



OPERA Leadership Training

Module 1: Management Routines
Leader Team 1

I am a Leader. My Team Plays to Win!

Agenda & Expectations

Agenda:

- 0800 – 0900: High-Performance Teams & The Journey to Perfection
- 0900 – 0930: Managerial Skills Assessment Card Game
- 0930 – 0940: Break
- 0940 – 1130: Management Routines Mapping Exercise
- 1130 – 1300: Lunch
- 1300 – 1400: Routines Diagnosis – Breakout Sessions
- 1400 – 1515: Routines Diagnosis Report Outs & Brainstorming
- 1515 – 1645: Delegation & Follow Ups
- 1645 – 1700: Path Forward & Expectations

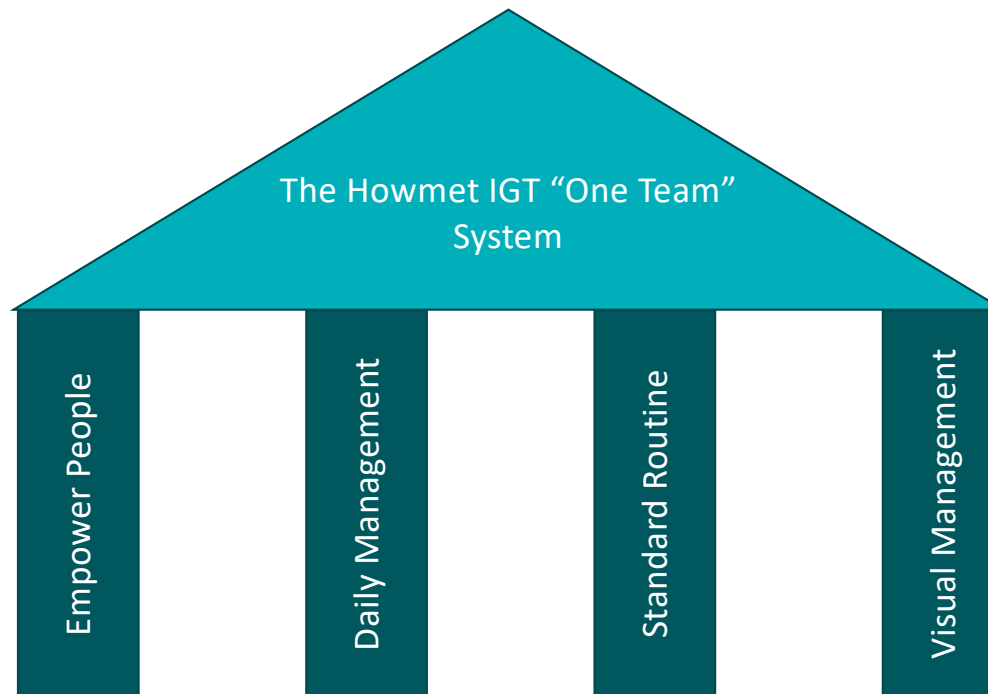
Expectations:

1. Cell Phones placed on *Do Not Disturb* and placed on the table in the back of the room.
2. Stay engaged and focused on the task at hand.
3. Bathroom breaks are scheduled but if the need arises, please excuse yourself.

What is OPERA / The “One Team” System (Hampton Term)?

TRUST Pays More Than Control

The “One Team” System is a methodology that **empowers** Teams to **solve problems**, improve their work, and **support** their Teammates by holding Leaders **accountable** to create the environment for our **People** to **WIN!!**



The One that Does is the One that Knows...

AS LEADERS, CAN WE LEARN TO TRUST?

The One that
Does is the One
that Knows...

Best and Worst



Blue Slip

Principles of High-Performance Teams

Building a Dream Team
“Heartbeat Leaders First”

Army Basketball Team

1976-1977

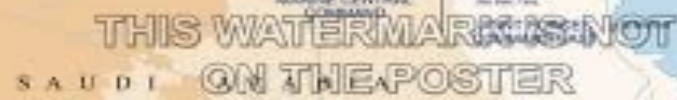


Business is a Team Sport

- Think Hard: Are we organized for success and doing the right things?
 - Right Plays
 - Right Rules
 - Right Positions
- Work Hard: Are we executing the plays?
 - Putting the right people with the right skills in the game to run the plays
 - Motivating them to produce and Win!
- Talk: Communicate
 - Everything is constantly changing
 - Providing Aggressive Leadership

Task Force 2-4 Cavalry Tactical Operations Center Team
Feb 21, 1990 - Northern Saudi Arabia





What do you want to know from me?



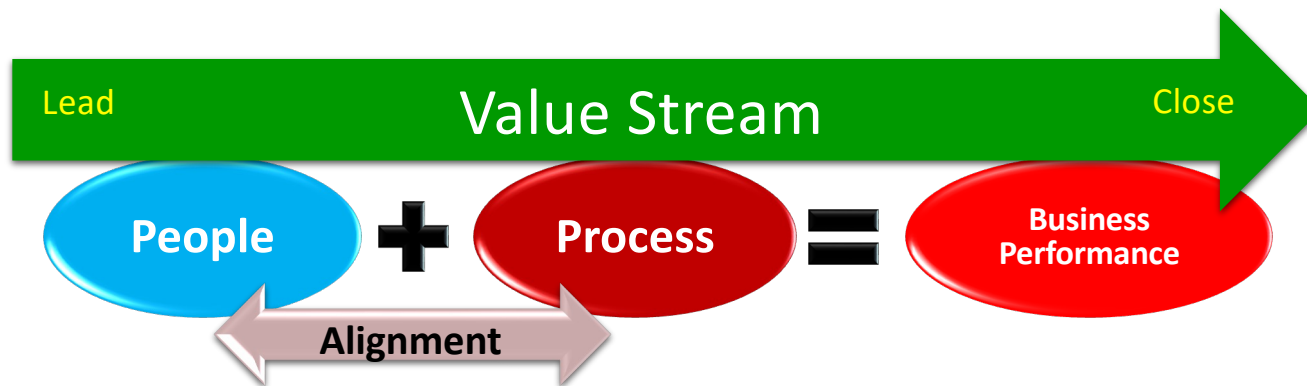
Who Before What

“Leading is all about Changing Behaviors”

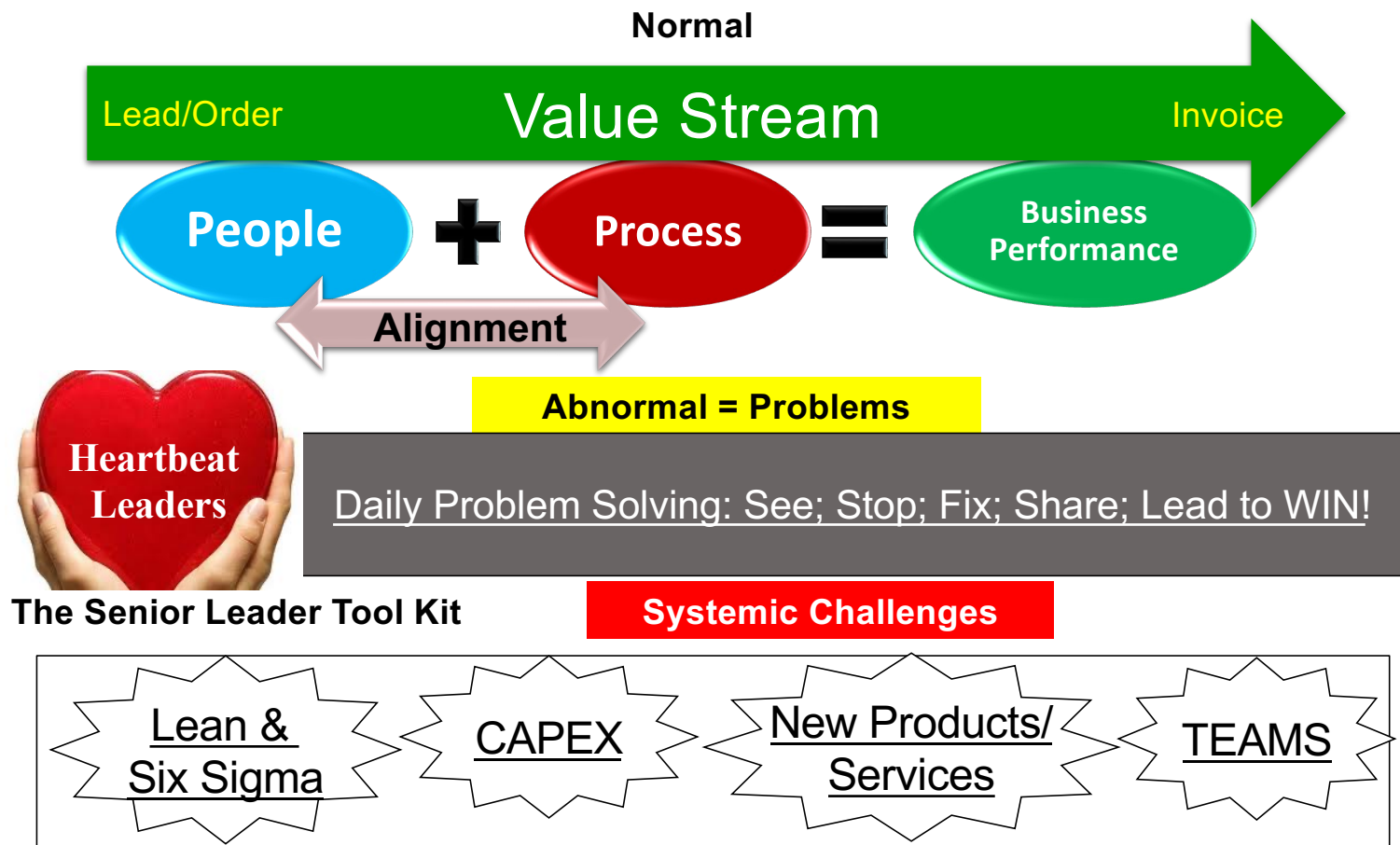
Core Beliefs

- Start with the end in mind! ...take a Systems Approach
- Be in the business of making hard things easy...not easy things hard.
- People are good and want to do the right thing.
- It is the organization's responsibility to create an environment for its people to be successful...and our people's vote counts more than ours.
- If you believe the workers can only be as good as their leader, then you also believe leaders can only be as good as their leaders!
- Every organization has an un-limited bandwidth for change
- Culture vs. Change and Leading
- Change Requires Trust
- Business is a Team Sport
- Turf, Ego, and \$\$\$ and the end of the day it is about...

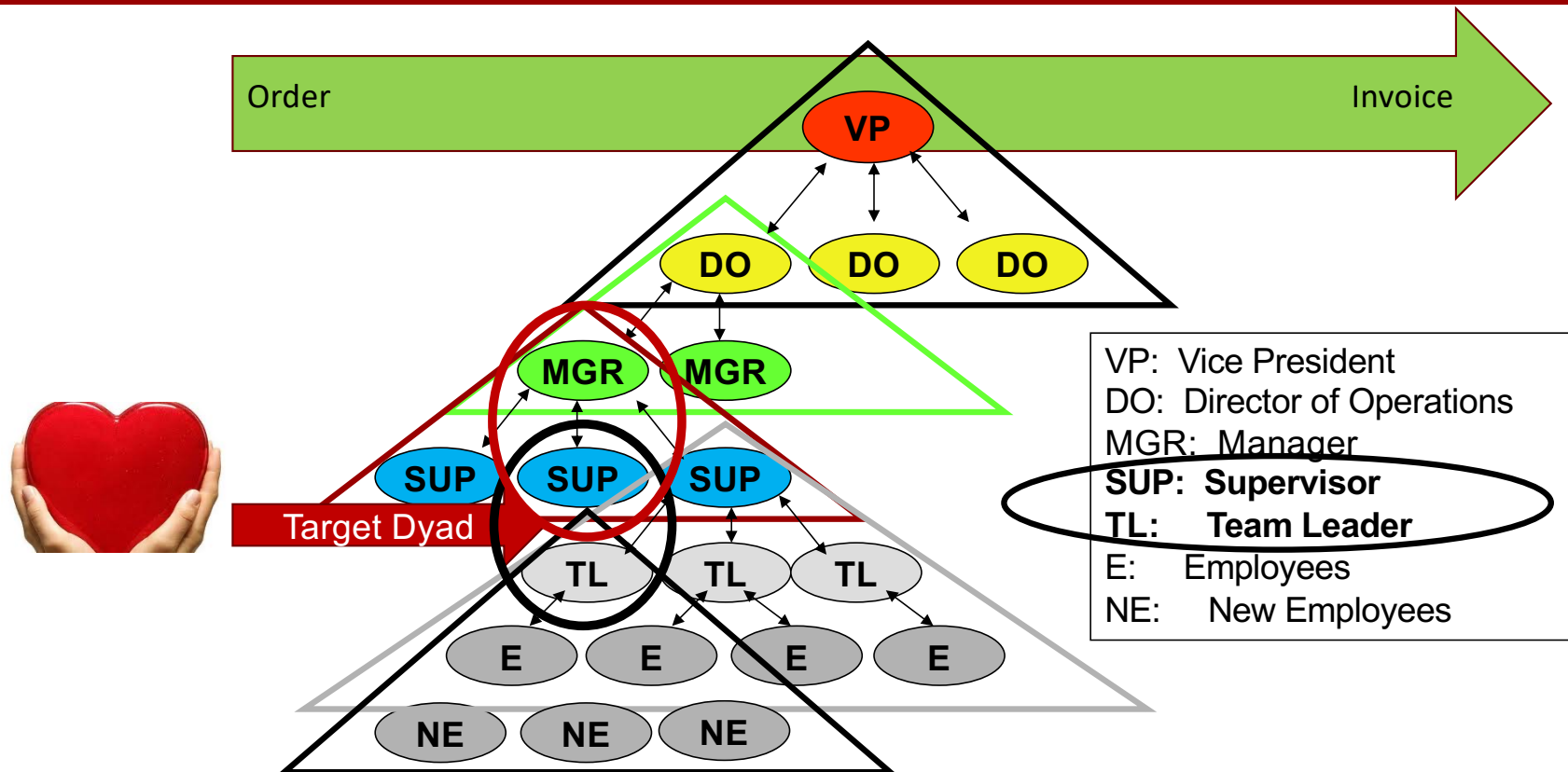
Big Picture Thinking



The Big Picture Strategy



Organizational Scheme



Team Character

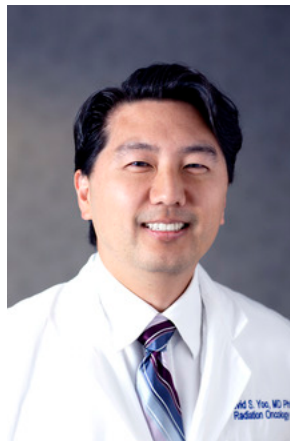
- Competing: Playing to Win!
 - **We** Own the Business
 - **Maniacal Customer Focus**
 - How good can we be?
- Participating: Playing
 - **You** Own the Business
 - **Boss Focus; Customer Irrelevant**
 - We are doing fine, “Why Change?”
- Blaming: Watching others Play
 - I am Entitled
 - **Boss, Customer, and Team are the Enemy**
 - You OWE me

The Journey to Perfection

Defined by WHO?

Is Perfect Possible?

180
(30x6)



Can an Individual Be Perfect?

Can a Team Be Perfect?





The Path to Perfection

- Passion
 - Falling in Love First
- Knowledge:
 - Thirst for Understanding and Learning
 - Be an Expert
 - The more you know...
 - Don't dumb down the message
- Execution
 - Energized by the Crazy
 - How good can we be?
 - This morning...

**If the Leader believes PERFECT is possible
and is seeking PERFECTION in every activity,
everyday.**

Can you be a Good Leader on a Bad Team?



Command and Control Leader



Trust Pays more than Control



TRUST

Because my team would have done it for me?

Because...



AS LEADERS, CAN WE LEARN TO TRUST?

Want
Train
Coach
Encourage
Recognize

Managerial Skills Exercise

Card Game



What does a Perfect Day look and feel like
for our Team?

When was the last time YOU had a Perfect day?



Routines Assessment

Lunch

Break Outs

Routine Diagnosis

Report Outs & Brainstorming

Delegation

Delegation Plan

- Task to Delegate:
- Who am I Delegating it to:
- What are the benefits for me:
- What are the benefits for them:

5 Step Delegation Process

1. Getting Ready / Define the task:

- What is the task or problem that we are trying to solve / accomplish?
- Which team member has the right expertise and bandwidth?
- Will this task help develop a teammate?
- When is the right time to start and what is the expected timeline once started?
- What is the expected outcome?

5 Step Delegation Process

2. Inform:

- Why am I choosing you?
- Here's the root cause analysis, and the problem we are trying to solve?
- What I expect from you
 - The timeline is...
 - Scope
 - Behaviors and Skills
 - Objectives
- What you can expect from me
 - Follow Ups
 - Training
 - Team
 - Resources
 - Time

5 Step Delegation Process

3. Create a Positive Environment:

- These are potential barriers and how you can overcome them
- Who will be involved and how and when will they be informed
- Potential barriers and risk mitigation strategies
- Support coordinated
 - Follow Ups
 - Training
 - Team
 - Resources
 - Time

5 Step Delegation Process

4. Provide feedback and follow up:

- “I will follow up with you....”
 - Daily
 - Weekly
 - Monthly
- “We will talk about
- Overall Status
- Performance to Schedule
- Obstacles and Risks
- Help and Additional Resources Needed

****Avoid Micromanaging****

5 Step Delegation Process

5. Set Evaluation Targets:

- “What does winning look like?”
 - KPI's
 - Schedule
 - Expected Behaviors
 - Skills Learned
- “What are the leading indicators of success?”
 - How you will know you're on the right track

Simulate Delegation

- The "Leader" delegates the task to the "Team Members" using the 5-step process.
- Examples of **manufacturing scenarios**:
 - Handling an unexpected equipment breakdown.
 - Cross-training a team member on a new process.
 - Ensuring the completion of a shift's production targets during staff shortages.
 - Improving quality control procedures on a production line.
- Team members can ask questions or raise challenges to test the leader's ability to address concerns.

Evaluate the Outcome

Once the "Leader" completes the delegation, the group discusses:

- Did the leader use all 5 steps effectively?
- Were expectations and instructions clear?
- Did the leader adequately address training needs and provide follow-up plans?

Share challenges when delegating and insights on how to overcome those challenges.

Scenario 1: Shift Coverage Issue

One team member unexpectedly calls out sick, leaving a gap in the shift's coverage. You need to delegate tasks to redistribute work while maintaining production goals.

Scenario 4: Training a New Hire

A new team member has joined and needs to be trained on safely operating a machine. Assign this task to an experienced team member while balancing their current workload.

Scenario 6: Process Improvement Initiative

There's a bottleneck in production causing delays. Assign a small team to analyze the process and propose improvements while meeting deadlines.

Scenario 9: End of Shift Reporting

The end-of-shift report hasn't been consistently completed. Delegate responsibility for creating and submitting an accurate report to ensure better communication with the next shift.

Team Performance Assessment



Command and Control Leader



Trust Pays more than Control



TRUST

Because my team would have done it for me?

Principles of High-Performance Teams



At the Core: High Performance Teams *trust one another*, *engage in healthy conflict* around issues, *commit to the decisions* they make, and *hold one another accountable* for those decisions in order to *achieve clear goals*.

A High Performing Leader



2023 Actual / 2024 Plan / 2025 Forecast

\$266 / \$280 / \$370 Million
(Total Revenue)

\$150 / \$180 / \$___ Million
(Total Cost of Materials)

\$68 / \$80 / \$___ Million
(Total Cost of Labor)



High Performance Team “Dream Team” Hypothesis

If we align the organization and improve
leader behaviors, then we will increase
team engagement and improve
business performance.



Alignment:

1. Every teammate understands what we do and how we make money. (Business 101)

SD D A SA

2. We are an aligned, self-disciplining team from the Plant Management to the 1st Line Supervisors where we know our responsibilities and the responsibilities of our teammates. (Roles and Responsibilities)

SD D A SA

Leadership:

3. What percentage of your current leadership structure fall in the following categories (Current Leaders – Current Responsibility Performance Improvement)

High Performing (Consistent Best Leaders) ____%

Developmental (Moving in the Right Direction) ____%

Dysfunctional (Should not be in the position) ____%

4. We have a solid “Bench” of future leaders who are ready to step into leadership positions with minimal preparation and low risk to business performance? (Future Leader Identification, Training, and Development System)

SD

D

A

SA

Team Engagement:

5. The Engagement Distribution of our organization is: (Team Engagement Improvement System)

Engaged (Go To Teammates) _____% Disengaged (Getting a paycheck)
_____% Actively Disengaged (Doing positive harm) _____%

6. Our Talent Acquisition and Retention System process produces New Teammates who are delivered to their first supervisor ready to become Engaged?

SD D A SA

Business Performance:

(Return on Investment: Process or People)

7. Our Team knows the score and what they have to do everyday to Win

SD

D

A

SA

8. How good can you be? If you ran a perfect plant how much better could you be in terms of increased productivity and earnings?

____ %

2024/2025

\$280/\$370 Million

(Total Revenue)

Mission First

\$180/\$??? Million

(Total Cost of Materials/Support)

\$80/\$?? Million

(Total Cost of Labor)

People Always



Next Steps



Follow Up Instructions

1. Schedule a 1-on-1 with your Manager to discuss the following:
 - Review Individual Diagnosis
 - 2 Methods/Behaviors to Stop
 - 2 Methods/Behaviors to Improve
 - 2 Methods/Behaviors to Start
 - Review Diagnosis of Management Routines and Routine Improvement Sheet
 - Select a Team and an Individual routine to Implement or Improve
2. Schedule a 1-on-1 with your TMG Coach
 - Review and update Deliverables Grid #1
 - Discuss Improvement and Expectations
 - Plan Follow-Up Routines with your Manager & your Teammates
 - Complete 5 Step Delegation Tool
3. Implement Improved IGT Weekly/Monthly Routines
 - Update Meeting Agendas, Attendees, & Schedule
 - Begin weekly Follow-Ups with Manager & Teammates