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LEAN THOUGHTS

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The Leadership Challenge

The most powerful tools are among the simplest

The following article was written by Dave Hogg, President of the HPM Consortium. We are very honored to have Dave speak at our La-Z-Boy Operations Conference in June at Toronto ... this will give a brief insight of what he can deliver ... thanks David!

A byproduct of visiting dozens of companies is the 'big picture' it provides. More and more companies report that their inability to sustain improvements is killing them - and that is a leadership problem. Over the last year some heavy hiring has been taking place with insufficient workers to be had. Many companies are doing more as new opportunities are tackled without proper planning. All this has taken its toll on quality and on the people. While we have all survived these kinds of challenges in the short run - it is the long run that can spell doom.

Of all the Leadership tools, the one element that's missing most is - "Leader Visibility"

I will never forget the most unique steel plant we've seen - a plant where senior leaders said to the shop floor employees that "We do not need to see your 5S charts any more because you know what you are doing." The response from the employees was swift and firm and it simply said - if you no longer want to see the data it means you do not care so why should we. The audits continued.

There is a hint of this in Colin Powell's 18 Lessons In Leadership where he states clearly, '*The day soldiers stop bringing their problems to you is the day you stop leading them.*' Employees need to know the work they do is meaningful - and if you are their leader, they need to know what you value & what success looks like from your eyes.

A leader is a person who generates followers - and does so in a way that achieves long-term results. Such leaders need two competencies - 1) the ability to Vision (see a future desired state), and 2) the ability to communicate it in simple terms that people understand and want to follow because they see a better way ahead and are inspired by the role they see themselves playing.

The key part of the process that makes it effective is the visibility of the leader. Being with your folks 20% of the day seems about right. Jack Welch attributed much of his success to the 30% of his time he spent in leadership training to grow his future leaders. As it has turned out, the leaders he grew are running companies all over the world. The cost to Jack was his time which he saw not as cost but as an investment in his company's future

No matter the size of the team you lead, how much time do you spend talking to them? In no way do we mean 'social' time but rather value-adding time that shows people what you really value because 'being there' makes the difference.

While you're gathering data on how you can support your people more - they are gathering data on what you value so they can better deliver to your expectation without reservation... and getting rid of the mystery of what you value - is an accelerant that empowers.

DaveHogg

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Where "Lean Thoughts" Become Reality

This article makes sense for all of us since we are selling change to our organizations

Three Call Behaviors of Successful Salespeople

1. **Let the customer talk more than you do.**
According to SPIN Selling, "The more your customer talks, the more you will learn about their needs, which puts you in a better position to offer them the most customized and most helpful solutions." Encourage your customers to talk to you about their situations and problems. As they talk, they begin to understand their own needs better and begin to realize the importance of solving their problems.
2. **Ask the right questions!**
How do you get customers to talk to you? Rackham notes that you have to ask the right questions. If your sales calls are leaving you with little information, you're not asking the questions that uncover your customers' needs. *Instead of focusing on selling your product, focus on listening to your customer.* Try to draw him or her out. Be a friend. You need to fully understand his or her problems before trying to suggest that your product or service could provide a solution.
3. **Wait to offer products and solutions until later in the call.**
First, let your customer talk. Second, once you've got the customer talking, ask the right questions to help uncover his or her problems. Now you are ready to offer your product or service as a solution to one of these problems. As Rackham writes, "You cannot know what solution to offer if you do not uncover customer needs and decision criteria first. For example, if you spend your time with the customer talking about how quiet your machine is, and noise is not a factor your customer cares about, you've wasted your time." You cannot offer a solution until you know what problem the customer needs to solve.

Source: Mariotti, Steve. "**Entrepreneurship: Starting and Operating a Small Business**"

"One of the marks of excellent people is that they never compare themselves with others. They only compare themselves with themselves and with their past accomplishments and future potential."

—Brian Tracy



Spring Wisdom from our Tennessee Mole

1. If it weren't for STRESS I'd have no energy at all
2. Whatever hits the fan will not be evenly distributed.
3. Everyone has a photographic memory. Some just don't have film.
4. Going to church doesn't make you a Christian any more than standing in a garage makes you a car
5. Age is a very high price to pay for maturity.

Consortium Event Schedule

Tour Workshop Conference



| January | February | March | April | May | June |
|---|--|---|--|---|---|
| <p>T</p> <p>Wednesday 25 <u>Eaton Electrical</u>, contact Joe Fisher, JoeRFisher@eaton.com</p> | <p>T</p> <p>Wednesday 15, <u>CFN Precision</u>, contact Barry Wood, bwood@cfn-inc.com</p> <p>W</p> <p>Date & location TBA Your own "STEP Diagnostic" to create Vision, Mission and Direction Contact Richard Kunst Richard.kunst@la-z-boy.com</p> | <p>T</p> <p>Wednesday 22, <u>Nestle Waters</u>, contact Mariela Castano mcastano@perriergroup.com</p> | <p>T</p> <p>Wednesday 19, <u>CTS Corp.</u>, contact Bob Garces, Bob.Garces@ac.ctscorp.com</p> <p>Consortium Shakeshowcase Saturday 29 <u>Kraft Oakville</u>. Contact Cindy Grolleman cindy.grolleman@stackpole.com</p> | <p>T</p> <p>Wednesday 17, <u>Stackpole CSD</u>, contact Don Barber Don.Barber@stackpole.ca</p> <p>W</p> <p>Date & location TBA "Compartmentalize the Noise" * Daily Report-outs * Standard work for Leaders Contact Richard Kunst Richard.kunst@la-z-boy.com</p> | <p>T</p> <p>Wednesday 21, <u>Morrison LaMothe</u>, contact Tony Vita tvita@morrisonlamthe.com</p> <p>C</p> <p>AME Regional Conference Mon 12 to Thurs 15 K-W Ontario Contact www.ame.org</p> |
| July | August | September | October | November | December |
| | <p>W</p> <p>Date & location TBA "Establish Anchors" * VSWI ... Visual Work Instructions * TPM ... Total Productive Maintenance Contact Richard Kunst Richard.kunst@la-z-boy.com</p> | <p>T</p> <p>Wednesday 20, <u>Kraft Foods</u>, contact Hanif Jivraj hjivraj@Kraft.com</p> | <p>T</p> <p>Wednesday 11, <u>Stackpole PMC</u>, contact Cindy Grolleman cindy.grolleman@stackpole.com</p> <p>C</p> <p>AME National Conference Mon 16 to Friday 20 Dallas, Texas Contact www.ame.org</p> | <p>T</p> <p>Wednesday 15, <u>Messier-Dowty</u>, contact Richard Evans Richard.Evans@Messier-dowty.on.ca</p> <p>W</p> <p>Date & location TBA Your own "Get Organized" * 5S+1 Contact Richard Kunst Richard.kunst@la-z-boy.com</p> | |