

HORTICULTURE

Developing Leaders

Let's talk about
leadership...

HORTICULTURE

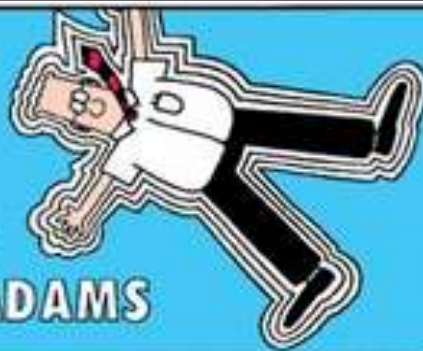
HORTICULTURE

THE SCIENCE, SKILL,
OR OCCUPATION OF
CULTIVATING (GROWING)...



DILBERT®

BY
SCOTT ADAMS



The Steps

- Germinate
- Plant
- Water
- Fertilize
- Cultivate
- Harvest
- Germinate

Translation

- Germinate – to cause to sprout or develop (in other words create the idea, develop an interest or opportunity)
- Plant – put that opportunity into the head of a person, a potential leader
- Water – add general knowledge
- Fertilize – add specific knowledge and skills instruction
- Cultivate – remove obstacles, encourage and motivate
- Harvest – graduate into a leadership position
- Germinate – repeat the process

How It Came To Be At Cessna

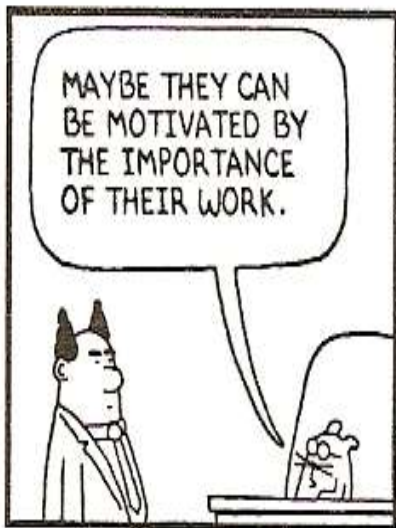
- 1988 – Director (then at McDonald Douglas) reads “The Leadership Challenge” (1st edition).
- 1994 – Director (now at Cessna) runs first Leadership Challenge class for senior executives
- 1996 – Director runs Leadership Challenge class for mid-level managers
- 2007 – 1996 Leadership Challenge attendee gives me the book (3rd edition)
- 2007 – Discovered “Leadership Challenge Workshop” at International Association of Facilitators Conference

How It Is At Cessna

- 2007 – First “Leadership Challenge Workshop” 30 attendees
- 2007 – Shared “The Leadership Challenge” with Program Manager who then purchased the book for 42 of his staff
- 2008 – Using “The Leadership Challenge” for Current Leaders Program – 28 Attendees
- 2008 – Leadership Workshop for 1st level supervisors in Production Control and Logistics – 28 attendees
- 2008 – Use of the LPI as a stand-alone 360° evaluation tool - 4 groups

What's Next At Cessna

- 2008 – “The Leadership Challenge” with Production Control and Logistics middle managers
- 2009 - ???



Leadership

Innate or Learned?

- The debate rages on
- Some believe leaders are born
- Some believe leaders can be taught
- There are probably some who do not have the ability to become a leader... but
- Most can learn leadership skills

How It Works At Cessna

- Drip Technique
- Keep it simple
- Most of the Key Practices are not new (just never thought of them in the way they are presented)
- Assignments incorporate use of the Key Practices as they are learning them

What We Do With The 5 Key Practices

- Model the Way
 - Values Card sort
 - Identity top 10 values, then top 5
 - Repeat with team members
 - Determine common values
- Inspire a Shared Vision
 - Leader uses 5 top values as basis
 - Develops basic vision/mission statement
 - Presents to team and asks for their input, based on the common values

What We Do With The 5 Key Practices

- Challenge the Process
 - Ask team members to find processes that don't work or don't work well
 - Suggest what would work better
 - Can it be changed it in light of operational/
governmental requirements
 - Change it
- Enable Others to Act
 - Delegate
 - Let go
 - Remove obstacles/barriers

What We Do With The 5 Key Practices

- Encourage the Heart
 - Identify accomplishments
 - Look for the small, daily things
 - Take the time to acknowledge them
 - Do it sincerely

An example of
implementation...

Model The Way

- Leader completed Values Card sort
- Sat with small groups of team members to do the card sort with them
- Shared his 5 top values
- Compared theirs to his
- Listed the common values

Inspire A Shared Vision

- Developed a basic vision statement based on his top values
- Asked for input from the team
- Built a robust vision statement based on all the input from the team

*“Safety and Quality First.
Every Rivet Counts.”*

- They called it “their” vision

Challenge the Process

- Asked team members to come to him if they had ideas for improvement
 - Complaint about having to work overtime before the 4th of July weekend
- Had a team member who wandered off a lot
 - Asked her for the reasons and listened to her
 - Pointed out her lower level of production and its cost
 - Challenged her to find a way to improve performance

Enable Others To Act

- 4th of July complaint
 - “Figure it out and let me know how”
 - Got all the work done early and even got ahead
- Wandering employee
 - Told her she could wander as long as she got her work done
 - Increased her output

Encourage The Heart

- Takes time to listen to his employees
- Thanks them for bringing ideas as well as complaints
- Implements their ideas whenever practical
 - Overtime has decreased
 - Production has increased
 - Ahead on one part that has never been ahead of schedule
 - Complaints have almost stopped
 - Employees continually bring positive ideas and suggestions

At Cessna We Are Learning...

- Leadership is everyone's business
- Leadership is all about behavior
- Leadership is a relationship
- Leaders must be proactive in involving their people
- Leaders need to hear what is important to their people
- What is rewarding gets done
- Without trust you can not lead
- Recognition needs to be frequent, spontaneous, and sincere