



THE OHIO STATE UNIVERSITY

Leading Hi-Performance Teams in a Multi-Generational Environment

Accelerating Benefits Realization

Dr. D. Scott Sink
College of Engineering
The Ohio State University
ISE
Integrated Systems Engineering

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- Academic Partnerships with Ohio State University, Cal Poly and George Washington University

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Today's Program



- Welcome
- Introduction of MBB Webcast Series
 - Ellen Milnes, MoreSteam.com
- Presentation:
 - Dr. D. Scott Sink, Ohio State
- Open Discussion and Questions



Today's Presenter



Dr. D. Scott Sink

*College of Engineering, The Ohio State University
Director Integrated LeanSigma Certification Program*

- Academic appointments at Oklahoma State, Virginia Tech, and Ohio State
- Industry experience with Eastman Kodak, Exchange Solutions, MDS, Loblaws, Sears, HBC, Noske Kaeser
- Past president of Institute of Industrial Engineers (IIE)
- BSISE, MSISE, and Ph.D. – The Ohio State University

As Advertised



-
- Understanding Full Potential Performance and how to have your process improvement team leads contribute to that more
 - How to work on the Other Four Disciplines that Peter Senge talks about in the 5th Discipline and Dance of Change—improving change leadership and management performance
 - How to accelerate progress and performance and manifest benefits more effectively and efficiently
 - How to train ‘Millennials’ (younger folks) to lead diverse teams comprised of multiple segments of team members.
-

Key Points To be Discussed

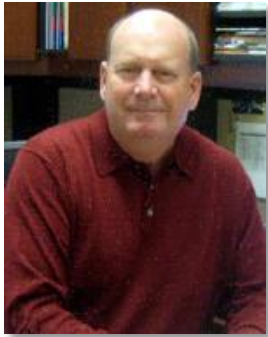


1. **My Data/Fact Base:** I'm going to share observations, insights, tips in the form of abstractions from my 25+ years of study and work in the field. I'll cover key points from the slides, quickly, then work with them individually and then collectively.

 2. **Understanding Full Potential Performance and Factors to be managed to achieve it:**
 - Full Potential Performance Model
 - Factor Analysis—what's in and what's out

 3. **Factor Drill Down:**
 - Other Four Disciplines
 - Mindset and Intentionality
 - Trust and Relationship Management
 - Style Flexibility—Change Agent Mastery
 - Program and Project Management Pragmatic Tips
-

D. Scott Sink, PH.D., P.E.



LeanSigma Certification Program Director,
Integrated Systems Engineering,
The Ohio State University




Education and Professional Experience

- The Ohio State University, BSISE, 1973
- Eastman Kodak, Service Systems Engineer, 1973-1975
- The Ohio State University, MSISE and Ph.D., 1978
- Oklahoma State University, Associate Professor, 1978-1984
- Virginia Tech, Full Professor, 1984-1997
- VP, Business Process Improvement (BPI), Exchange Solutions (2000-2004) and MDS (2004-2007)
- Executive Consultant and VP, BPI, HBC, Noske Kaeser, Sears Canada (2007-2012)

Areas of Interest

Business Process Reengineering, Large-Scale Organization Transformations, Performance Measurement/Analysis/Improvement, Lean Sigma, Quality and Productivity, Strategic Performance Improvement Planning (strategy and policy deployment), Change Leadership and Management, Management Systems Engineering

Scott Sink rejoined OSU as an Executive in Residence in the Fall of 2007. Scott spent 19 years in academia teaching, writing, consulting and leading Quality and Productivity Centers. He ventured out into the private sector in 2000 and led Business Process Improvement programs at Exchange Solutions (Boston/Toronto) and MDS (Toronto). He successfully launched a best in class Lean Sigma program at MDS (globally) from 2004-2007. Scott served as President of IIE in the early 90's and has been active with IIE his entire career.

Academic / Institutions	Industry
   	      

Council on Industrial & Systems Engineering: I facilitate this group



Ohio State IIE



We've been benchmarking and studying Analytics, Lean and Six Sigma, Op Ex, Logistics and SC, Healthcare, and also ISE programs at Arizona State, Ohio State, Northwestern, and next year NC State.

Key Points



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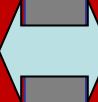
Program Initialization



Engage the 'Right' People



Pick the Right Projects



Best in Class Training



Discipline around Methodology



Celebrate Successes to get the 'fly wheel' spinning

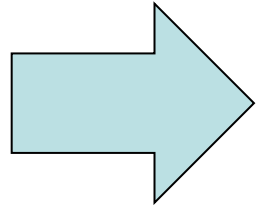


StIR = Speed to Impactful Results

$$STIR = \frac{P * Q * Cfs}{Lt}$$



P = Pick and train the Right Change Agents & Projects



Q = Quality of Solution



Cfs = Conditions for Success and Discipline for Execution & Sustainability



t = Lead Time

Adapted from: Making Six Sigma Last by George Eckes

Lessons from Collins about Full Potential Performance

Investment	Term	Normalized Result	Type of Company
\$1,000	50 Years	\$410,000	Survivors
\$1,000	50 Years	\$950,000	Pretty Good
\$1,000	50 Years	\$6,500,000	Great

Comparative Analysis of 18 great organizations (against 18 comparator's)

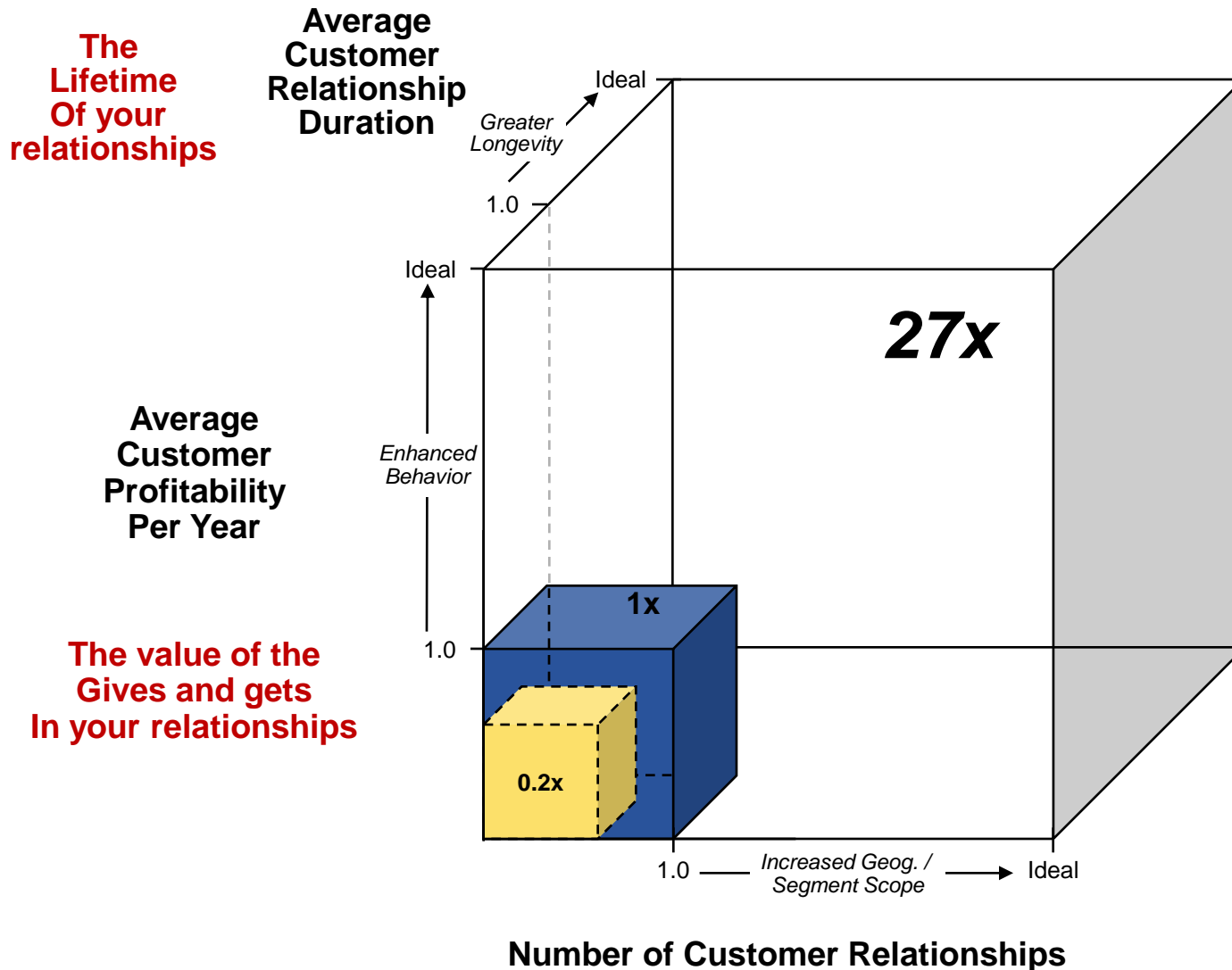
'Key Factors' attributed to their 'great performances' over time were summarized. A few are highlighted here....



Requires:

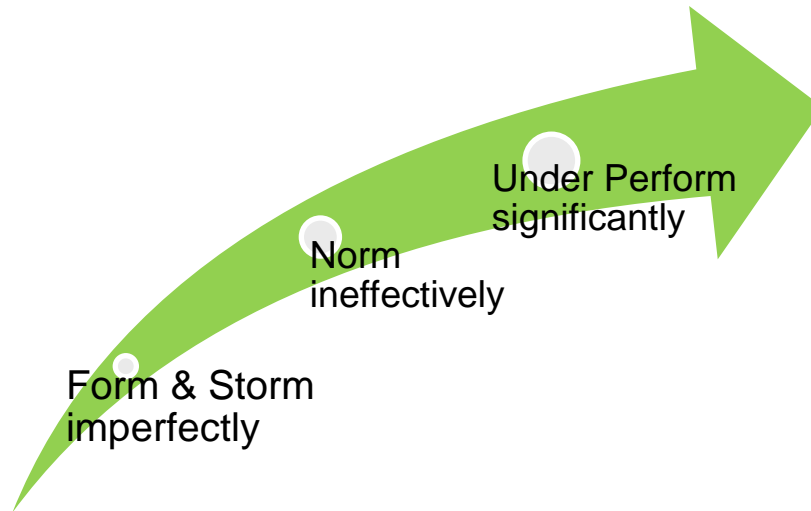
- Context before Action
- Consciousness
- Discipline

This same full potential gap can be portrayed in terms of Franchise Value Cube and linked to the Trust Factor at individual, team and organizational levels



Number of Valuable Relationships in your Life (personally and professionally)

This same full potential gap exists at the individual and team level: each of you has seen this and experienced it



- These tendencies of individuals show up in teams and then in complex ways lead to even more under performance.

- Individuals, human beings, have tendencies that hold them back from full potential performance

High Performing Change Agents are the Key to High Performing Teams regardless of the context of 'equation'



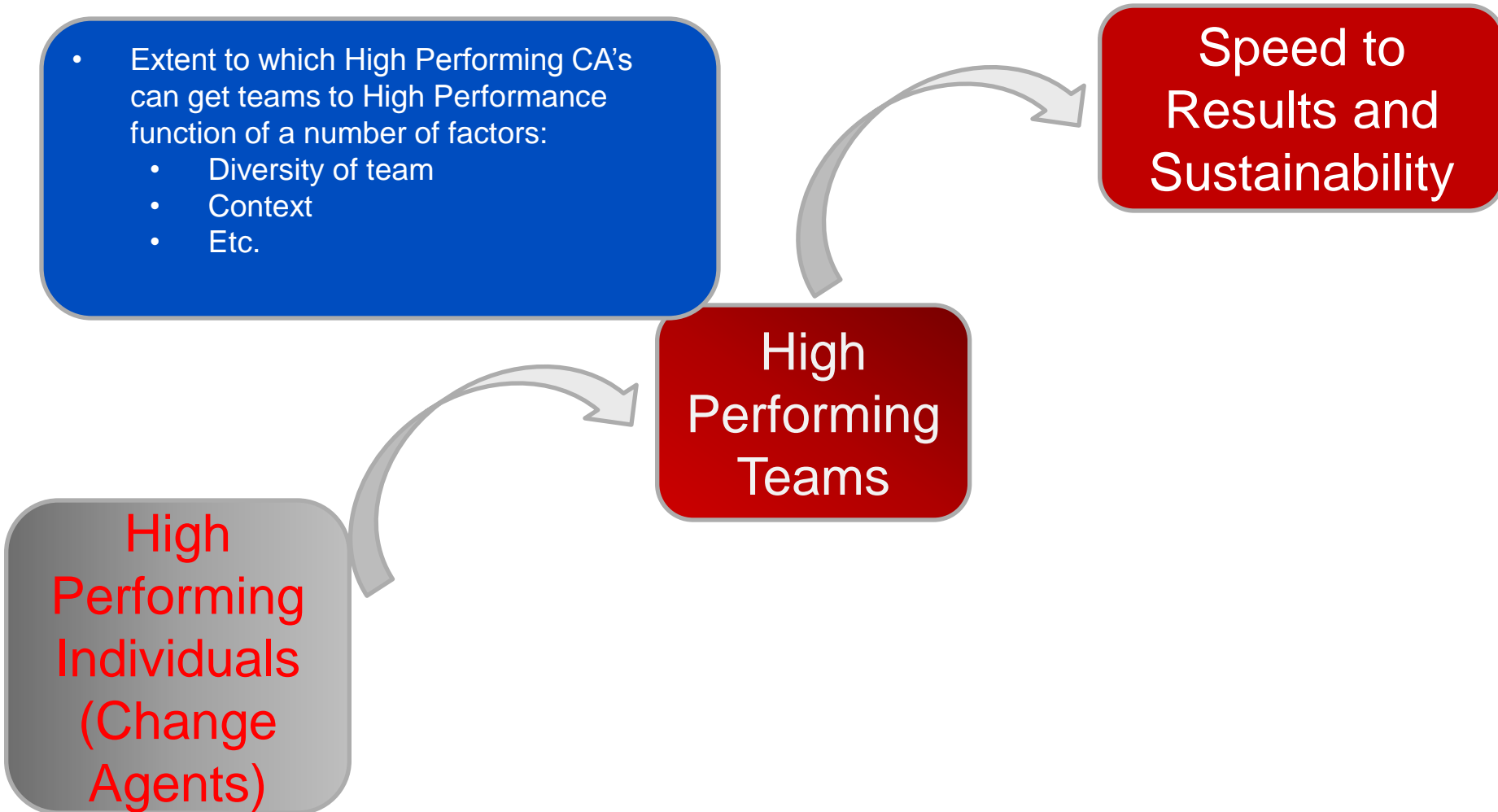
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- Extent to which High Performing CA's can get teams to High Performance function of a number of factors:
 - Diversity of team
 - Context
 - Etc.

High
Performing
Individuals
(Change
Agents)

High
Performing
Teams

Speed to
Results and
Sustainability



How do People Differ?

- Physically

 - Psychologically/Mentally
 - MBTI (how we prefer to collect data, how we prefer to process data, how we make decisions, where we live, mind wise)
 - IQ
 - etc., etc.

 - Emotionally
 - Emotional Intelligence

 - Our formative years context (e.g. the generational issues) as well as the nature versus nurture factors
-

The Players on the Team— we are who we were when?



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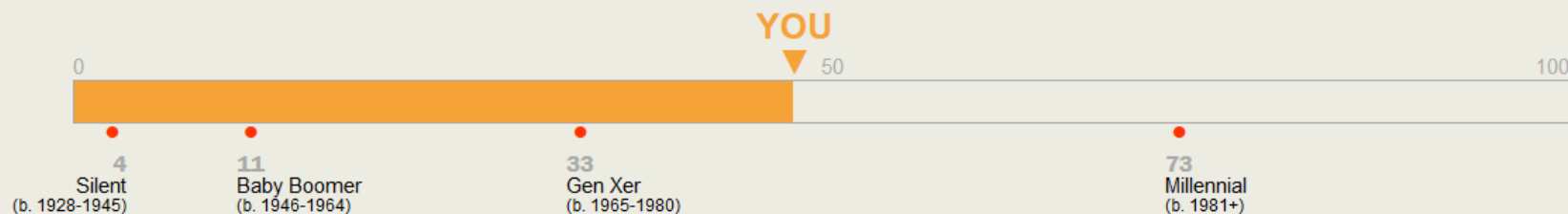
Who are we talking about?

- **Traditionalists**/Greatest Generation/GI Generation/Silent Generation
 - born 1901-1945
 - 50 Million
- **Baby Boomers**
 - Born 1946-1962
 - 80 million+
- **Generation X**
 - Born 1963-1980
 - 40 million
- **Generation Y/Millennials**
 - Born 1981-2002
 - 80 million



You can take a little test and find out your Millennial Score, I was 48

Your Millennial score is **48**



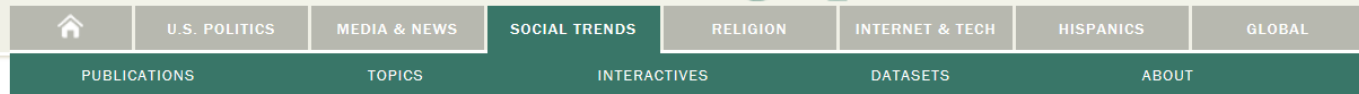
- Texting
- Tatoo's
- Piercing
- Newspaper
- Video games
- Importance of money and position
- Marital status of parents
- Land, cell, both

<http://www.pewresearch.org/quiz/how-millennial-are-you/>

There's a lot of neat research on the differences in generations and as you can see different conclusions



PewResearch Social & Demographic Trends

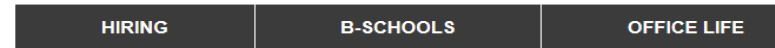


FEBRUARY 24, 2010



Millennials: Confident. Connected. Open to Change

Executive Summary



HOT TOPICS: WORKING FROM HOME B-SCHOOLS ROBOTS

12:01 am ET
Sep 10, 2014 EMPLOYMENT

Survey Says: Everything You Know About Millennials Is Wrong

The Intersect

The millennials-vs.-olds culture war has been greatly exaggerated

<http://www.pewsocialtrends.org/2010/02/24/millennials-confident-connected-open-to-change/>

There are some characterizations that can be made across certain key 'dimensions' (rows)

Generations and Work Characteristics

	Traditionalists	Boomers	GenX	Millennials
% of workforce	5%	45%	40%	10%
Focus at work	Task	Relationships & process	Results	Networking
Work Achievement	Seniority	Experience	Merit	Contribution
Work Time	Punch the clock, 9-5 get the tasks done	Whatever hours it takes to do the work, visibility is key	Get job done, focus on result not time in the office	Gone at 5pm on the dot, work is another thing in the "daily schedule"
Work Authority	Based on seniority and tenure	Originally skeptical, but now based on seniority/experience	Skeptical of authority, expect rule changes, will test authority	Tests authority but will often seek out authority figures when wanting guidance
Preferred work environment	Conservative, hierarchical, clear chain of command	Flat hierarchy, humane, democratic, warm & friendly	Functional, fun, fast paced, adaptable, access to information & leadership	Collaborative, creative, positive, diverse, fun, want feedback
Entered workforce with	Little to no experience	Academic or real world experience	Volunteer experience, advanced degrees, student loan debt	Volunteer experience, advanced degrees, student loan debt

Key Points about the Generational Factor



1. There is almost as much variance within a generation as there is between generations
 2. Generations are dynamic, not static
 3. Generalizations about values, working styles, defining events, traits, tendencies, etc. are only that, generalizations
 4. Understanding the needs, wants, expectations, tendencies, motivations and motives of any segment of employee (regardless of how we define the segments, has never been more important
 5. Generational differences are often seen and felt in organizational culture and manifest in things like general operations and meeting management.
 6. **The Generational thing isn't the most important explanatory factor, in my view. Age might be.**
-

ISE/ILSS Certification to augment the BSISE at Ohio State (2007-present)

Management Systems: Integrated LeanSigma Curriculum

Fall	Spring	Summer	Fall	Spring
Integration and Practicum with ISE 5811-12 Case Studies		Internship with Industry Collaborator /Partner Reduction to Practice with ILSS methods and tools (Potentially Green Belt Certification)	Continued Practicum of ILSS Case Studies	
ISE 3200—Linear and Integ Programming	ISE 3210—Non- Linear Programming		ISE 4100—Stoch Modeling & Simulation	General Educ
ISE 3600— Workplace Ergo	ISE 3800—Project Management		ISE 5811— Certification Capstone	ISE 5812— Certification Capstone
ISE 2500—Intro to Manf Engineering	ISE 4120—Quality Control & DOE		Tech Elec	Tech Elec
ISE 3700— Cognitive Systems Eng.	ISE 3400—Prod Plan & Fac Design		Tech Elec	Tech Elec
General Educ.	ISE 5810—ILSS Foundation Course (BB)		General Educ	Tech Elec

So, my experience at MDS (2004-2007) and most recently at OSU (2007-present) lead me to believe this transformation is at the heart of Speed to Impactful Results

Candidates Inbound

PERSONAL MASTERY

- **don't listen well**
- **Action junkies**
- don't stay focused, can't juggle multiple balls well
- **don't communicate well**
- **victim behavior**
- **judgment mode common**
- Parent-child lingering, still, with Teacher-Student, which will carry over to boss to subordinate if not corrected

PROFESSIONAL MASTERY

- **struggle mightily to 'reduce to practice'**
- do not exhibit ideal learning behaviors
- **do not understand what it takes to succeed in the 'real world'**
- struggle mightily to 'reduce to practice', sloppy, undisciplined practice
- **can't manage projects successfully**
- **do not manage relationships proactively**
- cannot produce results, lose sight of the end-game
- have heard the talk on 'ethics' and values
- **expect people to give them answers**

ILSS/ISE Core Curriculum:
Essential Foundation for Systems Improvement

ILSS Cert Program

LeanSigma Foundations

+

ISE Capstone Senior Design

Candidates Outbound (Certified)

PERSONAL MASTERY

- **can deep listen**, can active listen, seek to understand
- **Plan before acting**, Context, Possibilities, Action
- practiced focus and persistence with something difficult for 6+ months
- **communication skills** (written, oral, body language) enhanced for success
- **spend less time in judgment** more time in evaluation and difference, consciousness about tendencies
- made the switch of making the switch to Adult to Adult

PROFESSIONAL MASTERY

- improved consciousness and practice with 'ideal learning behaviors'
- clear understanding of 'flat world', competitive World requirements for success, more real world savvy
- lot's of opportunities for perfect practice
- demonstrated program and project management skill to gain certification
- relationship management skill development initialized, understand importance
- **Capable of producing results in timely fashion and understand them in context of the system or higher good**
- have had to walk the talk on ethics and values
- **Have learned to learn**

Key Points relative to how we get better speed to practical Results



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My top five factors....

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- X_4 Style Flexibility
- X_5 Program and Project Management Pragmatic Tips

Y

- Benefits (Full Size of Prize) realized in the minimum time possible.
- Benefits Sustainable
- Team Learning, they can do it better faster next time

Blending Collins with Senge (5th Discipline) creates a nice framework for helping us how to get more SPEED to IMPACTFUL RESULTS

Greatness is a lot about disciplined people (thought, word, deed)

Disciplined about what?

Systems & Statistical Thinking

Personal Mastery

Mental Models

Creation Skillful

Team Learning

ILSS

Other Four Disciplines

Shared Vision/Creation Skillful

■ Creation Skillful/ Shared Vision:

- Ability to start with the end in mind
- Ability to articulate DONE with clarity and conviction
- Ability to get people to choose for DONE (Future State), to want it
- Ability to get out of problem solving and crisis catering mindset and embrace creation
- Ability to get alignment and attunement for the vision and to hold the vision over time
- etc.



Start with End in Mind—make it a pull rather than a push!! Have to get them to nail DONE!!!

Today Assessment:

- What I have and want?
- What's working
- What am I naturally 'great' at?
- What I tend to be naturally passionate about?
- How I create value and what others think that is worth?
- Feedback I got in asking 10 of my closest colleagues, friends
- Tendencies that serve me?
- Tendencies that don't serve me?
- What needs work?



Tension Seeks Resolution

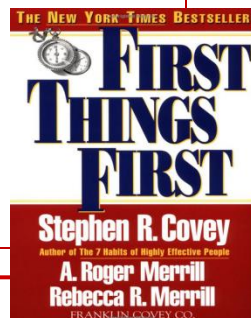
Future State (3-5 years):

- what I have
- what's working
- what I am great at
- I can bring passion to what I put in front of me
- I can create greater value and serve my vision
- Tendencies I have that serve me and the higher good

Then what we have to do to get to **DONE** is easier to see and do, personally, professionally and on projects too!!

Today Assessment:

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Communication

Relationships

Other Four Disciplines

Physical

Mental

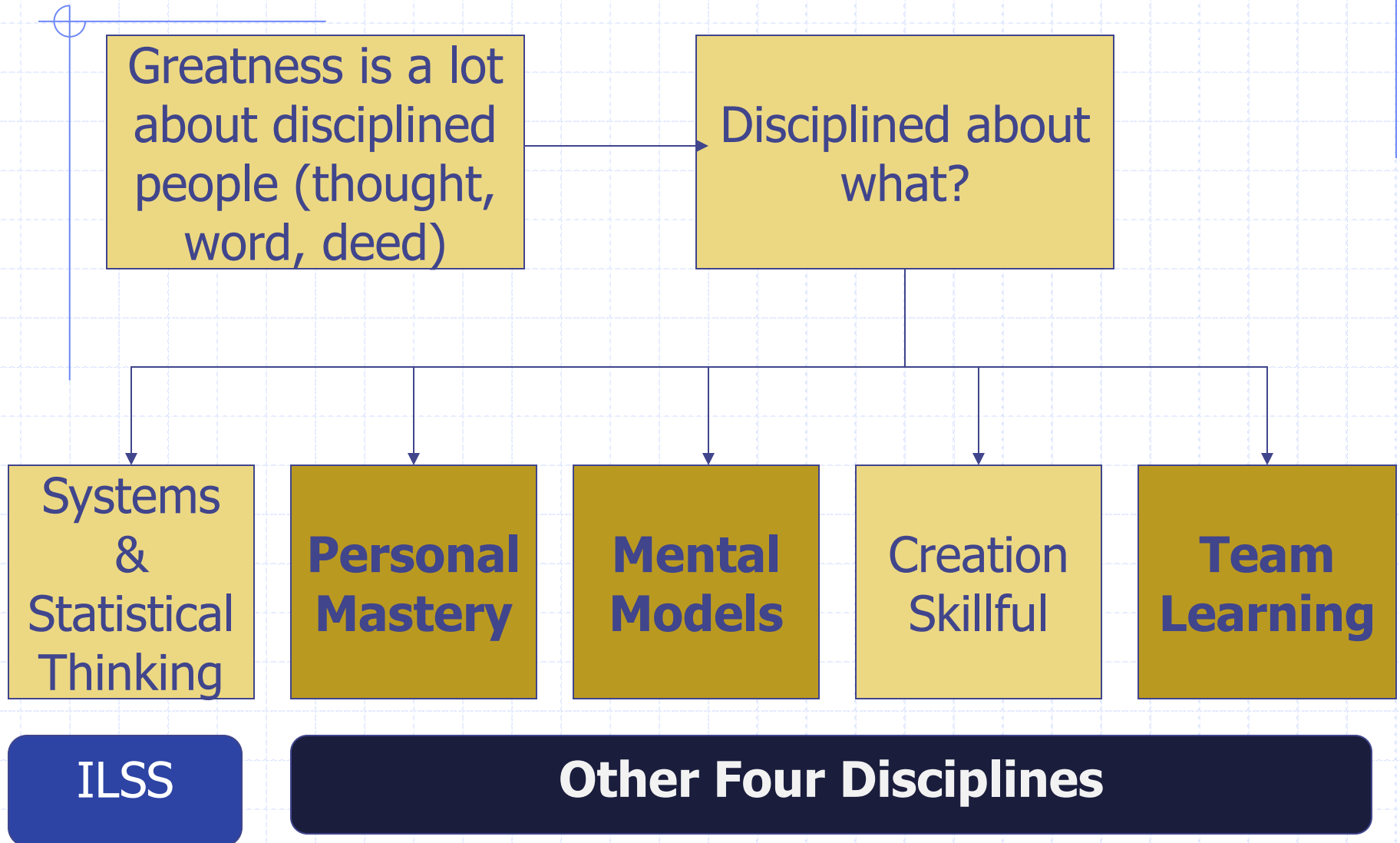
Spiritual

Tension Seeks Resolution

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Closely interrelated with creation skillful is personal mastery and mental models about how to create fast and good



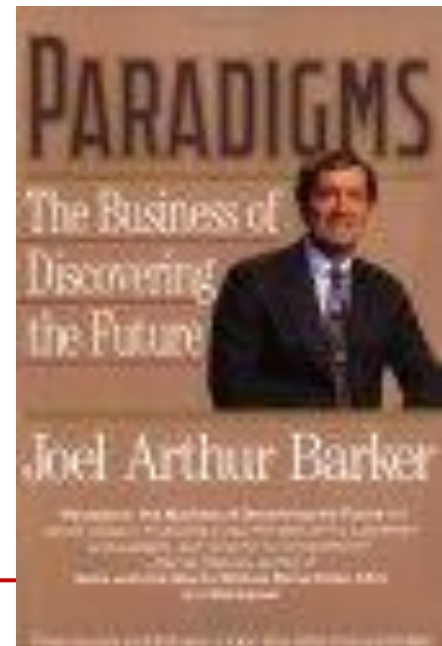
Personal and Professional Mastery

- **Personal Mastery**--Personal Mastery is the discipline of:
 - ‘continually clarifying and deepening our **personal vision**,
 - **focusing our energies**,
 - developing **patience**, and
 - **seeing reality objectively**—intellectual honesty
- **And**, then bringing this to projects and a team....



Paradigms/Mental Models

- Ability to stay open to the possibility, to see possibilities
- Ability to get others to do the same
- Ability to live in 'differences' and 'evaluation' rather than 'judgment'
 - Judgment = agree/disagree, like/don't like, etc.
 - Difference = isn't that interesting, that's different
 - Evaluation = this seems useful, it seems like it would serve the higher good
- Ability to challenge and to catalyze frame breaking, to spark/motivate outside the box thinking, to confront the fiction of tradition at times



Team Leadership and Development

- Ability to truly facilitate a core team such that they succeed at the project
- Ability to cause growth and development in a team rapidly,
- Improving the capability and capacity of the organization to learn in service of improving performance
- Ability to spark dialogue rather than debate
- Ability to get teams to think system rather than functional stove pipe
- Ability to share learning, to spark sharing and caring,
- Ability to get teams to 'prime' (form, storm, norm, PERFORM) more rapidly with the Change Agent than without and THEN to spread that capability within the organization..



My top five factors....

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Structural
Conflict



Creation
Skillful



Harnessing
your
Intention

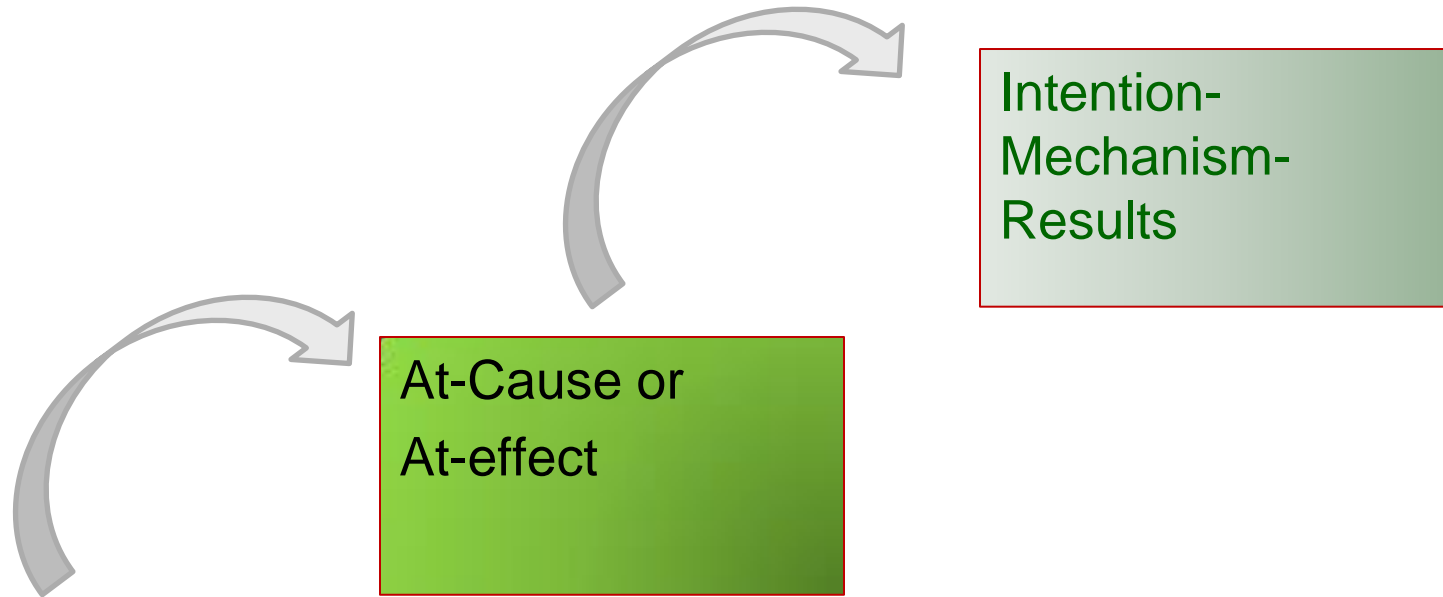
Diffusion



The Trilogy (think about the movie 'Taken' or equivalent (Wizard of Oz, Die Hard, Ramen Girl, etc.)

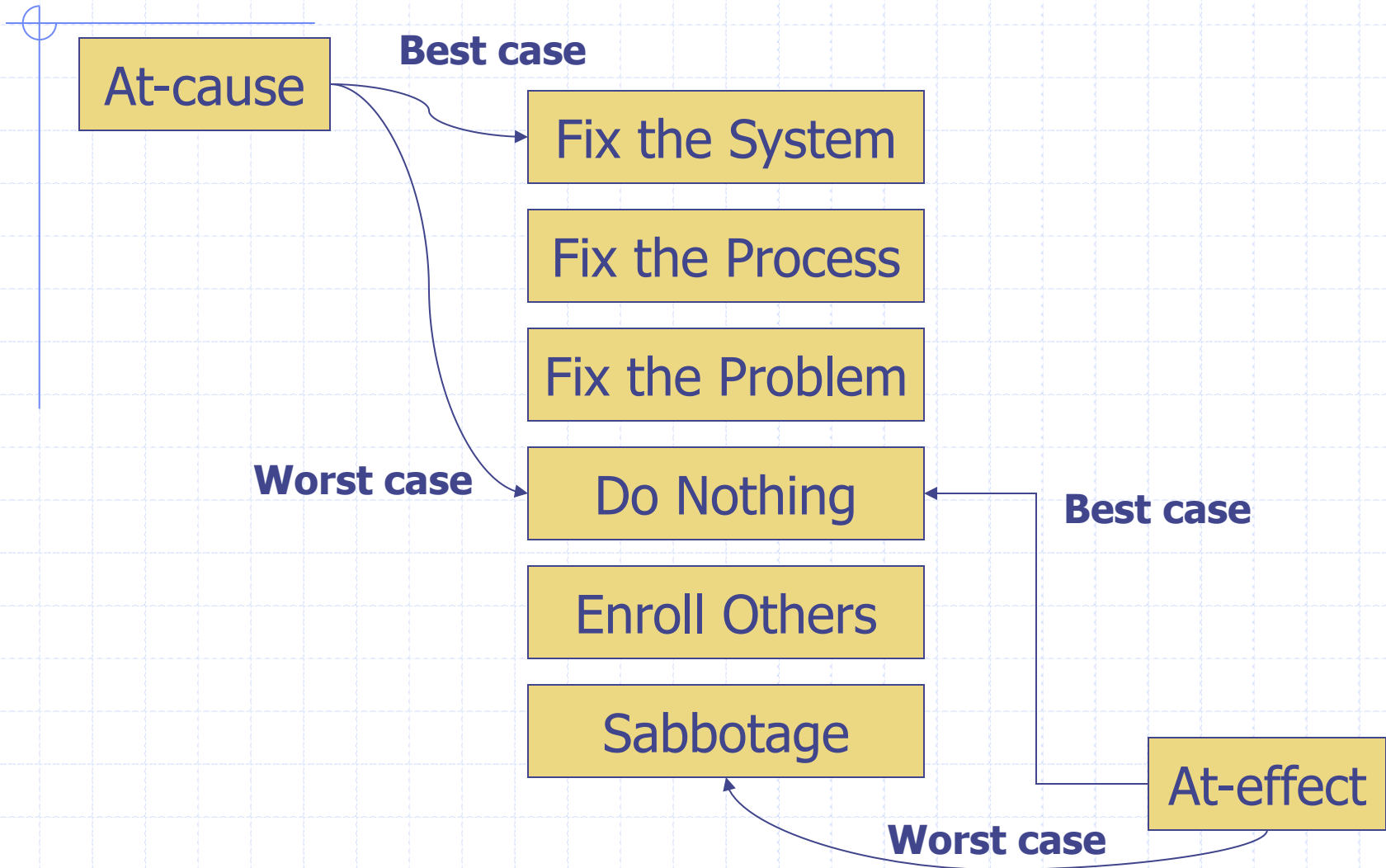


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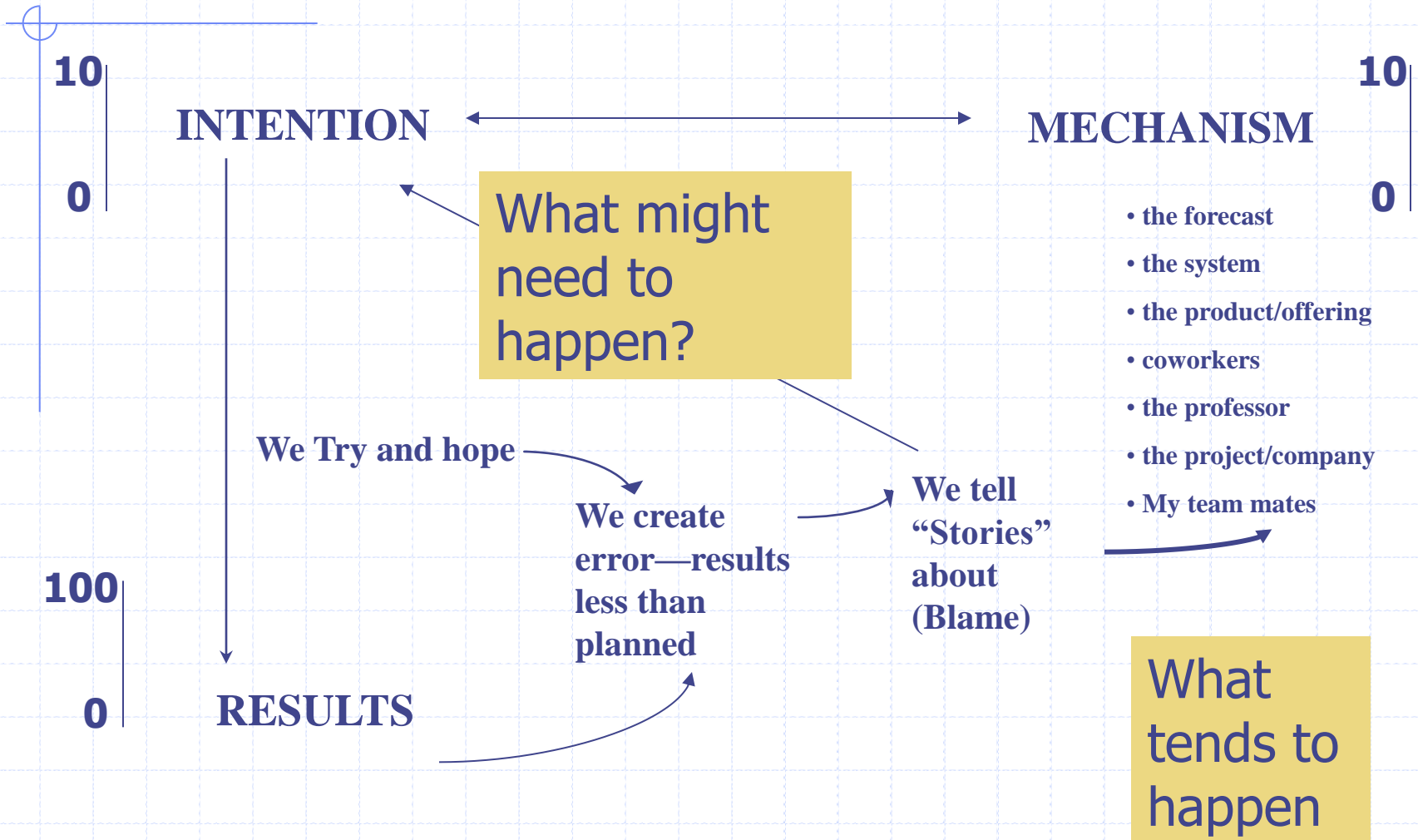


Attitude is a choice and the attitude I/we adopt impacts the results we create

Extension of attitude/stance—two types of stances relative to 'situations'



Further extension of at-cause/at-effect, how this plays out in endeavors we apply ourselves to



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Living on the right, causing others to live on the right, key factor in Full Potential Performance (Necessary but not Sufficient Factor)

Culture and Values and how Values "Deploy"

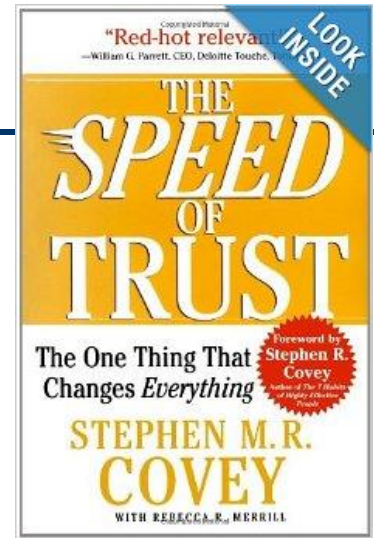


Ground Rules Operationalize Values—these attitudinal and behavioral agreements migrate talk the talk to walk the talk

- ◆ Use open, honest, direct communication.
 - Say what you mean and mean what you say; be direct.
- ◆ Maintain confidentiality
 - No attribution/no retribution
- ◆ Manage Agreements
 - show up right on time to start, we'll end right on time, and when we do assignments/exercises, do them the way you are instructed
- ◆ Maintain a Supportive Environment
 - Help others if/when they get stuck
 - Active and/or deep listening
- ◆ Be prepared and stay focused
 - Stay focused on the conversation at hand
- ◆ Be Self-Monitoring
 - Keep your observer on, stay conscious, listen to your listening
- ◆ Maintain a proper attitude for learning
 - 1% possibility
 - stay open to experimenting, taking a risk
 - minimize judgment (right/wrong; agree/disagree; like/dislike)

Five Waves of Trust

- Self
- Relationship
- Organizational
- Market
- Societal



4 Cores of Credibility (self trust)

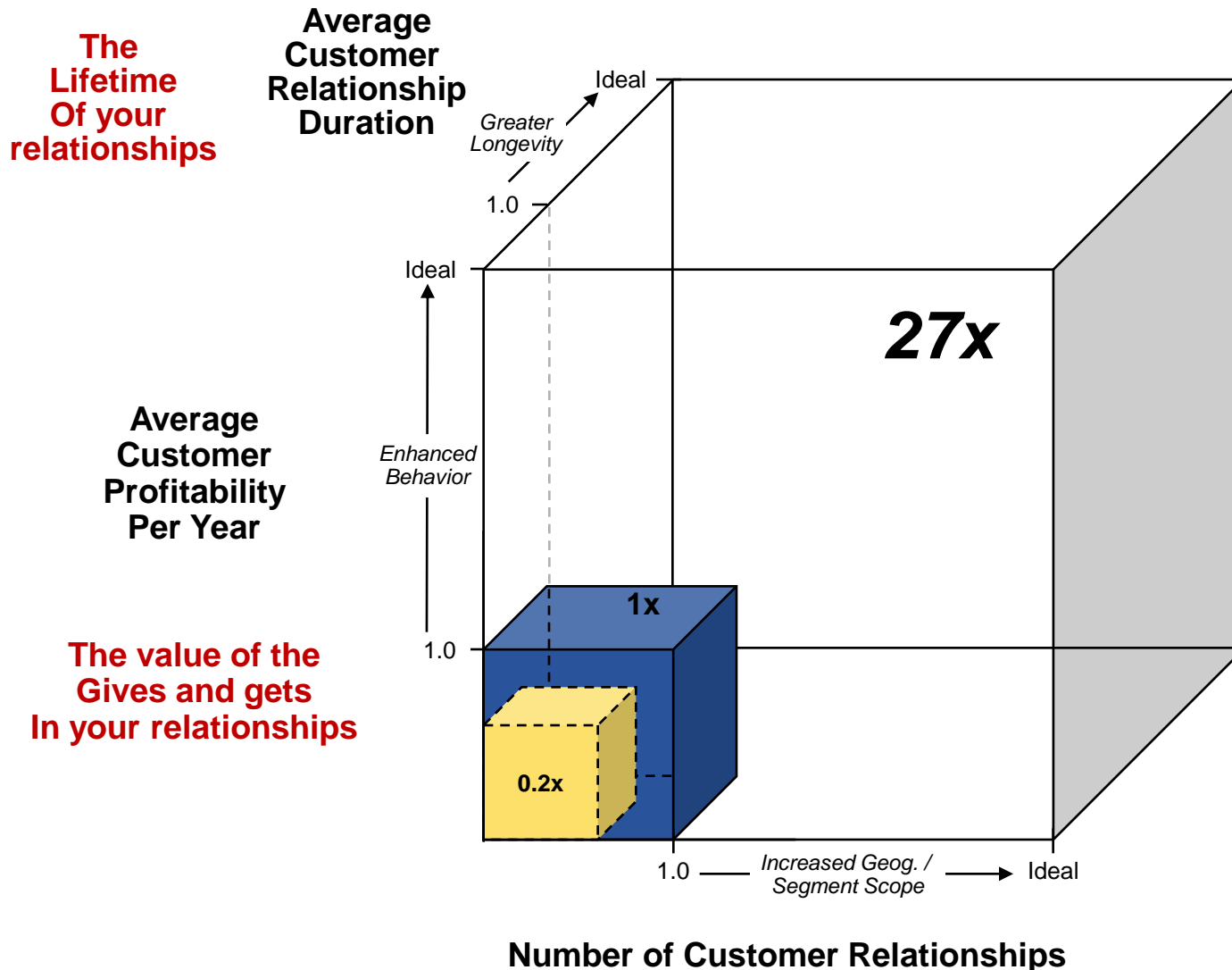
First Wave is all about

- Integrity
- Intent
- Capability
- Results

Second Wave—Relationship Trust is all about consistent behaviors

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

Earning Trust will Grow Franchise Value (SxE)T = R (yours and the organizations you choose to work with and for



(Strategy x Execution)
Trust = Results

Trust will speed things up for us

Number of Valuable Relationships in your Life (personally and professionally)

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Team Learning and Performance requires Change Agents who have style flexibility

Greatness is a lot about disciplined people (thought, word, deed)

Disciplined about what?

Systems & Statistical Thinking

Personal Mastery

Mental Models

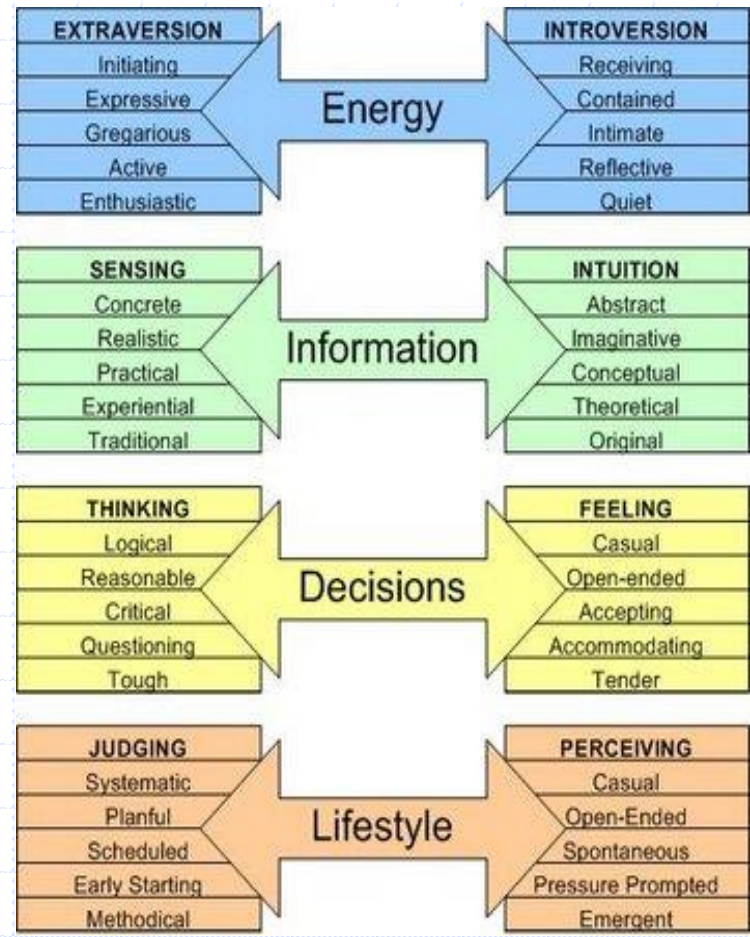
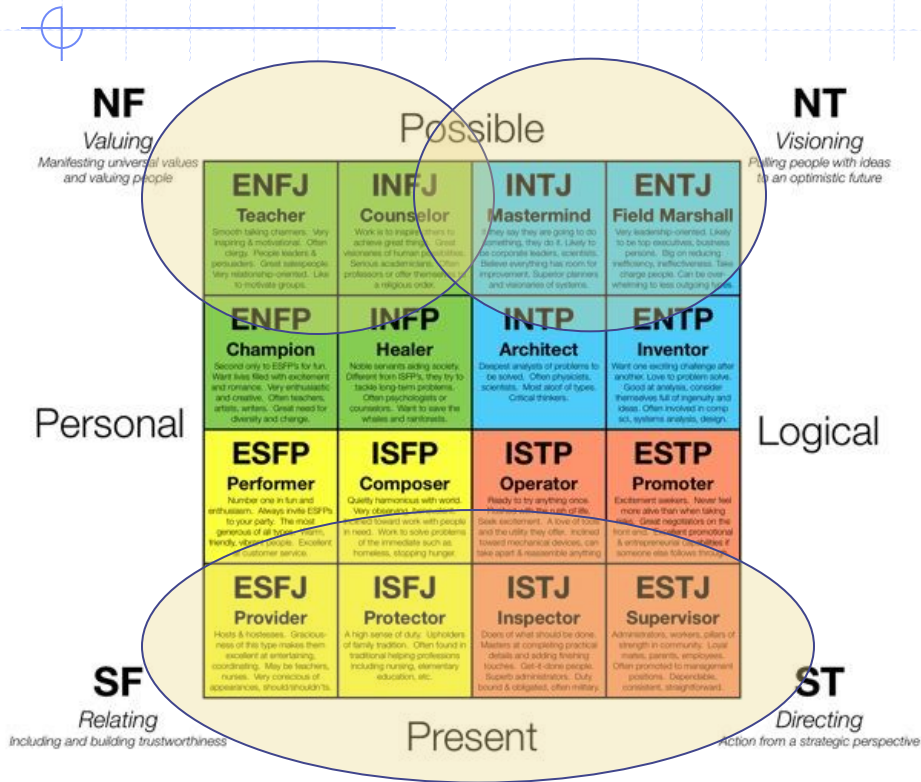
Creation Skillful

Team Learning

ISE

Other Four Disciplines

STYLE FLEXIBILITY: At this stage, many of you are more 'introverted' than 'extroverted'—to be more effective you'll have to work on that—broaden your style comfort zone and competency



7 ENFJ, 11 ENTJ, 4 ISTJ,
5 INTJ, 1 INFP, 2 ESTJ,
3 ESFJ, 2 INFJ (26/35 N's)

Professional Modes of Functioning (Morris and Sink)

Point of View Provider

- ◆ Opinion Giver
- ◆ Expert Solution Provider, point of view provider
- ◆ Point of views provider
- ◆ Analysis Output

Data/Fact/Information Gatherer

- ◆ Acceptant Listener
- ◆ Active Listener
- ◆ Data/Fact Gatherer
- ◆ Opinion Seeker
- ◆ Collaborator, Team member

Structure Provider

- ◆ Structured Group Process Designer
- ◆ Meeting manager/facilitator
- ◆ Structure provider
- ◆ Synthesizer, restater
- ◆ Small group behavior expert

Data/Fact Processor (Visualizations)

- ◆ Data/Fact Gatherer (ask, observe, system data/information)
- ◆ Analyst
- ◆ Benchmarking, researcher

Capability/Capacity Developer

- ◆ Teacher, Skill Developer
- ◆ Coach
- ◆ Mentor
- ◆ SME utilizer

Jump Curves Catalyst

- ◆ Challenger
- ◆ Motivator
- ◆ Conflict resolution
- ◆ negotiator

Style flexibility development

- ◆ You are being paid to be 'in role' not 'in self' (short version of Loblaws Senior Supervisor Story)
- ◆ Style flexibility doesn't come natural to most, our 'in self' comes with comfort zones and habits
- ◆ Have to consciously practice full spectrum professional modes of behavior in service of SUCCESS/GETTING TO DONE.
- ◆ Most professionals use a very small spectrum of the continuum of 'styles' and hence are not full potential performers for themselves or their organizations.

My top five factors....

X's

- X_1 Other Four Disciplines
 - $X_{1.1}$ Personal Mastery (Values, Trust and Relationship Management)
 - $X_{1.2}$ Creation Skillful
 - $X_{1.3}$ Mindset management (Intentionality)
 - $X_{1.4}$ Style Flexibility in context of Team Development
 - $X_{1.5}$ Metanoia (integration of this for Change Mastery)
- X_2 Mindset and Intentionality
- X_3 Trust and Relationship Management
- X_4 Style Flexibility
- X_5 Program and Project Management Pragmatic Tips

Y

- Benefits (Full Size of Prize) realized in the minimum time possible.
- Benefits Sustainable
- Team Learning, they can do it better faster next time

Pragmatic tuning for P&P Management



X

- **Progress and Performance Updates**
 - Weekly
 - Create transparency, visibility
 - Grade them out
 - Coach through/with them
 - Hold them accountable
 - Communicate 10x more than they would left to own devices

Y

- Get to DONE as quick as possible—get the envisioned Size of Prize!!
- Grow Franchise Value!!

Questions



Dr. D. Scott Sink
The Ohio State University

How have you handled

Have you ever encountered

Would you explain more how you've approached

The screenshot shows the GoToWebinar interface. At the top, it says "Attendee List (2 | Max 201)". Below that, there are tabs for "Attendees (1)" and "Staff (1)". A dropdown menu is set to "NAMES - ALPHABETICALLY" and shows "Corena Bahr (Me)". There is a search box. Below the attendee list is the "Audio" section, which includes "Audio Mode" with radio buttons for "Use Telephone" and "Use Mic & Speakers" (selected). It also shows a "MUTED" status with a volume icon and a "00000000" level. There is an "Audio Setup" link. Below audio is "Talking: Suzie Smith". The "Questions" section is highlighted with a red box and contains a "Questions Log" with one question: "Q: Is there a volume discount?". Below the log is a text input field with the placeholder "Type your question here." and a "Send" button. At the bottom, it says "Webinar Now" and "Webinar ID: 731-938-951" with the "GoToWebinar™" logo.

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Thank you for joining us

Questions? Comments about today's program?

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