

Managing From the Values

1. Introduction

- a. The Culture Champions program was given a significant challenge: to transform the existing culture at Micronutrients, and to build a new culture around the Nutreco values.
- b. In 2017, we worked to educate the team about the Nutreco values and to define what they are and what they mean, both from the perspective of Nutreco and from the perspective of the employees.
 - i. Pop quiz:
 1. How many Nutreco values are there?
 2. What are they?
 - ii. The Nutreco Values – What do they mean to you?
 - 1. Capable**
 - a. Makes things happen efficiently – can do attitude
 - b. Takes responsibility and ownership
 - c. Delivers excellence
 - d. Adapts to change positively
 - e. Keeps developing and learning
 - f. Demonstrates expertise
 - 2. Caring**
 - a. Acts with integrity
 - b. Helps others to deal with challenging circumstances
 - c. Shows environmental, ethical, and sustainable responsibility
 - d. Cares for results
 - e. Demonstrates an interest in and understanding of others
 - 3. Collaborative**
 - a. Be a team player
 - b. Build and maintain internal and external networks to create shared value
 - c. Share knowledge and expertise
 - d. Be available when needed by others
 - e. Actively consult in key decisions
 - f. Work well beyond traditional boundaries with a global mindset
 - 4. Innovative**
 - a. Challenge the status quo
 - b. Think outside the box
 - c. Do not fear failure
 - d. Actively pursue customer insights
 - e. Work with a mindset to find, develop, and deliver the best solutions
- c. A few weeks ago, the Culture Champions did an employee engagement survey. The detailed results are in the back of the packet that we provided for you. Here's a summary of what we found:

- i. Success
 - 1. Consistently high scores on quality of product
 - a. The messaging around quality – standards, quality assurance technicians, etc. – has been effective, and the teams have responded well
 - b. This proves that full support by leadership will result in increased engagement by the employees
 - 2. High scores in Direction for the Company, Confidence in Leadership, and Safety
 - ii. Opportunities for improvement
 - 1. Notably low scores on
 - a. Recognition
 - b. Respect
 - c. Communication
 - d. Caring
 - e. Collaborative
- d. Micronutrients is changing. Most of the supervisors and utility operators here have been with the company since before the Nutreco acquisition, and we can see how much the company has changed in the past couple of years. If you talk to some of the long-term employees who have been here for more than 15 years or so, and they'll tell you about how Heritage changed as it grew. While Micronutrients has and will continue to have an open-door policy for upper management, most opportunities to engage with employees and build the company culture will come from supervisors and utility operators.
- i. Daily interactions
 - ii. Direct supervision
 - iii. Primary source of coaching, correction, and encouragement
 - iv. Who has seen or read "A Christmas Carol" by Charles Dickens?
 - 1. When Scrooge is visited by the Ghost of Christmas Past, he relives his last Christmas as an apprentice, and his old boss, Mr. Fezziwig.
 - 2. He says of Fezziwig, **"He has the power to render us happy or unhappy; to make our service light or burdensome; a pleasure or a toil. Say that his power lies in words and looks; in things so slight and insignificant that it is impossible to add and count 'em up: what then? The happiness he gives is quite as great as if it cost a fortune."**
 - v. Your role as a supervisor is an incredibly important, incredibly valuable role. Your job is more than just to make sure the trains run on time or production goals are met. For many of your team, you ARE the face of the company. You ARE Micronutrients. You ARE the company culture.
- e. We asked you for input about the Culture Champions program, the Nutreco values, and how we could help you be more effective.
- i. High scores in the **Capable** value – most supervisors seem to view their teams as highly capable and well-trained.
 - ii. Want to see an improvement in **Caring, Collaborative, and Innovative**

- iii. More team-building events, both within and outside of the regular work schedule
 - 1. This is something we've been discussing, and hope to start a couple of times a year in 2018 going forward
 - 2. We are in the early stages of plans to hold a field day, including an intramural softball game and other fun activities.
- iv. A recognition system for teams and individuals that are Living Our Values
 - 1. Also something we're working on this year. Good to see we're on the right track
- f. **Purpose:** To provide a set of resources to enable supervisors, assistant supervisors, and utility operators to manage their teams more effectively by implementing the Nutreco values in the specific areas of opportunity:
 - i. Effective Communication
 - ii. Coaching and Corrective Action
 - iii. Positive Feedback and Recognition
 - iv. Reviews, Career Development, and Goal Setting

2. Effective Communication

- a. Current communication channels
 - i. Postings by time clock and in break rooms
 - ii. Announcements at toolbox meetings
 - iii. Newsletter
 - iv. Some team meetings with varying levels of attendance/participation (i.e., the lab doesn't always attend, maintenance, etc.)
 - v. Email, but many employees don't regularly check their emails
- b. Regular (weekly) meetings with teams to discuss production, goals, training, and any other relevant news.
 - i. Changes in production schedules need to be better communicated to everyone involved – production, the lab, supervisors, the warehouse, etc.
 - ii. As much as possible, over-communicate. It's easy to delete an email that doesn't apply to you, but not having important information can create issues for people across multiple departments.
- c. Open Door Policy
 - i. More than just a reactive policy for when someone wants to talk to management
 - ii. This should be proactive – providing information important to employees before they have to ask for it.
 - 1. Bruce has told me (on multiple occasions) that you can't just present something once and expect universal retention and comprehension.
 - 2. We should take advantage of multiple channels available to us to drive information to the employees
 - a. Email
 - b. Toolbox meetings
 - c. Weekly Team meetings
 - d. Postings in breakrooms and common areas

e. Newsletters

d. Fear of Retaliation

- i. We consistently get feedback from a small percentage of employees that they are worried that if they speak up about concerns, suggestions, questions, or in disagreement with their supervisors, they will face retaliation for doing so.
- ii. Retaliation is unhelpful, unproductive, and incompatible with the Nutreco values and the culture we want to create in the company
 1. **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.
 2. **Caring** – the team should feel comfortable expressing ideas, questions, or concerns to make the workplace better. As a supervisor, take advantage of this feedback as a way to be more effective and to improve engagement. Seek to understand where they are coming from and integrate the feedback into how you do your job.
 3. **Collaborative** – take advantage of your team and get their input – they might surprise you. When they provide feedback, even if it's not elegantly or gracefully phrased, try to find the constructive parts rather than taking offense. When appropriate, engage in a dialogue with the employees to understand where they are coming from and to explain your decision so that they feel heard and validated.
 4. **Innovative** – we want our employees to challenge the status quo and to think outside of the box to find new ideas and solutions. This cannot happen if your team members are afraid to speak up.
- iii. These experiences are not universal at Micronutrients, but the feedback is consistent – some employees feel that they have been retaliated against for disagreeing with a supervisor, asking questions, or going to upper management to address an issue. So between all of us, we need to change this part of our culture. Reach out to your employees and ask for feedback and ideas or ways to be more effective.

- e. By nature of your role, your team will come to you to discuss their life, not just their work. You have to adopt the role of mentor, confidant, advisor, and more. That's a challenge, but by building on the trust given to you by your position, you can improve the culture at Micronutrients and drive these values.

3. Coaching and Correction

a. Role-playing

i. Production goals

1. Two material handlers fail to meet their production goal for the day.
 - a. How would you, as a supervisor, handle this?
2. They are told that, if they don't meet their goals, they will be looking for new jobs.
 - a. If you were these material handlers, how would you feel?
 - b. Is there a better way to respond to this situation?

ii. Dryer Temperature

1. An operator let the temperature on the dryer increase above the upper limit for a few minutes, before lowering it back within specifications.
 - a. Again, how would you handle this situation?
 2. He was told that if the product was out of spec, he would be fired.
 - a. If you were the operator, how would you feel?
 - b. Is there a better way to respond to this situation?
- iii. Temping out the inlet
1. A new spray dryer operator was working by himself on the floor. Manganese on SD3 was being problematic, and the operator increased the inlet to keep the product dry. He walked away from the panel to change a bag, and in that time, the dryer temped out on the inlet.
 - a. How would you respond to this situation?
 2. The next day, he was calling into the office with his supervisors, and was coached on what he did wrong and what would be the right way to handle that situation in the future.
- b. Getting upset or threatening people with their jobs isn't an effective training or management strategy.
- i. It flies in the face of the Nutreco values
 1. **Capable** – “Has everything to do with the willingness to fail ... and to learn from it.”
 2. **Caring** – “Helps others to deal with challenging circumstances”
“We aim to help others improve their performance.”
 3. **Collaborative** – When you see someone struggling to complete a task, step in and help them. Find the hang up or the point of friction and help them learn or overcome the obstacle, rather than threaten and get angry.
 4. **Innovative** – “Do not fear failure.” My old band teacher used to tell us “Make loud mistakes.” You can't fix problems you don't know about, so if someone is going to mess up, getting angry doesn't lead to improvement.
 - ii. It creates an environment of defensiveness, fear, and a lack of accountability.
 1. I used to work in an instrument repair shop – I was apprenticed and began learning on the job.
 2. The number one shop rule was “If you make a mistake, stop immediately and find the boss.”
 3. My boss never got upset with me for making a mistake; he got upset if I tried to fix something and made it worse.
 4. His philosophy was “A problem can't be resolved by the level of awareness that made it.”
 5. Being willing to admit when I made a mistake meant that I could learn what I did wrong and how to prevent that in the first place.
 - iii. Company policy lays out the process required to be terminated; there are very few situations where someone can be fired for a single misstep.
- c. When someone makes a mistake, work with the employee to:

- i. Investigate and identify what went wrong.
 - 1. The employee(s) is/are a partner in this process
 - 2. Bruce says that 85% of the time, the problem is the process, so working with the employee helps them understand the process better
 - 3. Always give your employee the benefit of the doubt
 - 4. Tone and non-verbal cues matter; don't have the conversation when you're angry. If necessary, take a walk and calm down before engaging in the situation.
 - 5. If it does end up that there was a mistake by the employee, they've partnered with you throughout the process and they know that (1) you're on their side and not out to get them and (2) they recognize that it is their fault.
- ii. Help the employee understand procedure and expectations.
 - 1. Employees fall into 4 categories (another Bruce-Truth)
 - a. Can do the job, are doing the job – empower, encourage, stay out of their way.
 - b. Can do the job, don't know how – train these employees and help them get on the right path.
 - c. Can do the job, won't do the job – this is an attitude problem and can be dealt with through documented processes.
 - d. Can't do the job – this is an employee that isn't a good fit for the role they're in and need to find a new position that they're better suited for.
- iii. Develop a plan to prevent recurrence.

4. Positive Feedback and Recognition

- a. Current recognition programs
 - i. Service awards
 - ii. Employee of the Month
 - iii. Teamwork Recognition Form (SHARE Program)
- b. Recognition in the Newsletter
 - i. If an employee or team of employees does something significant or noteworthy, let the Culture Champions team know by emailing any of us or submitting it in the suggestion box; we would love to recognize that employee in the newsletter.
 - 1. See April newsletter
- c. Positive Counseling Report
 - i. How many of you have ever written a positive counseling report?
 - ii. This is an effective way to acknowledge great work by an employee, and to put it in their permanent file. It creates a record of achievement.
 - 1. We are working with the Management team to redesign the positive counseling report, so that it stands out more clearly in the employee files
 - 2. If you have any ideas or suggestions about this, please contact one of the Culture Champions

- d. Recognizing employee accomplishments in team meetings or the toolbox meetings
 - i. This sort of recognition should be more than just a “good job”, but take the time to discuss specifically what the employee did that was notable, what values they were reflecting, and thank them for their work.
 - ii. Consistently, the feedback we are getting is that employees would appreciate being told specifically what it is that they are doing well, not just a “good work.”
- e. Teamwork nomination forms, peer recognition, etc.
 - i. Encourage employees to recognize and nominate their coworkers who demonstrate any of the Nutreco values using the Teamwork Nomination Form. This will go towards their SHARE points and can be used as a good recognition tool.
- f. FUTURE PLANS: The Culture Champions Team are going to be working with Curt and the SHARE committee to modernize, streamline, and generally improve the SHARE program, including the forms, to make it easier for employees to nominate their peers for Living the Values

5. Reviews, Career Development, and Goal Setting

- a. Micronutrients does quarterly reviews with each employee. This is an incredibly valuable time to check in with each employee and have a candid conversation with them
 - i. Concerns & accolades sheet
 - 1. This is a tool that some supervisors use to keep track of employee performance over the entire quarter. Use it during the review process to talk about specific things that an employee does well, or particular areas where an employee can improve.
 - ii. Set career and personal goals
 - 1. Establish cross-training plans
 - a. Some feedback we’ve received is that some employees are not permitted to cross-train in particular roles without explanation given
 - b. A good cross-training plan includes educating employees about company needs for different cross-training roles
 - 2. Set a time frame to accomplish these goals, and check in on the progress of them regularly, and reassess the goals at the next review cycle.
 - 3. As discussed above, by nature of your role, you’re often going to have more information about your employee than just their job; use information about them as a complete person – personal goals, ambitions, etc. – to make the review process more in-depth and personalized
- b. Interviews, promotions, and career advancement
 - i. When employees apply and interview for other positions, discuss reasons why they didn’t get the position or what they can work on to be better suited in the future

1. We received some feedback and frustration from employees regarding a lack of advancement opportunities or dissatisfaction over consistently staying in the same role
2. When an employee is interviewed for a new position but not awarded it, having a brief conversation about why they weren't chosen can go a long way towards helping a motivated employee achieve their professional goals

6. Conclusion

- a. Communication about big company news and regular, day-to-day production stuff is a big part of improving the attitudes and impressions here at Micronutrients. Over-communicating isn't a bad thing, particularly in a busy, fast-paced environment like where we work. It helps prevent misunderstandings, mistakes, and makes people feel valued and like a valued part of the team. Encourage your employees to provide feedback to you and to management about ways to improve how things work at Micronutrients. Receive feedback graciously, even when it doesn't seem helpful in the moment. Insecurity creates a culture of defensiveness and blame, and we want to establish a culture of collaboration, transparency, and accountability.
- b. When coaching and correcting shortcomings with your team, use those opportunities to build strong relationships based on the Nutreco values, rather than getting angry, threatening their jobs, or putting people on the defensive. Use the established coaching protocols – verbal warning, written warning, etc. – to work through the process rather than making off-the-cuff remarks that can cause employees to feel like they aren't valued or important.
- c. When an employee or team does something well, take the time to document it and be specific in your feedback. A generic "good job" doesn't mean as much as a specific compliment about what they did and why it was appreciated. Take time to praise your team in front of each other, either in weekly team meetings or in toolbox meetings. Utilize – and encourage your employees to utilize – feedback forms through the SHARE program. When appropriate, contact the Culture Champions to recognize noteworthy achievements by team members.
- d. Work with your employees to develop career goals and professional development plans. Encourage targeted and useful cross-training, and provide more transparency and feedback in the internal interview process.
- e. ALWAYS REMEMBER – The Culture Champions Team is here to provide assistance and support to you. We are trying to build and transform the Micronutrients' culture around the Nutreco Values, but that can't happen without your leadership. If you ever have ideas that would help you be more effective, let us know. If you have questions, don't hesitate to ask.
- f. Any questions?