




## Job Relations and Culture Shift

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## Job Relations Training (JRT)



Teaches **supervisors** how to understand **people** at all levels and deals with the important **leadership** issues of **motivation** and **problem solving**.

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## Definitions



- **Supervisor** – anyone who directs the work of another
- **Problem** – anything a supervisor needs to take action on
- **Culture** – The attitudes, experiences, beliefs and values of an organization  
*(“The way things get done around here”)*

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## Supervisors' Frustrations:



- Ineffective communication
- Negative attitudes
- Poor morale
- Lack of personal accountability
- Feeling of entitlement
- Resistance to change

*For the most part, these are people issues.*

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## When you become a supervisor:



You spend a majority of your time dealing with people and process issues like:

- Motivating others
- Encouraging cooperation
- Settling disputes
- Addressing performance problems
- Promoting planned change

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## Why do we lose good people?



### Gallup statistics:

- 80% of people who quit their jobs leave because of their *immediate supervisors*
- Only 20% leave because of the work itself

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## Motivate:



“To provide a motive; to induce, incite, impel.”

*Motivation is something we “do” to someone (or ourselves).*

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## Inspire:



“To encourage by filling with confidence, enthusiasm”

*Inspiration doesn't get others to “do things.” Inspiration is a way of being.*

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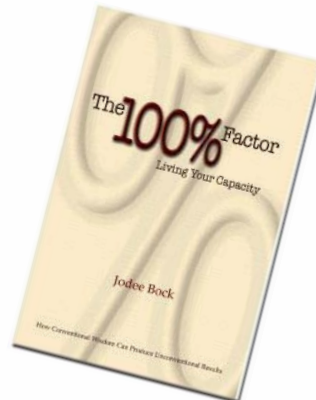
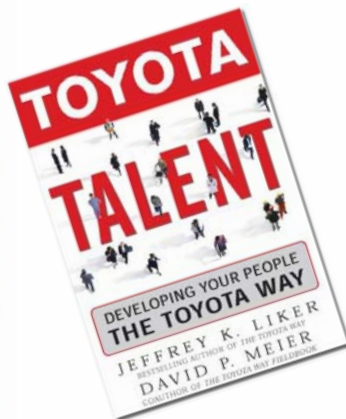


# Lean and JR



- Lean involves change.
- JR provides a process for dealing with change.
- Both Lean and JR are most successful with coaching and follow-up.
- Both Lean and JR benefit most from inspirational leadership, not motivational “boss-ship.”

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## Toyota Talent




- Identify development needs and create training plans
- Set behavioral expectations by properly preparing the workplace
- Effectively educate non-manufacturing employees and staff
- Develop internal Lean Manufacturing experts

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## The 100% Factor



- Help employees target areas for development
- Create opportunities for increasing individual and team capacity as compared to potential

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## Change never sticks.




- If change is forced upon anyone, they will resist.
- Change comes with baggage.
- WHY? We're not willing to give something up.

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## Job Relations Model




### Foundations for Good Relations

- Let each worker know how he/she is doing.
- Tell people in advance about changes that will affect them.
- Give credit when due.
- Make best use of each person's ability.

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## Job Relations Model




### Four-Step Method for Solving Problems

- Get the Facts.
- Weigh and Decide.
- Take Action.
- Check Results.

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# Culture and Risk

Risk means taking action.  
Action eliminates  
procrastination.

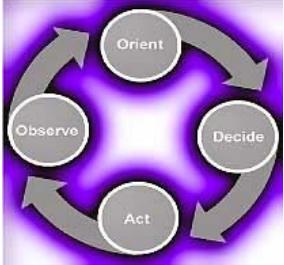
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# Decision making models




W. Edwards Deming



Col. John Boyd

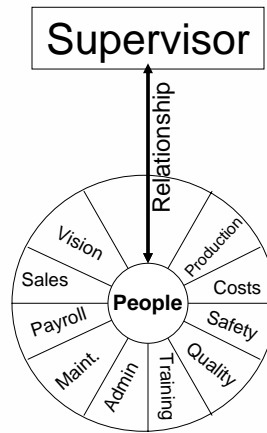
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# Job Relations Training (JRT)



Gets results through people



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“Good supervisors get the employees to do what the supervisor wants, the way the supervisor wants, when the supervisor wants, because ***they*** want to do it.”

- TWI JR training manual, paraphrased from Dwight D. Eisenhower



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Job Relations is about  
**leadership**, not “**boss-ship**”


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“The main job of a leader  
is to define reality.”

– **Max DuPre**, former CEO/Chairman of Herman Miller Corp.

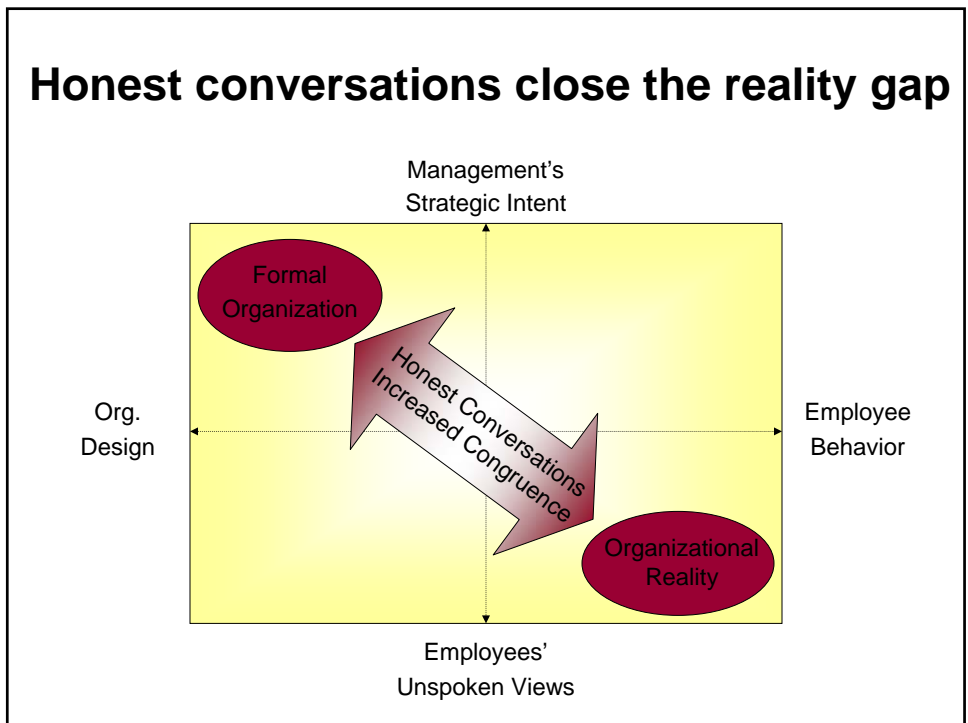
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Honest conversations close the reality gap.

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## Leadership should be ...



- 70% listening
- 20% asking questions
- 10% reflecting and summarizing

- Warren Bennis, Linkage O.D. Summit Keynote, May 2007

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## What keeps us from more effective communication?



- **FEAR**
- Which leads to
  - Lack of honesty
  - Lack of integrity
  - Distrust
  - Cynicism & Resignation

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# Inspiration

*“We cannot inspire unless we have let go of our fears.”*

-Lance Secretan

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**F** – False

**E** – Evidence

**A** – Appearing

**R** – Real

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# Fear



- Authentic – when your physical survival is at stake
- Inauthentic – fear about something that does not threaten your physical survival

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Job Relations provides  
a model for open  
communication


A tool for leaders at ALL levels


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Job Relations is most  
effective when coupled with  
Personal Accountability  
conversations

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## Dialogue or Discussion?

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## Three Channels of Communication



- Visual 55%
- Vocal 38%
- Verbal 7%
- Visceral ?

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## Reality Checklist:



- What do I commit to?
- What am I doing to get it?
- How is it working?
- What could I do differently?

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## To be an Effective Communicator



- Become a better listener
- Ask better questions
- Fight the "Two D's" with the "Two L's"

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## As supervisors ...



We are measured

- Not by what we are,  
But by the perception of what we seem to be;
- Not by what we do  
But by how we appear to do it.

- Personnel Decisions Intrnl. MN

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Learning = Change


No change = no learning



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## JR Feedback




- “I think this is the way of the future in leadership.”
- “I believe that it is good for all leaders to treat issues in the same matter. It also helps us look at the facts.”
- “I will use this training to become a better employee and individual.”
- “I would recommend this to all. I would also like to see us as a group sit down every now and then to discuss what we have learned.”

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## JR Feedback



- “I like how simple and how effective this JR philosophy is. Invaluable training!”
- “This type of training is one way to help all supervisors get ‘on the same page’ and present a consistent message to employees.”
- “Very good class. This will help me out very much. I think all current or upcoming supervisors should take this class.”
- “I would recommend for any employee because good relationships are a must in all aspects of a successful business.”

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## Resources:



- The TWI Institute – [twi-institute.org](http://twi-institute.org)
- *The 100% Factor* – Jodee Bock
- *Toyota Talent* – Jeff Liker & David Meier
- *QBQ* – John Miller
- *The Radical Leap* – Steve Farber
- *The Radical Edge* – Steve Farber
- *Leadership and Self Deception* – The Arbinger Group
- Michael Beer's Organizational Fitness Profiling (OFP)

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