

# Leading Change Adding Value

Module 2: TEAM



“Great things in business are never done by one person. They’re done by a team of people.”

*Steve Jobs*



## ▶ MODULE OBJECTIVES

- ▶ To develop an understanding of Continuous Improvement principles and how you can utilise these with your team to drive high levels of sustainable change and development
- ▶ Working to develop an approach to team activity that drives improvement at a local, regional and organisational level
- ▶ Helping you to deliver high performance through others via the development of improved operating rhythms within your teams
- ▶ Generating the opportunity to create sustained habits of improvement and performance within the team
- ▶ To develop action learning objectives that will allow you to put the learning from the session into practice and deliver a real return on investment following your attendance on this course

## ▶ BEFORE ALL THAT



1. How are we feeling?
2. What have you done since last time?
3. Where have you driven change?

## ▶ WHAT DO WE MEAN BY “LEAN”?

Minimise Waste

Increase  
Productivity

Improve Quality

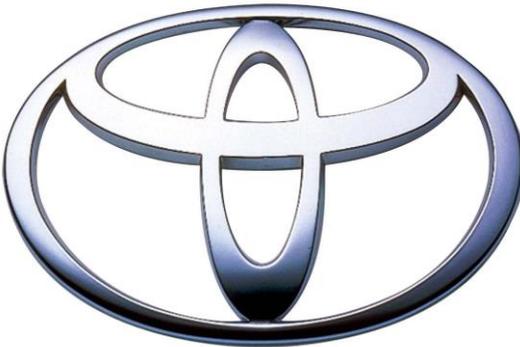
Increase Customer  
Satisfaction

Reduce Costs

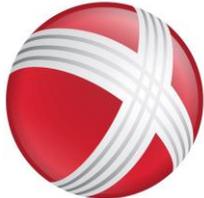
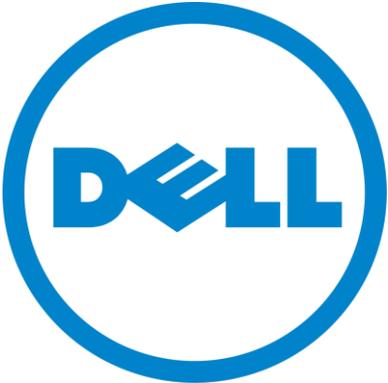
Increase Profits

Driven by all employees across the organisation

▶ WHO USES “LEAN”?



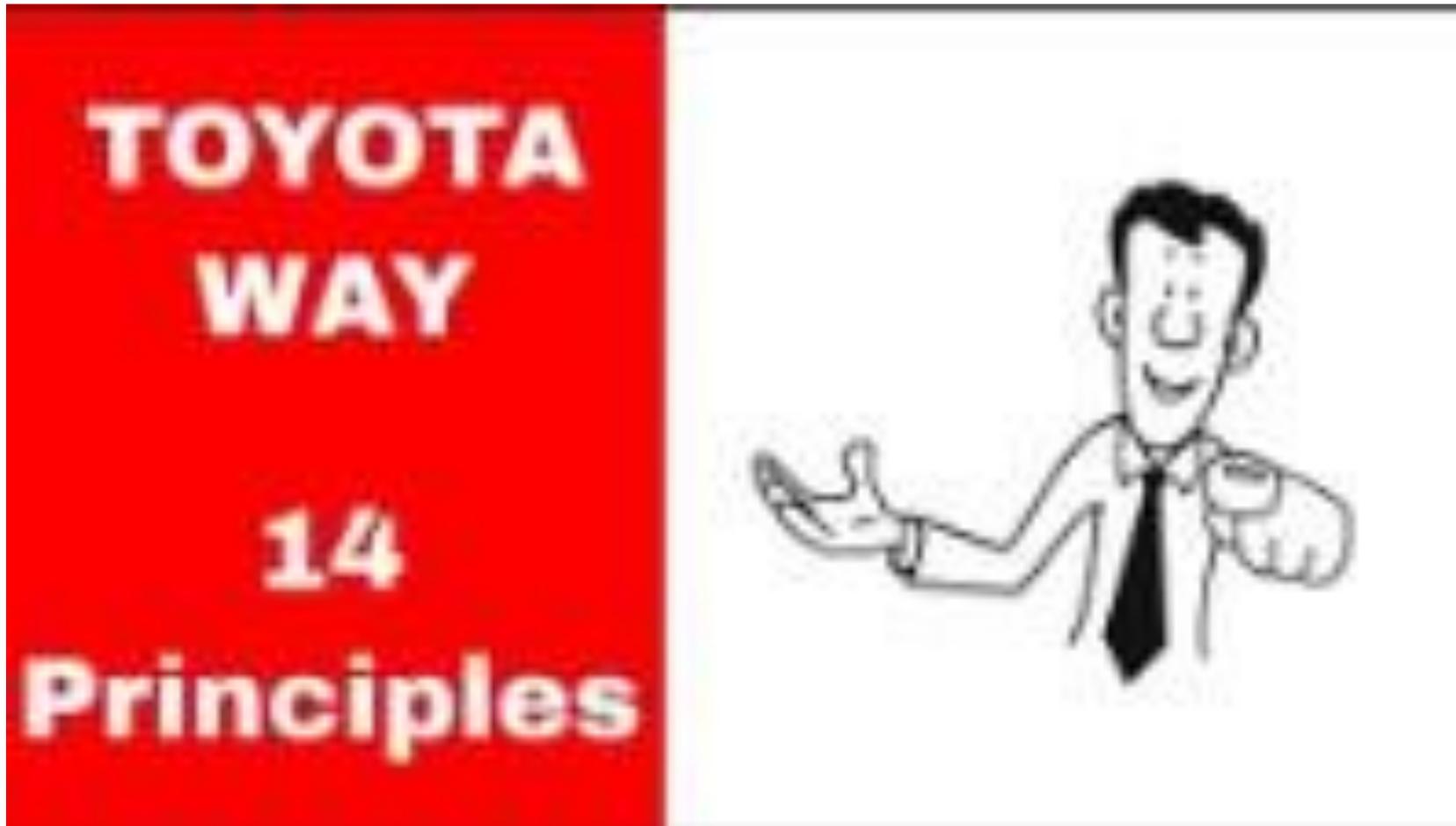
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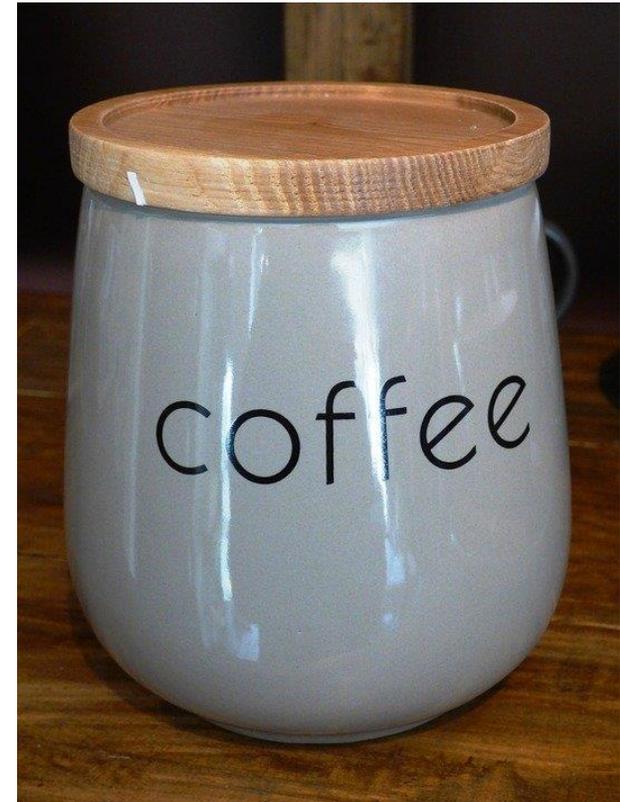
**xerox**



## ▶ LEAN PRINCIPLES



▶ LEAN IN PRACTICE



# ▶ LEAN IN PRACTICE: YOUR TURN

REMEMBER: You are not alone! When you work with you team effectively you can drive real change!

1. How can you use the support of your teams to drive forward your allocated LEAN Principles?
2. What issues are you facing in your team/function? How could the LEAN Principles help?



## ▶ LEAN IN PRACTICE: RESULTS

1. What results will you see?
2. How big are the changes you are making?
3. What is the cumulative impact?
4. What will the business notice?



An aerial photograph of a Ferrari pit crew in red uniforms working on a red Formula 1 car. The car has 'MISSION WINNOW' branding. The crew members are positioned around the car, some kneeling and some standing, focused on their tasks. The background shows the asphalt of a race track with yellow and white markings.

# CREATING A HIGH PERFORMING TEAM



- What can you remember from this session?
- What were the key points?

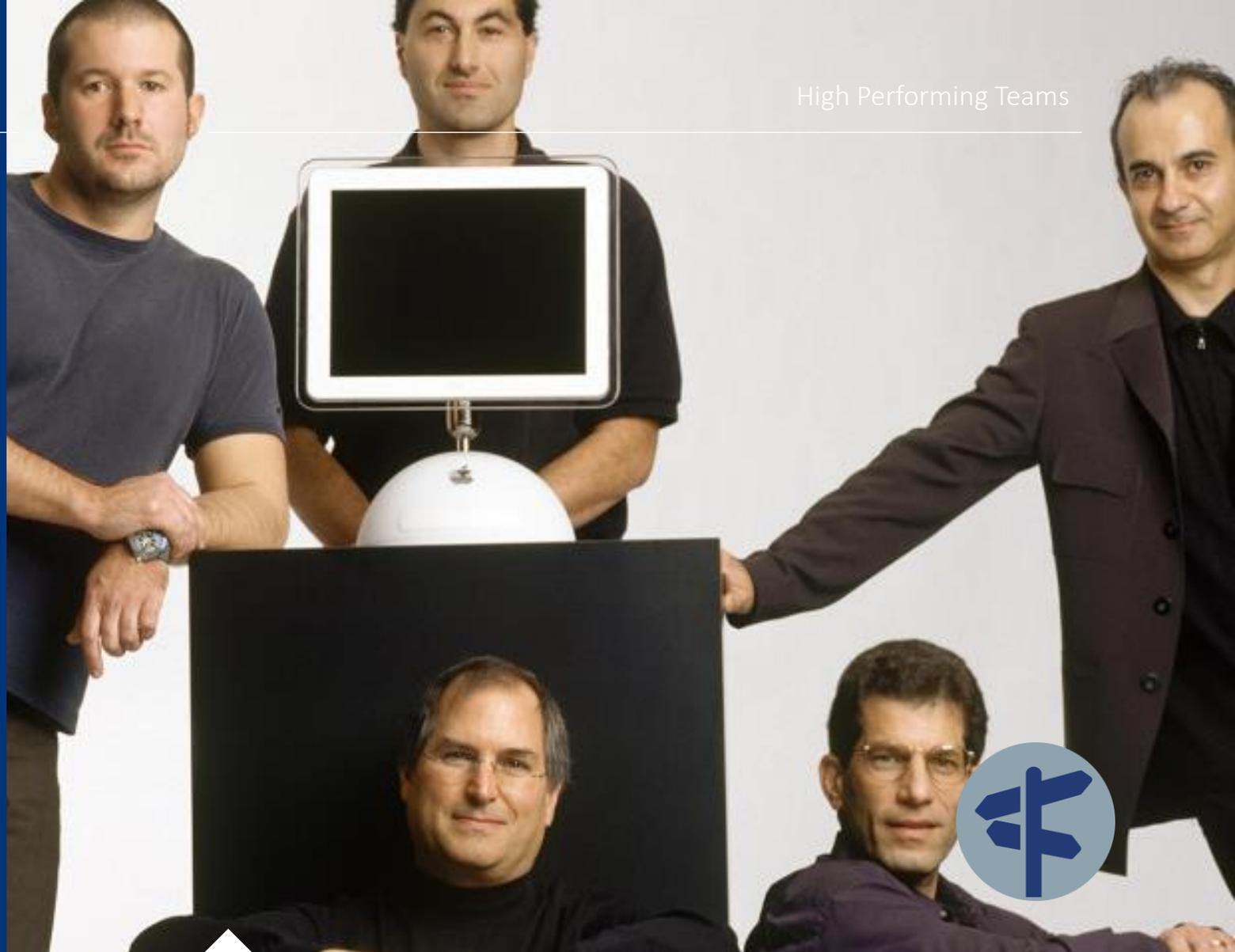
Keepmoat leaders must attract, develop and select intelligently, so we have **committed, effective and highly competent people in every position**



High Performing Teams

► WHERE ARE WE GOING?

Moving towards being a £1 billion business



► WHERE ARE WE NOW?

We've done well.  
We have moved to a more people and customer focused culture.



► WHERE ARE WE NOW?

**But** we still don't have consistently high performing teams across the business



▶ WHY IS THIS CRITICAL?

*“Imagine if everyone in your team inspires you and you learn from them”.*

▶ Housebuilding success is absolutely dependent on the **quality of people**

▶ We must have the **right leaders** in the **right roles** or we won't achieve our massive potential

▶ As leaders, you must have **the very best** people on your bus and in the right seats to ensure we succeed

## ▶ WHAT IS A HIGH PERFORMING TEAM?

- ▶ Great people respond quickly to urgency, but take their time over what's important
- ▶ We are **tenacious**, **creative** and find **solutions** to problems
- ▶ **Every** team member brings their own drive and energy
- ▶ We have open and honest conversations without fear
- ▶ We have the **courage** of our own convictions
- ▶ We challenge each other – if there is a better way, we put it forward
- ▶ We absolutely disclose bad news
- ▶ Not asking for help is seen as a weakness

*“High performers are 10x more successful than the average person in creative and problem solving work. In process driven work, the best are still 2x better than the average.”*



▶ HOW DO WE GET THERE?

▶ Only the **best people in every role**, not just someone to fill a gap

▶ Be clear on who you are bringing in, make sure they add value and they are the **right fit**

▶ If you can't recruit **great people**, you can't have a licence to drive a Keepmoat bus

▶ Set the **context** and be **open** with information – sharing knowledge is key

## ▶ HOW TO BE SUCCESSFUL

- ▶ Be open to **feedback** and **learn** from it
- ▶ Nobody gets it right all the time, it's about how we **respond**, adapt and bounce back stronger
- ▶ Be self motivated and bring your **best self** to work each day
- ▶ Aim to excel in your role – focus on **outcomes** and **results**
- ▶ Find solutions to the problems rather than leaving it for someone else – take **ownership**
- ▶ The right **attitude** and **approach** shapes **how** we work
- ▶ **Personal responsibility** is vital
- ▶ Remember, it's not just about **what** we do - the **way** we do it and **how** we work is vital



***“Nothing kills a great employee faster than watching you tolerate a bad one”***



## ▶ WHY THIS IS ESSENTIAL

- ▶ It's part of our strategy, but we've designed this for YOU!
- ▶ You'll earn respect
- ▶ You'll be better equipped to do your job and contribute to the business plan
- ▶ You'll get satisfaction and enjoyment from working in a high-performance environment
- ▶ If you are a people manager you will find it easier to attract other great people
- ▶ You will feel less stress and improve your own wellbeing
- ▶ You'll feel engaged with the business enabling you to grow your career with us



## ▶ CONCLUSION:

- ▶ **The moral of the story is** - everything gets easier when we have the right people around us, so embrace these principles today
- ▶ When we do have the right people, on our bus, in the right seats, **and everyone is clear on the destination;** we all spend less time managing performance and more time achieving great outcomes
- ▶ **Working in this way** is a requirement for everyone on the Keepmoat bus and continuing this incredible journey

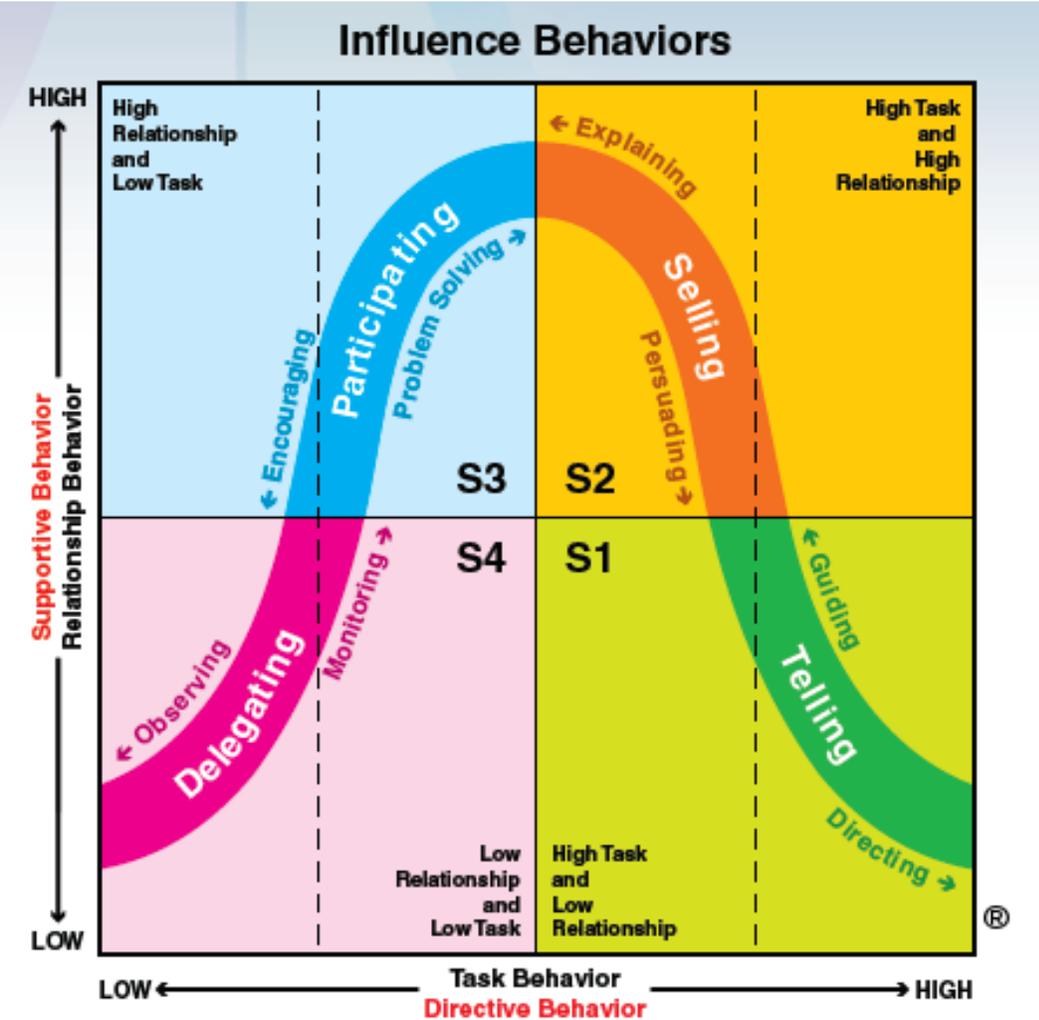


## ► HIGH PERFORMANCE IN YOUR TEAMS

1. What are the key skills in your teams?
2. Who can you rely on?
3. What projects would they be capable of delivering?



# SELECTING THE RIGHT PERSON AT THE RIGHT TIME



**Performance Readiness®**

HIGH	MODERATE		LOW
<b>R4</b>	<b>R3</b>	<b>R2</b>	<b>R1</b>
Able and Confident and Willing	Able but Insecure or Unwilling	Unable but Confident or Willing	Unable and Insecure or Unwilling
Self Directed		Leader Directed	

## ▶ BRINGING LEARNING INTO THE REAL WORLD



## ▶ BRINGING LEARNING INTO THE REAL WORLD



1. What will you deliver?
2. What will the impact be?
3. What skills will you use?
4. Define success



## ▶ NEXT STEPS



- Work on your projects
- Track progress
- Make use of coaching & mentoring support
- Talk about your learning
- Be ready to present back

▶ QUESTIONS

