks

- Our organizational purpose: We believe we can build a better world through business
- What is the purpose driving you?

BW Leadership Institute

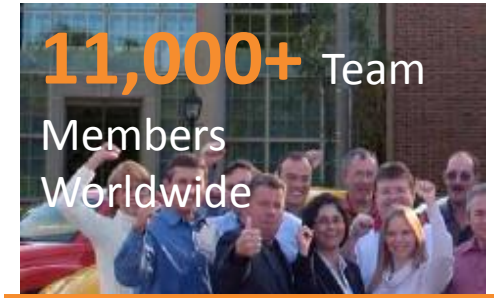
Unlock the *Only* Business Idea with Truly *Unlimited* Potential

Ken Coppens CI and Leadership Coach
Angie Nesset, L3 Team Leader
Jake Huskey, L3 Project Leader

• BARRY-WEHMILLER

Packaging, Paper Converting, Corrugating, Sheeting, Engineering & IT Consulting

2.4 Billion Global Firm



Unique Blend of 81 Acquired Companies

200+ Locations Worldwide

Compound Growth Since 1987

18% Revenue

16% Share Price

3 of 4:
DISENGAGED

7 of 8:
COMPANY DOESN'T CARE ABOUT THEM

130 million
stressed, unhappy people heading home each day

HOW YOU THINK IS HOW YOU LEAD

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- "We measure **success** by the way we touch the lives of **people**."

- In many cases this requires a shift in mindset.

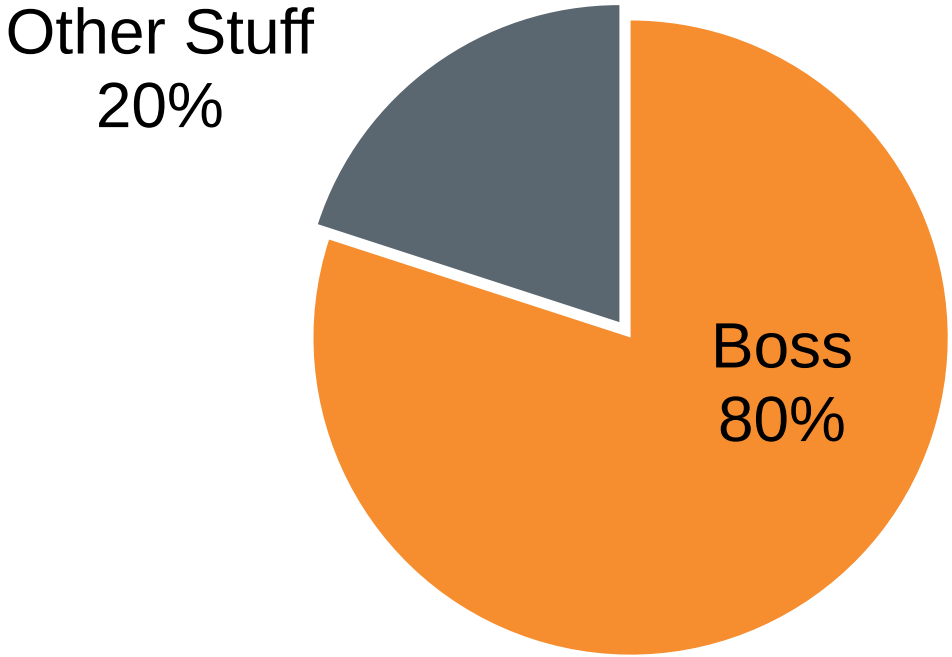
The Number One Determinant of Happiness…

A GOOD JOB

Meaningful work among people we care about.

- Gallup poll of 155 countries

• WHY PEOPLE LEAVE



We are dedicated to conducting business according to all applicable local and international laws and regulations with the highest professional and ethical standards

Values

Respect: We do not tolerate abusive or disrespectful treatment. Ruthlessness, callousness and arrogance don't belong here.

Integrity: We work with customers and prospects openly, honestly and sincerely.

Communication: Here, we take the time to talk with one another…and to listen.

Excellence: We are satisfied with nothing less than the very best in everything we do.

If how you think is how you lead…

What is your mindset towards people?

Some Key Thoughts & Lessons Learned on our Journey

• ENGAGE THE ORGANIZATION

Engage with small groups of team members to share your vision, assess progress and identify gaps.

- Steve Kreimer

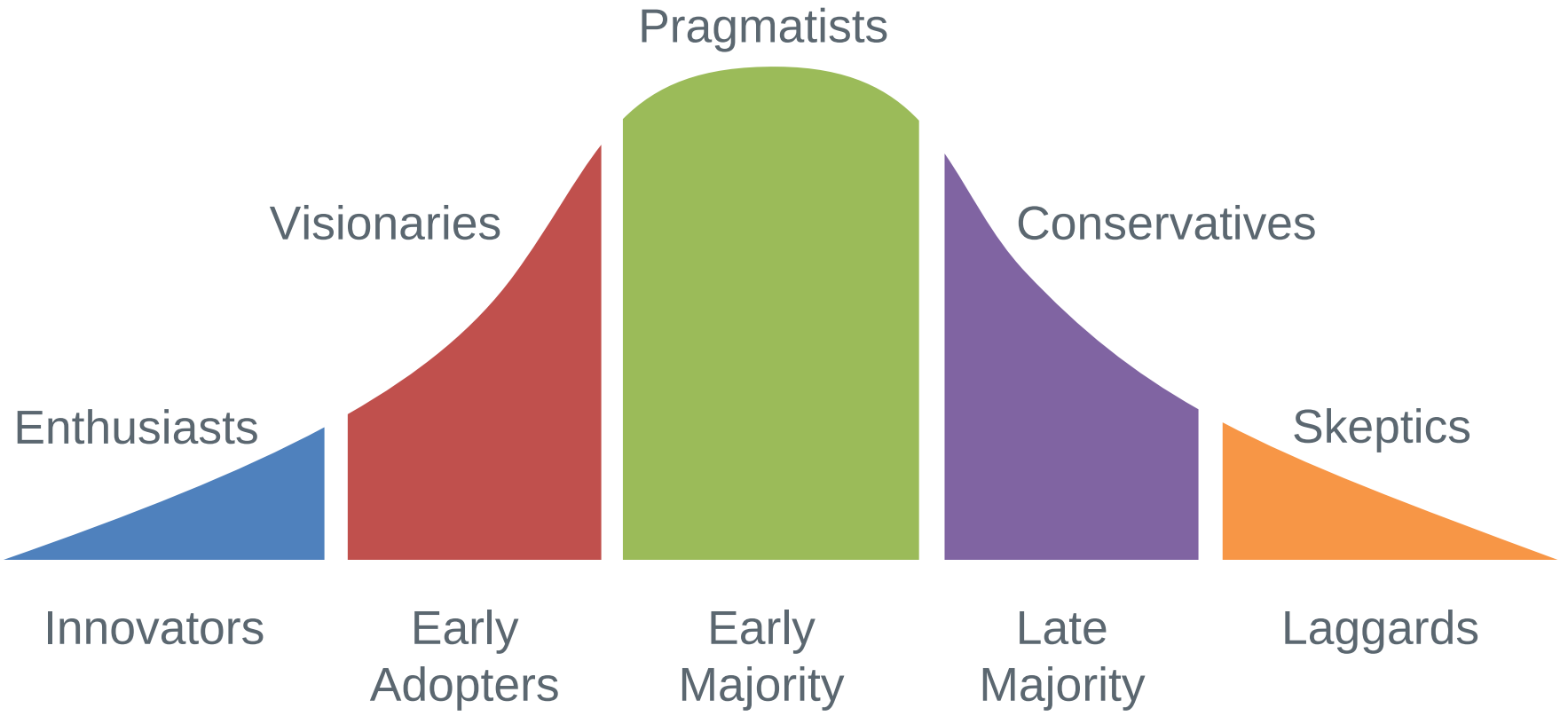
BW Papersystems

“I believe in the vision. But, what do you want me to do?”

“I know how to be a supervisor. I have no idea how to be a leader.”

MOTIVATION

Management	Leadership
People are motivated by external rewards	We can not motivate another person
Quantity is more important than quality	We can only create an environment where they can motivate themselves


Pragmatists
Visionaries
Conservatives
Enthusiasts
Skeptics
Innovators
Early Adopters
Early Majority
Late Majority
Laggards

- Waste Elimination
- vs.
- Frustration Elimination

- What about the people
  - who don't "**get it**"?

YOUR PEOPLE ARE JUST FINE.

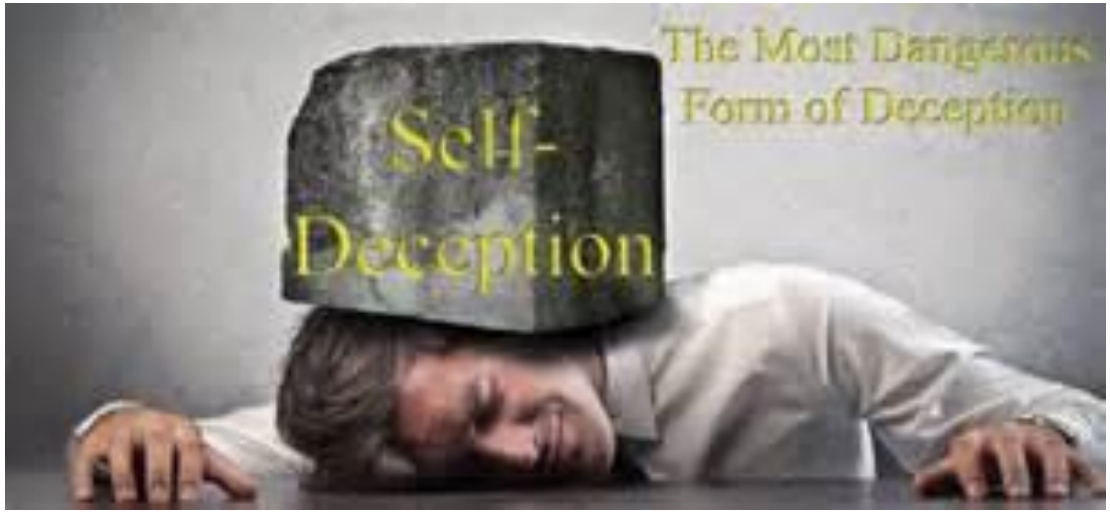
- It’s your leadership that’s lacking.

- Key Thought

- **Self-Deception**

Do you have a blind spot?

We all do. It's called Self Deception



Key Thought

Perception Deception

When directed, partner up with someone near you. discuss what you perceived in the photo. Describe the scene to each other.

When directed, partner up with someone near you. discuss what you perceived in the photo. Describe the scene to each other.

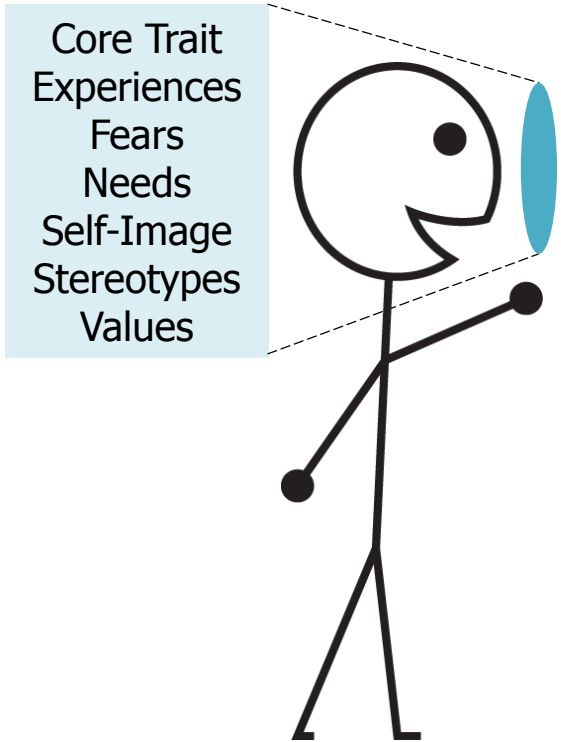
- What accounts for the differences between what each person sees?
- Why is acknowledging these differences vital to effective leadership?

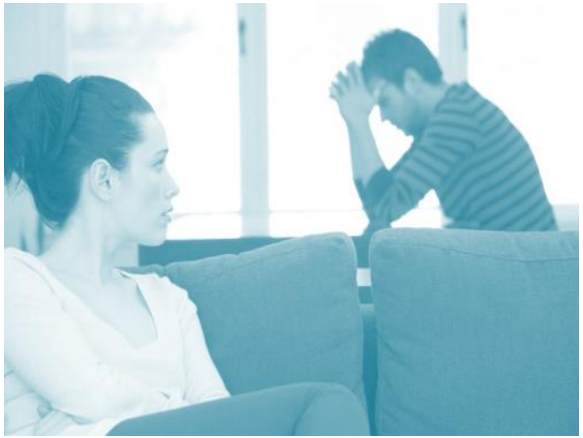
- **Perception**: What I see through my unique lens

- ***My lens travels with me and colors how I see the world***

My Unique Lens

Core Trait
Experiences
Fears
Needs
Self-Image
Stereotypes
Values





My Perception

Connecting the Dots to Effective Leadership

- How might this affect my leadership?
- **I often fail to acknowledge my lens**
- In the moment, I behave as if **I am right** and **what I see is fact.**
- This behavior is a **MAJOR obstacle to engagement, fulfillment, and growth** –it essentially blinds us to another person's needs

The most helpful thing a person can do is to *listen*.

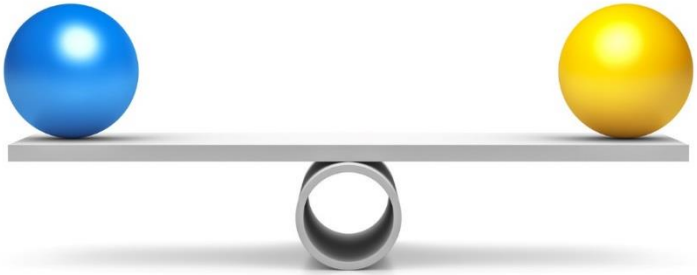
The power of listening

“Use the ideas of the guys! We finally got people to listen!”

Placeholder for the power of listening video

“Use the ideas of the guys! We finally got people to listen!”

Find a Balance



Lean

Tools/resources

&

People

So, Where do you focus?

Lean
Tools/resources

Human
resources

Our L3(Lean) Roadmap

L3 BLUEPRINT – TO ENGAGE, EMPOWER AND EVOLVE THE L3 JOURNEY

Step	1 Prepare	2 Engage	3 Focus	4 Expand	5 Excel
Objectives (3 each)	Define Success **Key leaders set the Vision** Build Consensus	Share the Message **Identify early adopters** Build the foundation	Focused efforts **Address real challenges** Spread the buzz	Aligned in value streams **Formalize L3 in strategy** Progress daily, weekly, strategic	Transfer L3 beyond our walls **Rapid learning cycles** Solve problems everywhere
Leadership Prerequisites	Entire senior leadership team is supportive	Attend Leading in a L3 culture course or Workshop Participate in L3 Event	Lead an L3 Event Participate in Strategy Deployment	Strategy Deployment is the strategic methodology	Deepen Customer Trust
Team Prerequisites	• **Background on the culture of the organization** • Background on the business	• **Identify L3 Champion** • Articulate a compelling reason for change	• **Focus area selected** • L3 Team leader prepared to facilitate follow-up • L3 Champion in focus area	• **Success in first value stream** • Full time L3 team prepared to support improvements throughout the organization	• **Active Check and Adjust system** • Effective Strategy Deployment • Sustainable growth model
Possible Activities	**Education & Engagement:** • L3 Steering Team site visit • Visioning event • Talk to other divisional L3 Leaders • Benchmarking visits • Read/Study **Application:** • Assess & understand the L3 Blueprint	**Education & Engagement:** • Listening sessions • Communications plan • L3 Overviews • 1st wave training – CST, LF, L3F • Gemba walks **Application:** • L3 Champion • Early events to gain experience with L3 tools • 1st L3 Roadmap • Guiding Coalition forms • Keep L3F graduates busy	**Education & Engagement:** • Expanded training • Recognition/Awards • Benchmarking trips • Gemba walks • Report Out **Application:** • Broader/deeper L3 Roadmap • Value Stream Mapping • Multiple events in an area • Problem Solving A3s • Local, visual metrics • Standard Work applied	**Education & Engagement:** • Expand Strategy Deployment w/ Strategic A3 • L3 Rotational program **Application:** • Strategic & Proposal A3s • Value Stream Maps drive L3 Roadmaps • L3 Leadership System • Leader Standard Work • Substantial process improvement • Advanced Lean tools	**Education & Engagement:** • Teaching others in/outside of company • Extensive networking & benchmarking leadership **Application:** • Reshaping the Value Stream • Events at suppliers & customers • Leading events & mentoring at BW sites which are earlier in L3 journey

BUILDING A BETTER WORLD THROUGH BUSINESS

Rev 2 - Oct 2016

Key Thought

Recognition and Celebration

What is Your mindset about Recognition?

- According to the 2015 Employee Recognition Report by the Society for Human Resource Management and Globoforce, values-based employee recognition significantly contributes to bottom-line organizational metrics and helps create a **stronger culture** and more **human** workplace.

THE CULTURAL IMPACT

The 823 HR professionals who took part in the survey had this to say about their employee recognition efforts:

- **90 percent say it positively impacted engagement**
- **86 percent say it increased employee happiness**
- **84 percent say it improved employee relationships**
- **68 percent say it positively impacted retention**

"You should shine the light into every corner of your organization to find those individuals toiling away in relative obscurity and celebrate the everyday greatness of each person."

Marcus Buckingham - New York Times Best-Selling Author, Researcher, Motivational Speaker & Business Consultant

- What do you currently recognize and celebrate?

- Some learnings on our journey
- **One's Efforts** Hard work along the way

- One's **Excellence** Exemplary achievements

- One's **Example** Embodying the **values**

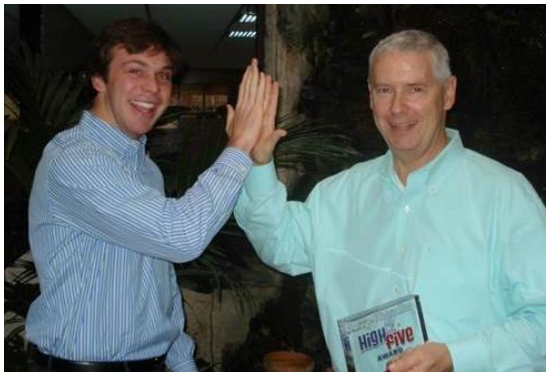
• BUILDING A CULTURE OF RECOGNITION – HOW?

Systems	Behaviors	Programs
• Daily Touch Meetings • Report-Outs	• Leadership Checklist • Essential component of communication	• Awards • Events

- DAILY TOUCH MEETINGS
- Connect team members to your vision
- Continuously improve
- Two-way communication-Engagement
- Sincere Recognition and celebration Not a task

GIVE THE GIFT OF GIVING

The High Five Program asks our Sales Executives, “Who helps you along the journey to a successful sale?”



"I was never sure my wife really understood what I do, or cared that much… but she had a whole new appreciation for the impact that I have on the organization when she saw this letter. She was really proud, and that meant a lot to me."

Key Thought
Pause and Reflect

CREATE AND PRACTICE PATTERNS OF PERSONAL REFLECTION

We are more creative, inspirational, restful and purposeful when we create rituals, habits and patterns of reflection each day, each week and each year

Daily Depart Set a calendar reminder

Weekly Withdraw Pick a day/time

Annually Abandon – Consider a purposeful plan not just a “getaway”.

REACTIVELY PAUSE WHEN…

- Emotions are high
- The process is unclear
- Goals/objectives aren't being met
- The process has changed
- You just don't know
- Something's out of the ordinary
- Someone could get hurt

- **"When Stuck"**

1. Start with Why.

2. Engage the Organization.

Listen.

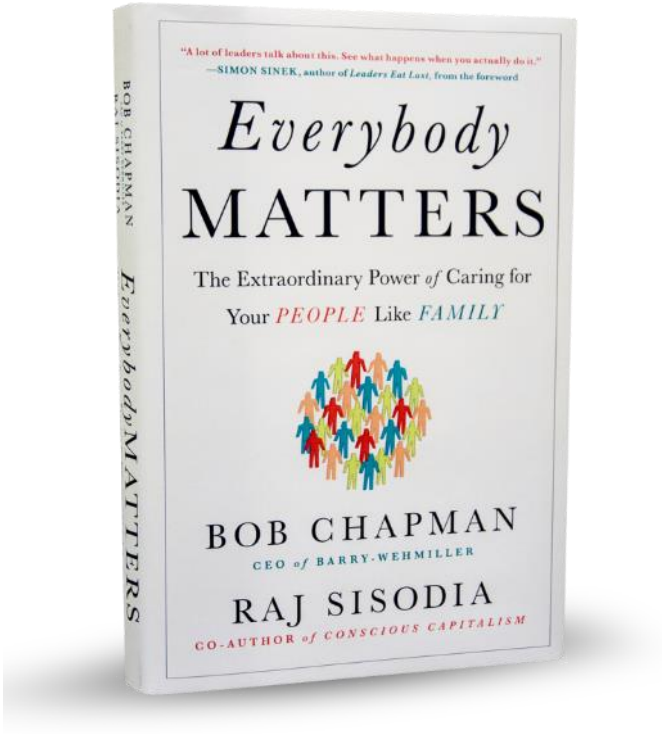
Identify Themes.

3. Bring your WHY to Life.

Systems. Behaviors.

TrulyHumanLeadership.com

Everybody Matters



Thank You!

Your opinion is important to us!
Please take a moment to complete the survey using the conference mobile app.

Session: **28pt Helvetica bold** (black)
Presentation Title **28pt Helvetica bold** (black)
Your name **28pt Helvetica bold** (dark blue)
Company name 28pt Helvetica medium (black)
email address 28pt Helvetica (dark blue)