



Developing a People Centric Leadership Mindset

Ron Harper

President

Cogent Power Inc.

Kate Selbie

Human Development & HR Leader

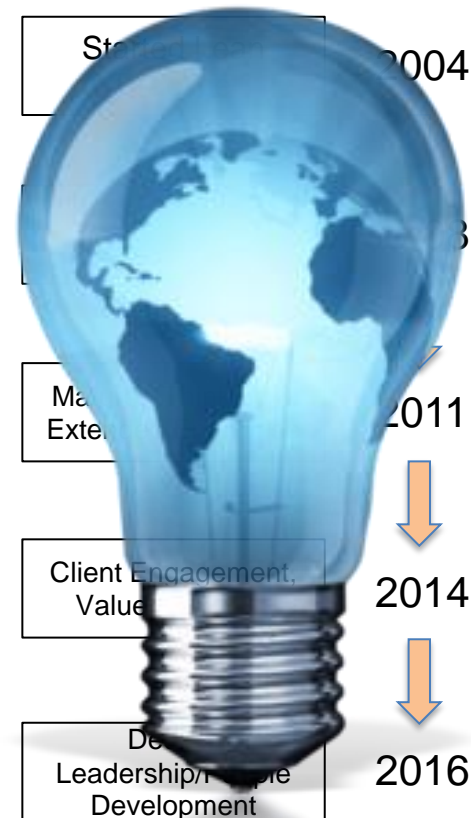
Cogent Power Inc.





Our Story

- Part of top ten global steel company Tata Steel
- Largest supplier of magnetic steel materials and components for transformers to North American OEMs
- Primary product is magnetic cores for electrical power supply grid
- Single site, Burlington, ON Canada
- 300 team members
- Lean practitioner since 2004
- Active AME member since 2007





98%

The number of organizations that did not realize
their goals applying lean practice.

Industry Week Survey 2007



75%

The number of organizations that did not realize any sustainable benefit from lean practice.

Industry Week Survey 2007



10%

Of employees look forward to going to work.

Maritz Research Poll



88%

Workforce of unfulfilled, unhappy, and unproductive people working for an organization they believe does not care about them.

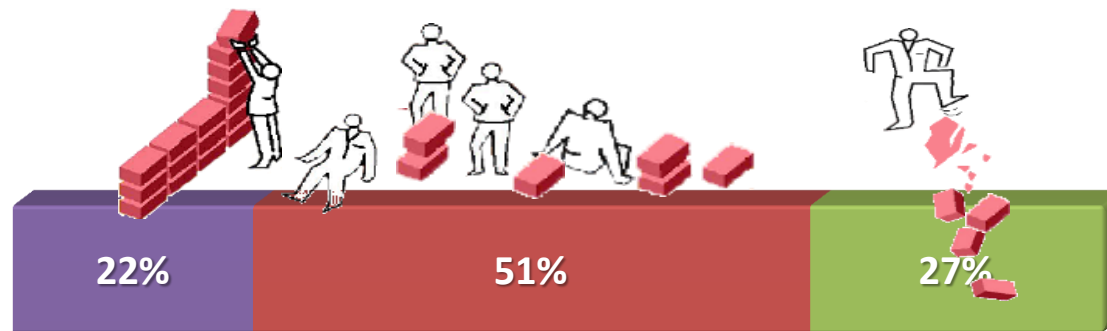
Gallup Organization



22%

Of people in manufacturing companies are engaged in the work that they do.

Gallup Organization



Engaged

These employees are loyal and psychologically committed to the organization. They are more productive and more likely to stay with their company for at least a year.

Not Engaged

These employees may be productive, but they are not psychologically connected to their company. They are more likely to miss workdays and more likely to leave.

Actively Disengaged

These employees are physically present, but psychologically absent. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.



Purpose Driven Excellence

Our message...

- An organization's purpose, it's why, is critically important to achievement. It is at the heart of how you feel success, and inspires you to work through great challenges.
- If the personal purpose, vision and values of the people within the organization are not aligned with those of the company – you will get poor results
- Human beings will put substantially more energy to a purpose higher than themselves, one they truly believe in, in an environment they are cared for.
- Reflect on your situation, with your company. Why do you do what you do? Why does your company do what they do? Do you feel aligned? Is there more you can do?

[illegible]



- Health, Safety
- Personal Growth & Development
- Realizing Your Potential
- Positive Emotions & Mindset
- Financial





The Why of Leadership

“You are not here merely to make a living.

You are here in order to enable the world to live more amply, with greater vision, with finer spirit of hope & achievement.

You are here to enrich the world, and you impoverish yourself if you forget the errand.”

*Woodrow Wilson, 1913
(In a speech to Swarthmore College)*





The Origin Of 'The World's Dumbest Idea': Milton Friedman

Forbes

Steve Denning, Writer Forbes Magazine



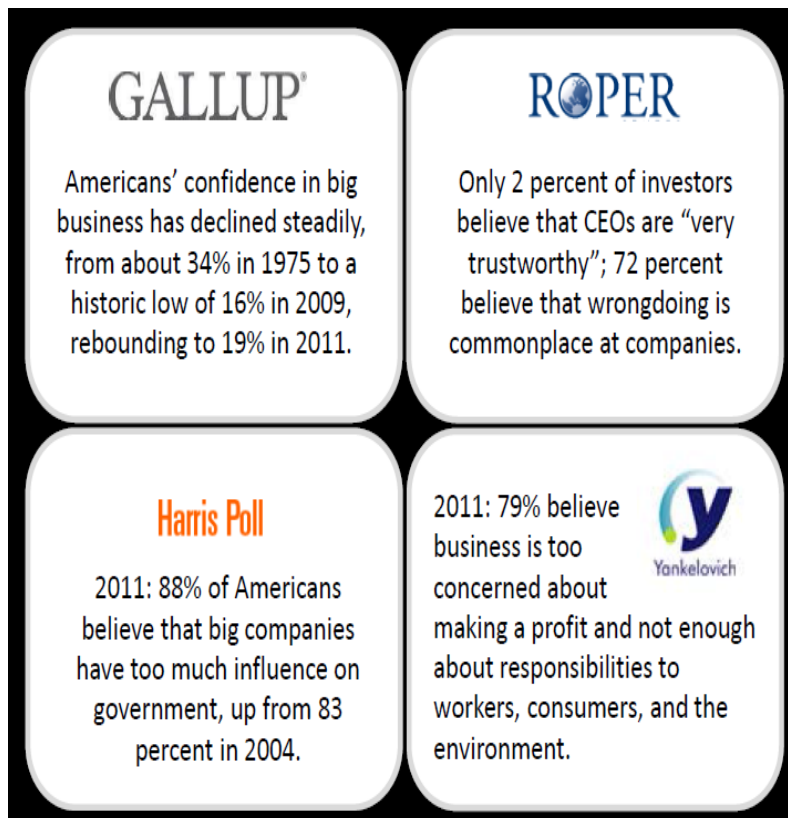
“Business executive’s only goal is to make the most money for the shareholder. They have no other responsibility to society.

“Businessmen who talk about social responsibilities are unwitting puppets of intellectual forces that have been undermining the basis of a free society.”

“Business Leaders should become shareholders”



The Decline of Confidence in Business to Lead People



We have a leadership crisis...

- A substantial gap between the purpose of the organization & its people
- A conflict of priorities
- The need to make people numbers to achieve short term financial goals
- Decades of management vs. leadership development
- Trustworthiness
- A survival vision



People became
(even more) a
cost to be cut.





A Crisis of Leadership Thinking & Approach

BUSINESS

- The point of focus is profit (result), not the people, systems or what creates profit.
- Profit is just an outcome of the performance of the people and the system
- Profit is a fuel, not a destination

DUTY TO CARE

- We are disrespecting human need for connection to a common mission & community
- We are not recognizing the massive capacity of engaged, motivated and creative people & our responsibility
- We are just not being responsible human leaders



Why our Business Embraces Lean

- We believe the best way to create a sustainable business, sustainable employment, sustainable business partnerships is through lean thinking
- We believe that the respect for people side of lean gives us the best way to develop and challenge our teams, to create fulfillment and engagement, and to best express our leadership mission
- It is the best way to effectively engage our people and our team's in the shared ownership of our business, and its performance to our clients
- Through our focus on people, we maximize the potential of lean philosophies





The Power of Business, the Power of Lean

Business is the economic engine of our society and has the opportunity to impact our culture!

We have been paying people for their hands for years, and they would have given us their heads and hearts for free

- if we had just asked.





Definition of Lean

Creating a path to

Profitable Growth

Driven by providing the best possible

Client Value

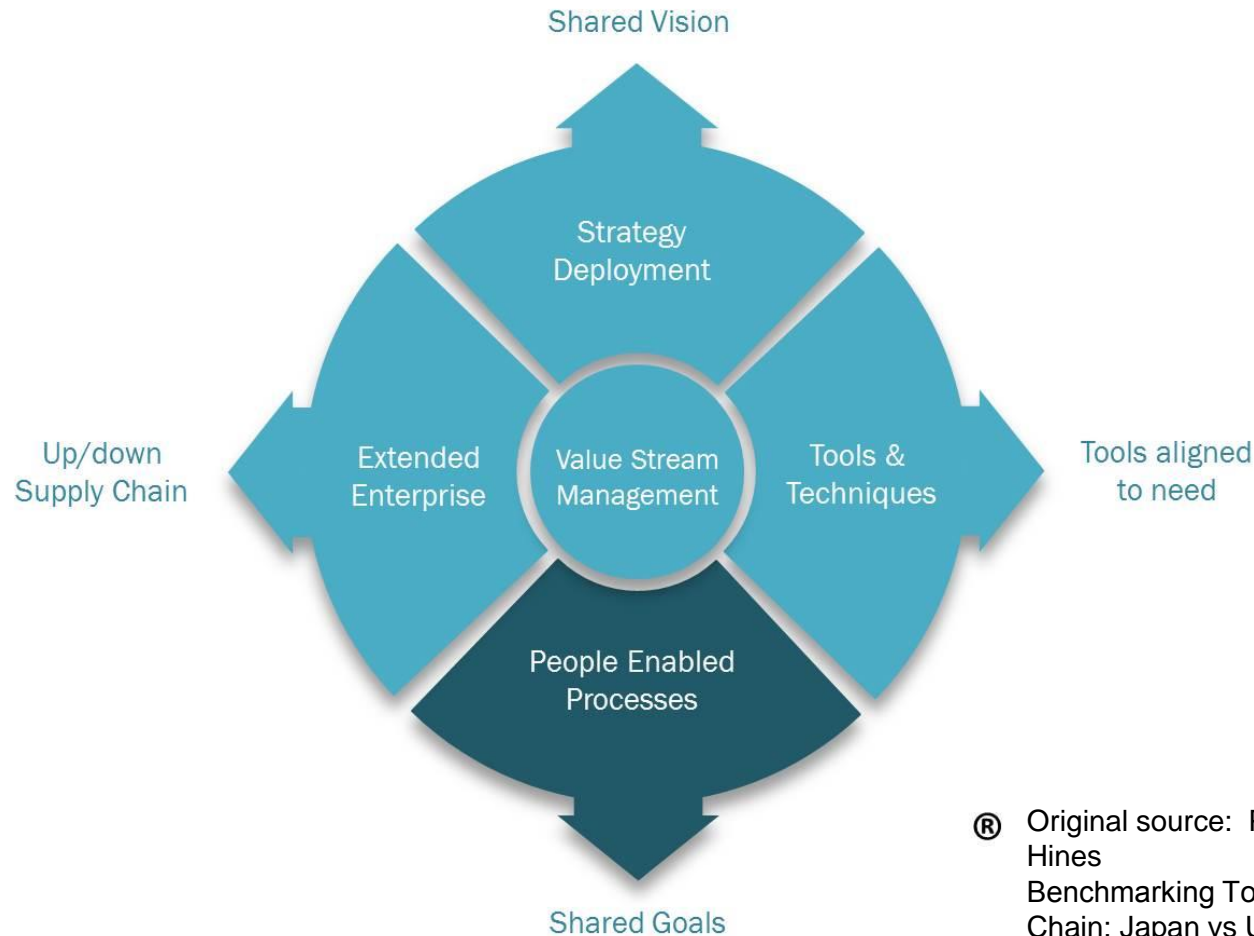
Enabled by the ruthless and relentless elimination of

Waste





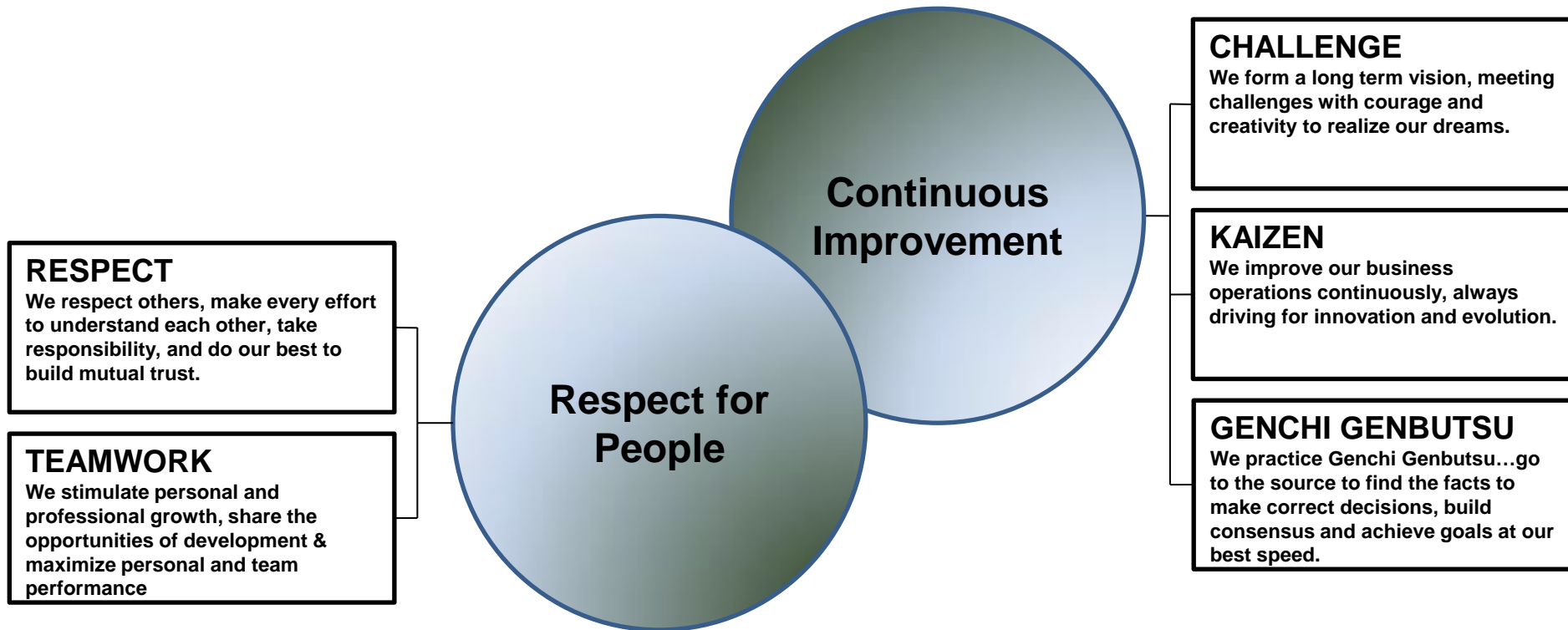
Lean Business Model



® Original source: Professor Peter Hines
Benchmarking Toyota's Supply Chain: Japan vs U.K.



What Does Toyota Say?



The Toyota Way 2001



What is People Centric Leadership?

PCL is a leadership culture and practice that recognizes that engaged & motivated people are not just the key asset of an organization...they are the organization.

An organization environment where everyday everyone goes home fulfilled by pursuing excellence in results. An approach where everybody flourishes. (employees, clients, supply partners, communities, the business).





People Centric Leaders

Mindset

- Leaders care & create an environment of safety
- Leaders are trustworthy
- Leaders are fully engaged
- Leaders are client focused
- Leaders are coaches, mentors and teachers
- Leaders set clear direction and vision
- Leaders are committed to personal growth & learning
- Leaders work tirelessly to achieve needed results

Skillset

- Empathetic
- Reflectively listens
- Demonstrate & express care
- Provide challenging work & expectations
- Power to inspire people & teams
- Positively motivate people to action
- Positive influence & experiences
- Teaching & mentoring – develops people
- Capacity to connect, engage & build relationships
- Able to achieve positive results
- Creates a safe environment for creativity, innovation & experimentation (& failure)
- Provides meaning & higher purpose to work



The Power of People Centric Leadership

The potential of Lean has been sub-optimized by the focus on waste elimination.

The real POWER of Lean is to fully engage people's heads and hearts to create habits that result in Achievement and Fulfillment.





People Centric Leadership

The primary focus of leadership is
to create an inspirational
environment for people to
embrace, implement, and live Lean
concepts





Creating and Sustaining a Lean Culture

- **People-Centric Leadership**
- **A Clear Vision & Direction**
- **Personal Success & Achievement**
- **Recognition that creates Fulfillment**



People Centric Leadership

People-Centric Leadership begins with

- Development of our teams
- Providing people the opportunity to find achievement & fulfillment – through challenging & meaningful work
- Creating caring leaders
- Positively impacting the lives of the people that touch
- We commit to a sustained leadership model that creates a culture where each of us returns home with a sense of achievement and fulfillment.

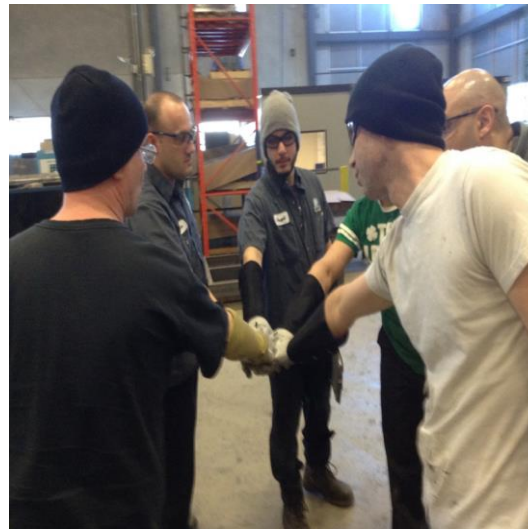
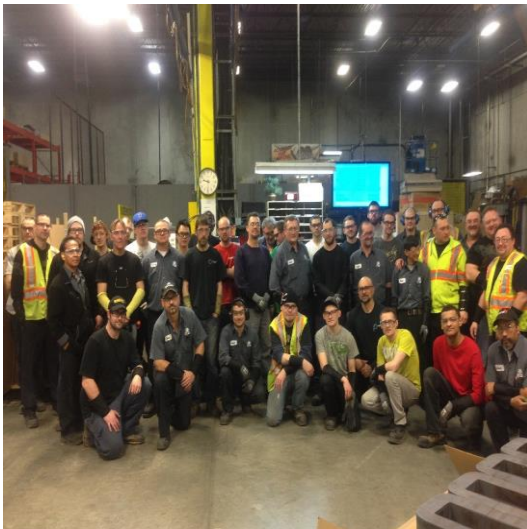
**“Measuring
success by the
way we touch
the lives of
people.”**



Businesses don't create change, people do!

In our culture, it is always important to ask:

How does this make you feel?



People will forget what
you said, they will forget
what you did, but people
will never forget how you
made them feel.

Maya Angelou



People Centric Leadership

Responsible Freedom- unleashing the power of people to take ownership and achieve

Continuous Improvement- completing challenging & meaningful work in collaborative teams

Challenge- personal and leadership development through challenge, achievement, improvement

Recognition/Celebration- creating a sense of fulfillment in every team member



What Really Motivates People

Autonomy

To be given responsibility and challenge, and the authority and responsibility to make decisions that enable me to own and create the result

Mastery

The coaching, training and guidance needed for me to master the skills to be the best that I can be. To realize my potential.

Purpose

A sense of purpose that is larger than myself. A vision and purpose in my work that aligns with my personal values and goals, impacting positively the lives of others.



ref Dan Pink (author)



Human Machine or Engaged Asset?

The Human Machine



If people are really our most important asset - leaders need to invest more; engage, and expect more from their people.

The Engaged Asset



If we focus on the cost side of our people we are treating them like a human machine, getting nothing more than their hands.



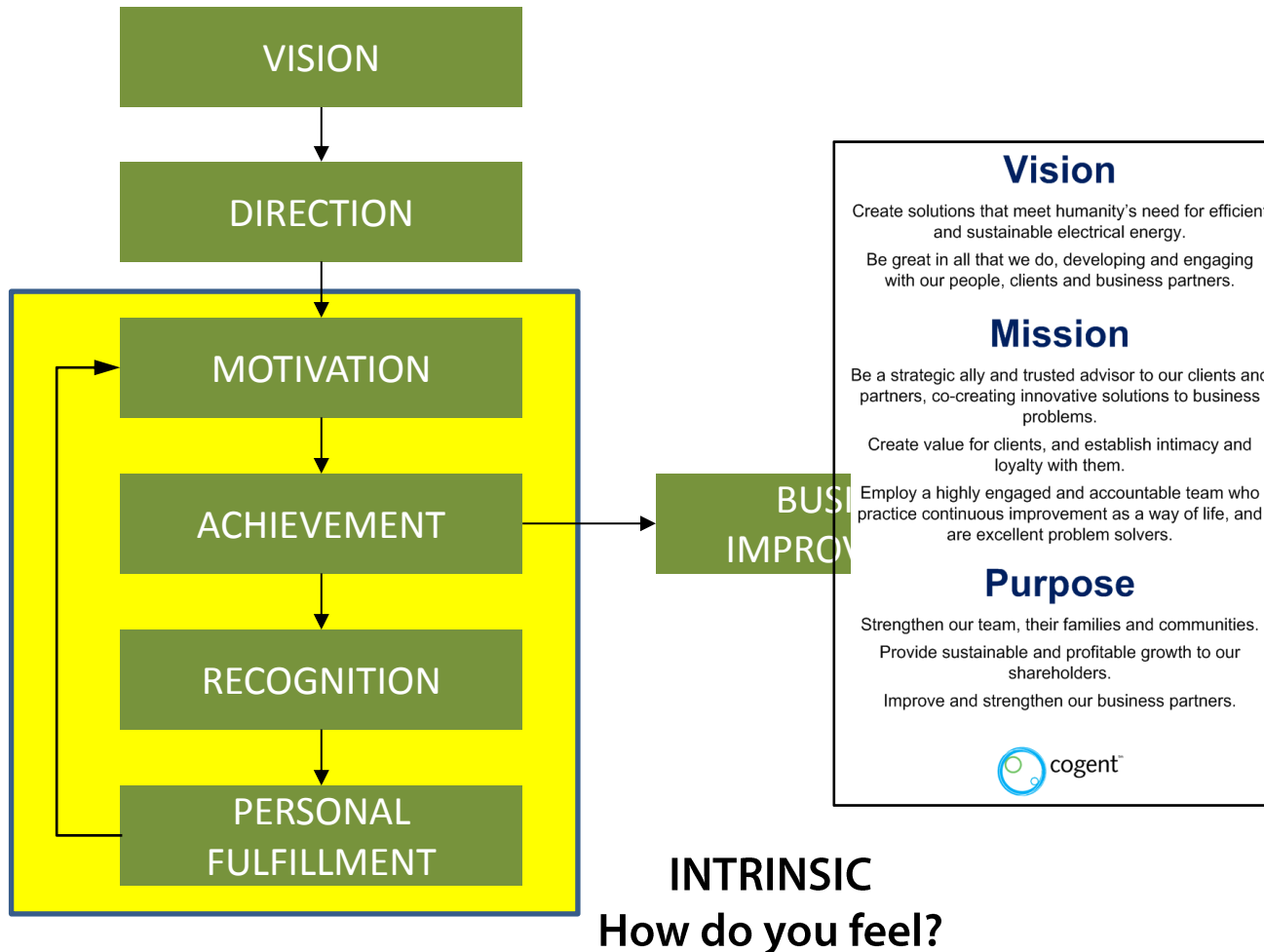
The Power of People Centric Leadership

- The potential of Lean principles, when applied with People-Centric leadership, can have a profound impact on the results of an organization, its culture, and its community
- It can have a profound impact on the lives of our people & their families
- Singular focus on waste elimination and profit improvement lacks a purpose that is principled, inspiring, and sustainable





Mapping PCL





The Power of People Centric Leadership

Through People-Centric leadership we align ...

- the head to a vision
- the heart through inspiration
- the hands to continuous improvement

The results are ... extraordinary levels of trust, FULFILLMENT and performance.



Getting Started



- Each of us can lead – make the choice
- Set the example – be a role model
- Develop your thinking & skills
- Engage with people, it's personal
- Learn to influence – lead as if you have no position power
- Demonstrate care & empathy
- Start the momentum – positive leadership



Checklist

- Have a Clear Purpose & Vision
- Accept the awesome responsibility for leadership
- Care for your people & teams as whole people not employees (you can't fake it)
- Align and engage people and teams to your vision
- Create a culture of trust and openness
- Create an environment of responsibility, accepting of challenge, and provide your teams the ability & authority to decide and act
- Celebrate & recognize personal growth & achievement; create fulfillment
- Remember profit is a result, a lagging indicator



Establish a Standard

"People will support a world they help create."

- Dale Carnegie



The Guiding Beliefs of Trusted Leaders

Leaders are trustworthy.

Reliable, credible, vulnerable and other's focused.

Leaders are fully engaged.

Leaders have the capacity to stay fully engaged - physically, mentally, emotionally and intuitively. This enables creativity, innovation and highly effective solutions to problems. Leaders create the right conditions and own the level of engagement of the team.

Leaders are client focused.

Seeking out solutions to client challenges & opportunities, acting as trusted advisors ensuring that clients are delivered experiences that create trust, loyalty and value.

Leaders are coaches, mentors & teachers.

Focused on the need of people, and take on a "servant leadership" approach, leading through influence and capacity - not position power. Leaders create an open and collaborative environment and culture, and create interdependent and autonomous people and teams.

Leaders set clear direction.

Leaders communicate information clearly with specific guidance and direction aligned with the company's Vision & Mission and goals. Decisions are made in a timely manner when the course of action is clear.

Leaders are committed to learning, mastery & personal growth.

Learning, personal growth and development to achieve mastery requires a leader to be fully open to feedback and other perspectives. Leaders seek to expand their personal performance band and are committed to the development of their teams.

Leaders work tirelessly to achieve desired results.

Overcoming obstacles and challenges to achieve greatness. Taking the needed and appropriate risks to achieve excellence, failing forward and learning quickly.

*I accept the awesome responsibility of
being a Trusted Leader*

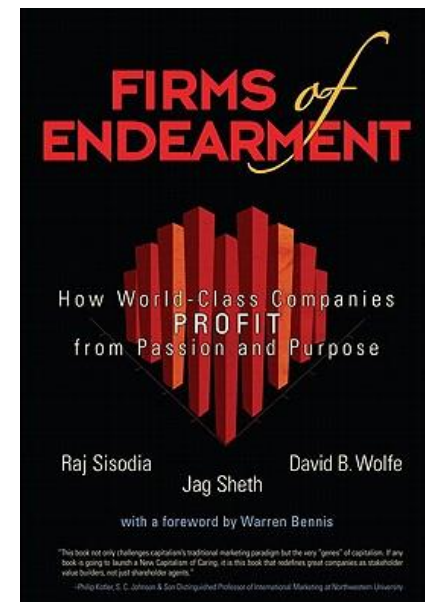
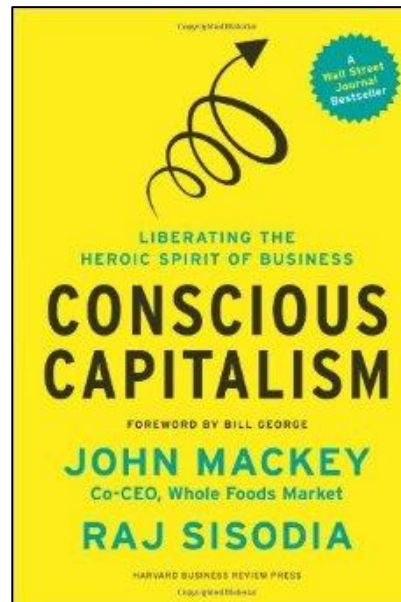
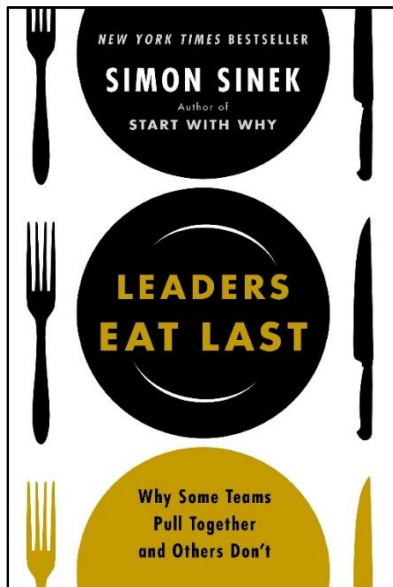


By 2020 Leading Business Schools will start to change teaching from “The Friedman Doctrine” to a more holistic, socially responsible, conscious, people centric mindset”

Forbes, 2013



<http://www.trulyhumanleadership.com/>





Barry-Wehmiller

Established in 1885

People-Centric Leadership

Bob Chapman
Chairman and CEO



Thank you for listening to our story



**Helping people realize their
potential.**





Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

Session: ThP/37

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ron.harper@cogentpowerinc.com

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