

Role of a Servant Leader

Be “Bruce Like”

The WIN: Help make people's Dreams come true!

Share the Dream by Preserving and Strengthening our Culture of IOOGA as a Servant Leader who role models the Five Life Lessons (Be Honest, Work Hard, Have Fun, Be Grateful, and Pay it Forward) and the Lean Mental Model.

Care for and Cultivate People (earn trust, coach, mentor and teach to develop critical thinkers and owners) to be the BEST!

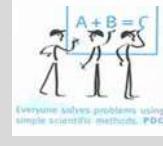
Be the Best you can be, we never arrive and ask for help when needed (it is a sign of strength)!

Grow Responsibly by continuing to seek to get better as a person and at our business. Lead others to do the same using Speed of Trust (SoT); Living through Execution, Action, and Discipline (LEAD); and Organizational Change Management (OCM).

REMEMBER: You are human, you will make mistakes. Learn from them! If you look inward first, and do the right thing, your people will admire you.

BE DISCIPLINED IN SETTING YOUR PEOPLE UP TO WIN:

Hire people who share our values and **mentor, train and coach** them to live our culture and to be their BEST (*Start with your leadership team!*)



**ORGANIZATIONAL
CHANGE MANAGEMENT**

LEAD

SPEED OF TRUST

Share the Dream (including the Mission/WIN, Vision, Strategy, Brand Dimensions, and Best Practices), share the **score** (gauges, scoreboards, and relevant reports). Problems are GIFTS, if we choose to get better. Celebrate WINS with your people!

Go see what is happening for yourself, be curious and ask your people what they think and need to WIN. **Listen**, our people have the answers.

Jointly (you as leader and team members) **make commitments to support each other** in achieving the **mission** and **WIN**. Hold each other accountable for the success of the team.

Set clear roles (AOR) and **expectations** on **executing** on our **Best Practices** – front load accountability and set your standards high (do not ship junk)!

Ensure safety and quality first in delivering an **on-time experience**. Empower our people to **Delight Customers**!

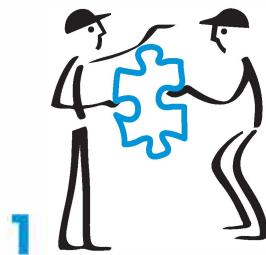
Make sure the environment is 5S'd to support the win (safe and clean, with proper tools/equipment in working condition and the right supplies all organized for efficiency with the aid of Visual Management)

Schedule the right number of qualified people for the roles **at the right time**.

“Everyone has an unbreakable contract to pay it forward to the next customer, the next employee and the next generation.”

~ Bruce Halle



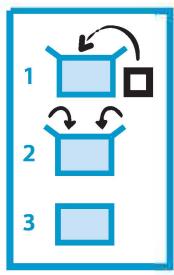
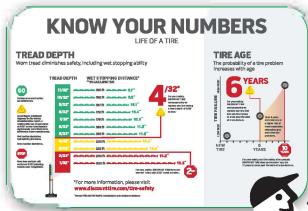


1
What do you think?
Leader = teacher.



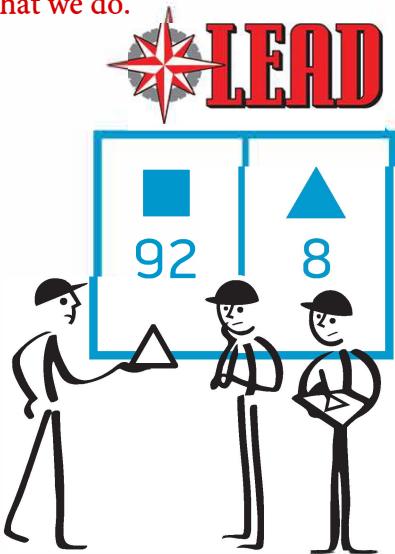
SPEED OF TRUST

Assessing Our Gauges Exercise



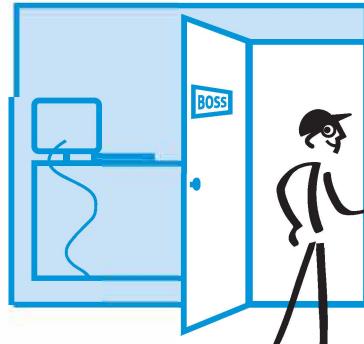
3
We have simple, visual standards
for all important things.

Best Practices are Visual Standards, the E-Learning
is what we do.

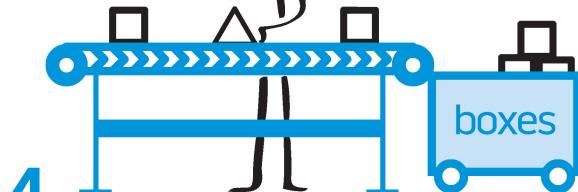


5
Make problems visible.

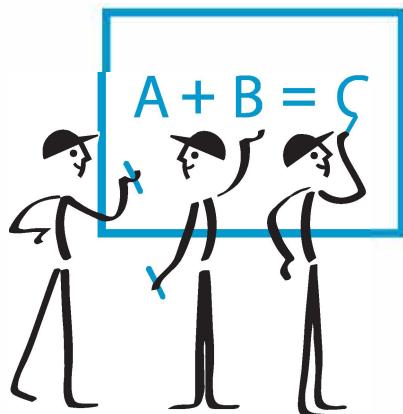
Develop an action plan using LEAD principles.



2
Go see for yourself.
Observe Core Fundamental Execution vs Training



4
Stop production so that production
doesn't have to stop. Don't ship junk.
Critical to Safety - Stop! Critical to Quality - Correct!



6
Everyone solves problems using
simple scientific methods. PDCA
Complete a CTA.

Lean Mental Model “Thought Process”



What do you see when you go through the gauges? What/Where is the greatest opportunity? Don't assume your people know?



- Ask your people about their personal and professional Dreams and goals? Ask questions about their career path and current role, and what they are learning. Ask questions about their mentor and the time they spend together? What certification are you working on this week? What responsibility within your AOR are you working on currently? Show me? Tell me about your LEAD game? How do you score?
- Use the Primary/Secondary Business Drivers on each AOR's page to identify their gauge opportunities and core Best Practices to go look at first. Identify who needs the coaching and mentoring.

Go look at what's driving the results on both the purchasing and service side of the business. What areas of my business, 3 Core Fundamentals/Brand Dimensions, do I need to improve on my opportunity?



Premium Wing	Unmet Change	✓	More Change
Adaptability	✓	More Change	Traditional
Leadership	Unmet Change	More Change	✓
Customer Experience	Unmet Change	✓	Traditional



4 Question Assessment: Where are we?

- Use the BI tool and each AOR's page on the KC to identify their gauge opportunities and specifically who needs the coaching and mentoring.
- Evaluate how the **Brand Dimensions** impact the Strategy/Gauge/Driver chosen to improve, ask the 4 questions (**Do you have Trusted Experts? Do you offer Low Prices More Choices? Do you provide an Unexpected Experience? Do you have Can-Do Attitudes?**) to understand what Best Practices we should look at.
- Use the AOR pages on the KC to **find & print** the Best Practices within the 3 Core Fundamentals that will potentially improve the Gauge(s). These are the **disciplined actions** needed to improve the business.
- Instruct the Manager and AOR responsible to take the printed **Best Practice/visual standard** in hand and “go see” how the actual execution lines up to the Best Practice.



Are the Best Practices being executed? Are the foundational Puzzle Pieces needing improvement? Print the Best Practice/visual standard that will impact the 3 Core Fundamentals/Brand Dimensions identified in Step 2. Evaluate how the Puzzle Pieces could be impacting the execution of the Best Practice.

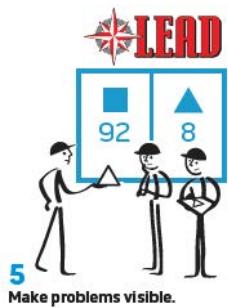
- What is preventing your team from executing on our Best Practices?

Critical to Safety – Stop! Critical to Quality – Correct! Using the Best Practice, compare the actual execution to the visual standard.



- **How does the Best Practice action impact Safety, Quality, Delivery, or Cost Standards?** Which AOR roles are responsible? What is preventing your team from executing on our Best Practices?

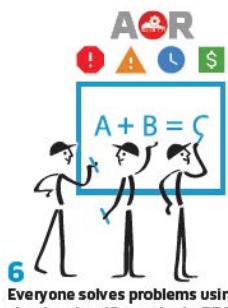
Work together to develop an action plan to drive improvement using LEAD principles. Based on the observation of the printed Best Practice bring the variance in execution, understanding and clarity of the Best Practice to light?



5
Make problems visible.

- Is it a LEAD game opportunity (strategic) or an AOR CTA opportunity?

Use the CTA to identify **ownership (AOR)**, **action (Best Practice)**, **cadence (how often)** and **follow up (accountability)**. Use AOR to engage team to solve the problem to create ownership and accountability for the proper execution of the Best Practice.



6
Everyone solves problems using simple scientific methods. PDCA

- Have Manager and/or AOR fill out the Store CTA form and AOR action plan. This form includes:
- The one or two gauges, **specific Brand Dimensions** and/or **specific Best Practice actions** that each AOR will improve.
- Who the specific AOR will train, model and coach the Brand Dimension and/or Best Practice actions with?
- How many times a day/week the AOR will observe and coach, in the moment, the specific Best Practice actions?
- The frequency that the manager will follow up (coach in the moment to improve execution, in the moment demonstrate how to change the outcome, coach soft skills of AOR, observe and coach soft skills within the Customer Experience, review results with AOR and student) to audit each AOR's progress with the student and Best Practices.
- Identified help the Manager needs from their AVP and cadence for follow up (phone call to audit commitments, observe execution and give feedback, are efforts moving the gauge, give guidance on next steps, observe coaching and give feedback) to successfully deliver the plan (follow up before next visit).
- **What are the expectations for improving the execution? By what time frame?**

Important Reminders:

- **Did I ask open – ended questions? Who did most of the talking? Was it their solution or was it mine? Is self - accountability and ownership achieved?**

Audit Points/Questions: Use the CTA and ask questions to learn about how our actions supported the Strategy, improved execution and the outcome.



- Did we look at the right Data? Did we identify the right Brand Dimension and Best Practice?
- Did the AOR and Manager keep their commitments? (Practice Accountability)
- What actions and behaviors of a Brand Dimension/Best Practice were you trying to improve? With who? Did conversation turn into action?
- Let's go see. What should I expect to see? Did the Brand Dimension/Best Practice improve? How are you tracking progress?
- Did your efforts impact the Gauge? What did the AOR/Manager learn? What is preventing execution?
- How do you know? What's working? What improved?
- How did these actions support the Strategy? The Mission? (Celebrate WINS)
- Do you need to adjust your commitment?