

Managing From the Values

2018 Management Values Training



Introduction

- The Nutreco Values
 - How many are there?
 - What are they?
 - **Capable**
 - **Caring**
 - **Collaborative**
 - **Innovative**



Introduction



“If we all did the things we are capable of doing,
we would literally astound ourselves.”

Thomas A. Edison



- What does **Capable** mean to you?
 - Make things happen efficiently – can do attitude
 - Takes responsibility and ownership
 - Delivers excellence
 - Adapts to change positively
 - Keeps developing and learning
 - Demonstrates expertise



Introduction

“No one cares
how much you know
until they know
how much you care”
Theodore Roosevelt



- What does **Caring** mean to you?
 - Acts with integrity
 - Helps others to deal with challenging circumstances
 - Shows environmental, ethical, and sustainable responsibility
 - Cares for the results
 - Demonstrates an interest in and understanding of others



Introduction

“Alone we can do so little,
together we can do so much.”

Helen Keller



- What does **Collaborative** mean to you?
 - Be a team player
 - Build and maintain internal and external networks to create shared value
 - Share knowledge and expertise
 - Be available when needed by others
 - Actively consult in key decisions
 - Work well beyond traditional boundaries with a global mindset



Introduction

“Innovation distinguishes between
a leader and a follower.”

Steve Jobs



- What does **Innovative** mean to you?
 - Challenge the status quo
 - Think outside the box
 - Do not fear failure
 - Actively pursue customer insights
 - Work with a mindset to find, develop, and deliver the best solutions



Introduction

- The Nutreco Values
- What Are We Talking About?
 - Positive Outlook
 - Quality of Product – 92%
 - Direction for the Company – 73%
 - Confidence in Leadership – 63%
 - Safety – 75%
 - Areas of Opportunity
 - Recognition
 - Respect
 - Communication
 - Caring
 - Collaborative



Introduction

- The Nutreco Values
- What Are We Talking About?
- Why Are You Here?
 - Daily interaction
 - Direct supervision
 - Primary source of coaching, correction, and encouragement
 - Be Fezziwig, not Scrooge



Introduction

- The Nutreco Values
- What Are We Talking About?
- Why Are You Here?
- How Can the Culture Champions Help?
 - High scores in **Capable**
 - More **Caring**, **Collaborative**, and **Innovative**
 - More team-building events
 - A recognition system for teams and individuals that are Living Our Values



Introduction

- The Nutreco Values
- What Are We Talking About?
- Why Are You Here?
- How Can the Culture Champions Help?
- **What Are We Doing?**
 - Effective Communication
 - Coaching and Corrective Action
 - Positive Feedback and Recognition
 - Reviews, Career Development, and Goal Setting



Effective Communication

- Current Communication Channels
 - Postings in common areas
 - Toolbox meetings
 - Newsletter
 - Team meetings
 - Email



Effective Communication

- Current Communication Channels
- Weekly Team Meetings
 - Discuss relevant topics with employees
 - Over-communicate



Effective Communication

- Current Communication Channels
- Weekly Team Meetings
- Open Door Policy
 - Proactive, not reactive
 - 6x62 (**Bruce Truth**)
 - Use multiple channels
 - Email
 - Toolbox meetings
 - Team meetings
 - Postings in common areas
 - Newsletters



Effective Communication

- Current Communication Channels
- Weekly Team Meetings
- Open Door Policy
- Fear of Retaliation
 - Retaliation & The Nutreco Values
 - **Capable** – we want our employees to take responsibility and ownership, to continue to develop and learn, and to demonstrate expertise. This doesn't happen in an atmosphere of fear or intimidation.



Effective Communication

- Current Communication Channels
- Weekly Team Meetings
- Open Door Policy
- Fear of Retaliation
 - Retaliation & The Nutreco Values
 - **Capable**
 - **Caring** – the team should feel comfortable expressing ideas, concerns, or asking questions about the workplace. As a supervisor, take advantage of this feedback to understand the type of leadership your team is looking for and find ways to use it to be more effective and to improve employee engagement.



Effective Communication

- Current Communication Channels
- Weekly Team Meetings
- Open Door Policy
- Fear of Retaliation
 - Retaliation & The Nutreco Values
 - **Capable**
 - **Caring**
 - **Collaborative** – take advantage of your team and get their input – they might surprise you. When they provide feedback, even when it's not phrased diplomatically or elegantly, try to find the constructive parts instead of taking offense or becoming defensive. When appropriate, ask questions and talk to your employees to understand their perspective and to explain your thinking and decision-making process.



Effective Communication

- Current Communication Channels
- Weekly Team Meetings
- Open Door Policy
- Fear of Retaliation
 - Retaliation & The Nutreco Values
 - **Capable**
 - **Caring**
 - **Collaborative**
 - **Innovative** – we want our employees to challenge the status quo and to think outside of the box to find new ideas and solutions. This won't happen if your team members are afraid to speak up.



Effective Communication

- Current Communication Channels
- Weekly Team Meetings
- Open Door Policy
- **Fear of Retaliation**
 - Retaliation & The Nutreco Values
 - What can we do?
 - Not a universal experience
 - It is a universal problem



Effective Communication

- Current Communication Channels
- Weekly Team Meetings
- Open Door Policy
- Fear of Retaliation
- **Everything to Everyone**
 - More than just a supervisor
 - Adopt various roles





Coaching & Correction

- Role-playing
 - Meeting Production Goals
 - Two material handlers fail to meet their production goal for the day.
 - How would you handle this?
 - They are told that, if they don't meet their goals, they will be looking for new jobs.
 - How would that make you feel?
 - Is there a better way to respond to this situation?



Coaching & Correction

- Role-playing
 - Meeting Production Goals
 - Tank Overtopping
 - An operator walked away from a tank while it was being filled and it overtopped.
 - How would you handle this situation?
 - He was told that if it happened again, he would be fired.
 - How would that make you feel?
 - Is there a better way to respond to this situation?



Coaching & Correction

- Role-playing
 - Meeting Production Goals
 - Tank Overtopping
 - Temping Out the Inlet
 - A new spray dryer operator was running three dryers by himself, and temped out the spray dryer on the inlet trying to keep the product dry.
 - How would you respond to this situation?
 - The next day, the operator was called into the office with his supervisors, and was coached on what he did wrong and how to avoid that sort of mistake in the future.



Coaching & Correction

- Role-playing
- Job Threats
 - The Nutreco Values
 - **Capable** – Has everything to do with the willingness to fail and to learn from it.
 - **Caring** – Help others deal with challenging circumstances. Aim to help others improve their performance.
 - **Collaborative** – When you see someone struggling to complete a task, step in and help them. Find the point of friction and help them overcome the obstacle through training, not threats or intimidation.
 - **Innovative** – Do not fear failure.



Coaching & Correction

- Role-playing
- Job Threats
 - The Nutreco Values
 - An environment of defensiveness, fear, and a lack of accountability
 - Follow the established corrective action plan



Coaching & Correction

- Role-playing
- Job Threats
- The Correct Process
 - Investigate to identify what went wrong
 - Stay calm
 - It's not what you say, it's how you say it
 - Give the employee the benefit of the doubt
 - Employee is partner in the investigation
 - **Bruce Truth** - 85% of the time, the problem is the process



Coaching & Correction

- Role-playing
- Job Threats
- The Correct Process
 - Investigate to identify what went wrong
 - Develop and coach the employee
 - **Bruce Truth** – Employees fall into 4 categories
 - Can do the job, are doing the job
 - Can do the job, don't know how
 - Can do the job, but won't do the job
 - Can't do the job



Coaching & Correction

- Role-playing
- Job Threats
- The Correct Process
 - Investigate to identify what went wrong
 - Develop and coach the employee
 - Develop a plan
 - Training
 - Coaching
 - Process change form
 - TSP



Positive Feedback & Recognition

- Current Recognition Programs
 - Service awards
 - Employee of the Month
 - Teamwork Recognition Form (SHARE Program)



Positive Feedback & Recognition

- Current Recognition Programs
- New Recognition Programs
 - Recognition in the newsletter



Positive Feedback & Recognition

- Current Recognition Programs
- New Recognition Programs
 - Recognition in the newsletter
 - Positive counseling report



Positive Feedback & Recognition

- Current Recognition Programs
- New Recognition Programs
 - Recognition in the newsletter
 - Positive counseling report
 - Recognize employees in meetings
 - Get excited
 - Be specific



Positive Feedback & Recognition

- Current Recognition Programs
- New Recognition Programs
 - Recognition in the newsletter
 - Positive counseling report
 - Recognize employees in meetings
 - Peer recognition



Positive Feedback & Recognition

- Current Recognition Programs
- New Recognition Programs
- Future Plans
 - Update the SHARE program
 - Simplify and streamline forms
 - Changes to the Employee of the Month program



Reviews & Career Development

- Quarterly Reviews
 - Concerns and accolades sheet



Reviews & Career Development

- Quarterly Reviews
 - Concerns and accolades sheet
 - Set career and personal goals
 - Cross-training
 - Set expectations



Reviews & Career Development

- Quarterly Reviews
- Interviews, Promotions, and Advancement
 - Provide feedback
 - “What can I do for the next opportunity?”



Conclusion

- Communication



Conclusion

- Communication
- Coaching & Correction



Conclusion

- Communication
- Coaching & Correction
- Employee Recognition



Conclusion

- Communication
- Coaching & Correction
- Employee Recognition
- Career Development



Conclusion

- Communication
- Coaching & Correction
- Employee Recognition
- Career Development
- **We Are Here for You**



