Leadership Development: Helping Our Team Succeed

November 4, 2014
Who is HVCC Canada?
Where are we?

- Established in 1989
- 205K ft² in Belleville’s Northeast Industrial Park
- 360 University Avenue & 440 College Street
Who are we?

- **Workforce**
  - 60 salaried staff
  - 50 indirect support staff
  - 350 production team members

- Shipping approx. 6 million end items per year

- Annual sales revenue of approx. $100 million

- TS16949, ISO14001 & OHSAS18001 registered
What do we make?
Where were we?
Leading up to 2011

- Tended to ‘promote from within’
- Focused on ‘functional abilities’ of leaders
- Limited focus on ‘leadership attributes’
- An informal ‘learn as you go’ model
- Only mandatory training for leaders was the 3A’s of Leadership from LTKC
What happened?

► Too much trial & error!
► Inconsistent management practices & priorities
► Mixed messaging to Cross Functional Teams
► Slow decision making...analysis paralysis!
► Erosion of an already weakened morale!
What did we do about it?
What did we do about it?

► We reminded ourselves of our Shared Values:
  ► People – our greatest resource
  ► Customers – the reason we exist
  ► Technology – critical to our ongoing success

► We agreed as a leadership team on our daily operational priorities:
  ► Safety of our team members
  ► Quality parts that meet specification
  ► Delivery on customer & shareholder expectations
  ► Cost should be competitive
What did we do about it?

- We shifted our culture to focus on accountability at a leadership level (up & down the org chart)

- We began a true movement to a team focused, cross functional environment

- We embraced disciplined problem solving methods (Six Sigma’s DMAIC+R) and trained all managers/supervisors first!

- Began work on simplifying our systems, processes & approvals (still building on this one!)
What did we do about it?

► We made Accountability a real place!
What did we do about it?

► It happens daily, and everyone is there!
The daily Accountability Meeting became a very effective check & adjust for us.

We saw an overall improvement in our Key Performance Indicators, but there were still regular misses & disruptions due to issues within our control.

Leadership consistency improved, but we continued to encounter disconnects on priorities.
What were we missing?
Who did we ask for help?

- Working with Heart of the Matter Consulting & Loyalist Training and Knowledge Centre
- Started with personal coaching
- Provoked discussions about broader contributions to loss of learning
- Recognized the contribution of leadership focus on culture wasn’t in balance with the focus on production (*what you focus on is where you go*)
- Moved from classroom learning to working on culture actively while learning
3A’s of Leadership refresher training

- Align – do people know what to do & how to do it?
- Assure – do people feel confident & competent to contribute?
- Activate – are people taking ownership of their role?

Distinguishing between leadership roles

- content (technical knowledge of jobs)
- method (methodologies used to produce outputs)
- systems (mindset, values, front line facing philosophy)

Work on the barriers at senior managers level

- Are we modeling the behaviour we are asking of others?
Life Styles Inventory & Coaching Sessions

- Confidential assessments by your peers
- Feedback provided on thinking & behavioural patterns to improve effectiveness
- Gain understandings of personal, management & leadership styles
- Individual coaching sessions (3-4 over several weeks)

Completing these through 2014 & Q1 2015 for all 14 members of our Operating Committee
Is it working?
Despite a 10% revenue drop since 2010:

- 21% improvement in Build-To-Schedule
- 65% reduction in material scrap
- 34% improvement in direct labour efficiency
- 17% reduction in total L&OH costs
What’s next?
Starting up facilitated coaching meetings with all supervisors (similar to senior managers)

- Strategies to engage team members
- Daily role in creating a positive, proactive culture

Planning to expand LSI 360° Evaluations with all supervisory level team members

- Longer term goal is to revisit LSI 360° Evaluations on a 2-3 year cadence
► New round of sessions with senior managers to work on our implementation of corporate operating principles launched in Feb 2013

► Communication
► Accountability
► Transparency
► Speed
Leadership is most effective when played as a team sport, but leaders still need individual attention.

Leaders must be aligned and working with a set of common daily priorities (for us, SQD and then C takes care of itself).

Development is ongoing & dynamic, not just a course or two delivered at moments in time.

It all starts at the top! We have to pattern the behaviour we are expecting from others.

Put the effort into building a learning culture.
Thank you!