

Leading Hi-Performance Teams in a Multi-Generational Environment

Additional Q&A from Webcast

September 25, 2014

Dr. D. Scott Sink responded to the remaining questions from his webcast presentation.

Q: What do you do with the saboteurs?

Call the question. Confront the behaviors. I like to use Movie Metaphors, as you know. *Knight and Day* scene (Tom Cruise and Cameron Diaz), “with me (hand held horizontal high) without me (hand held horizontal low).” Are you on-board or not? Are you all in? What can I/we count on for from you, given your answer? I’m sensing sabotage behaviors, what’s that about? Sabotage is not acceptable. Here’s what we require. Can you do that, if not we can help. If you can and won’t, here’s the door.

It’s a Voice, Loyalty, Exit discussion. Voice, share what’s going on. Demonstrate behaviors and performance our customers and shareholders and your peers require or Exit.

Short, Sweet, to the point. I’ve had this conversation with USW workers and it can work if you do it right.

Q: How can visual display boards impact communications effectiveness and the at cause behavior?

Visible Measurement Systems are crucial. In the absence of the right dials being displayed and use as an accountability and PDSA mechanism, none of this will work.

Q: How do you create a contagious environment when top management creates the toxic environment?

Give top management the feedback, have courage to do that. If you don’t get the kind of conversation you think matches your Values and Operating Principles, go somewhere else and focus your life’s energy (precious) in areas where Leaders are creating a context and culture that naturally allows people to show up on the right (my values chart).

Q: Scott, as a product of your change agent program, what new insights do you have for those of us already well along this development path?

John Webb, my mentor (Sensei) for all this and I talked recently. I just thanked him for his contribution and commitment to me and told him I was a better human being and teacher because of him. He replied after some time and said when he was 50 he thought he could impact 1 in a 100, create high performing change agents. Now that he is 70, he said his data suggests it’s 1 in 1000. So for you and me and many more on the webinar today, we have yield loss that is unacceptable. Lower the Yield Loss young man, learn how to make it 1 in 100 rather than 1 in 1000.