**Manheim Denver Training Notes**

**July 25th, 2014**

**SESSION PURPOSE**

To go from good to great- greatness starts with the individual…. great teams made up of great individuals. Move from 45th to 15th overall.

**SESSION OBJECTIVES**

* Improve Team Communication
* Identify our “Great”
* Learn new leadership tools & perspectives
* Apply learning to current situation & commit to at least 1 action item
* Establish accountability

**PARTICIPANT OBJECTIVES**

* Tasks- explain them- ask if you are unclear
* Tasks- how are you held accountable/consequences (none = low on priority list)
* More transparency - what and why we’re doing it
* Cross training because we have less people
* Knowledge of other department objectives
* Customer Service- our products are always last minute so the quality is there so we’re rushing; plan ahead.
* Teamwork & Smaller meetings- accomplish more & to develop a plan (i.e. Monday meeting - have the right people in the meetings we are having - what’s running in the lanes. idea- release those who don’t need to know)
* Understanding areas of the OPR
* Managers cross training with other departments

**ROADMAP (Agenda for the day)**

* Icebreaker
* Intro
* Set the foundation
* DiSC Communication Model
* New Leadership Perspective
* Review & Close

**TEAM NORMS**

* e manners
* Timeliness
* Headlines- jokes- avoiding reality
* Honest Feedback- avoid zingers
* Address the problem not the person
* Feed the good wolf



**AHA FROM EARLY MORNING SESSION:**

* The team is not 1 team? We need to become 1 if we are to succeed
* Resolve execution issues
* New way to work for better teamwork
* Explain/Explore tribes
* New peoples’ perspectives is much different
* Focus more on other’s needs
* Be more open minded; learn more about each area
* Communication-not everyone thinks the same/outside the box
* Get on Board- Become a better team together
* Embrace all ideas; celebrate failure
* I didn’t realize how different our thoughts were

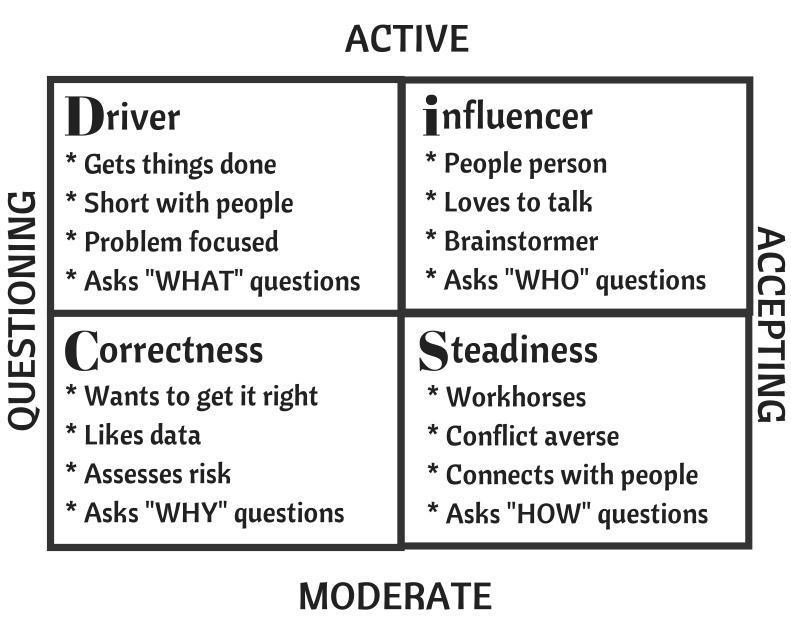
**AHAs FROM LATE MORNING SESSION**

* Positive reinforcement
* Positive feedback
* Reward positives
* Be accountable to each other
* Who R the right people?
* People need positive feedback in order to do a better job
* Structure who comes to meetings
* Break down the barriers
* Team norms address the problem and not the person
* Captive environment
* Know what drives your team as individuals
* Focus
* New way to work for better teamwork
* Focus more on others’ needs

**IDEAS FOR JEFF**

* **Accountability**
* **Priorities:** Building w/o direction= No one is on the same page about what we are trying to accomplish
* **Tracking:** We don’t monitor what we’ve done.
* **Different Perceptions**

**DiSC MODEL OF COMMUNICATION**



**LEADERSHIP PERSPECTIVES**

1. Pot Roast (“Why is it that way?”)

2. Bright sunshine vs. Dirty Window

3. Bricklayers vs. Cathedral Builders

**IDEAL FUTURE (BRIGHT SUNSHINE)--What do we WANT it to look like?**

**1. Operation Efficiency**

-tell the WHY -people buy-in

-lead by example -deadlines, accountability, prioritize

-presentation -empowerment

-a defined plan with clear objectives

-follow up -be a leader

-7Ps (proper planning prevents piss poor performance)

-correct staffing/are the right people in the right roles

-gut check -overcome your own fear

**2. The Ideal Team Player**

-open to change -loyal

-identify talent for the right positions

-be able to shift responsibilities to the “hot spot”

-accountable -wants to be here

-adaptability -mutually respectful

-positive -ownership

-vocal -motivated

-ambitious -free thinker

-limits -helpful

**3. Our Dream Culture**

-reward -respect

-enjoy -fun

-see the drea -happy customers

-$$$ -teamwork

-happy employees -no stirring the pot

-opportunity for growth -consequences for behavior for ALL

-4 day work week -agreement

-equality -quantity

-mutual respect

**REAL PRESENT (DIRTY WINDOW)**

**1. Ideal Team Player (issues that prevent us from having this NOW)**

-motivation -buy in

-want to -not empowered

-too many people without positive attitude

-shortage of manpower -lack of training

-newer staff doesn’t get the same opportunities as the veterans

-friend game -no team work

-always done that way -zero employee engagement

-lack of communication -don’t want to let go of favoritism

**ACTIONS:**

(1) held to same standards regardless of position (HR/MGT)

(2) everyone will be given the same opportunity for advancement of

change (HR/MGT)

(3) true confidentiality within management/HR (MGT/HR)

(4) give employees respect by spending time with employees (MGT)

(5) 10 at 10 (MGT)

(6) take ownership of their actions (EMPLOYEES)

(7) new rewards/ employee recognition (MGT)

(8) understanding your team/ where they fall on the DiSC model (MGT)

(9) knowing the why’s - the effects on other departments (both managers

& employees)

(10) clear understanding of what you can/can’t do

\*\*\* Are the right people in the right jobs? Are people at the right

meetings? (MGT/HR/SR LEADERS)

**2. Operation Efficiency (issues that prevent us from having this NOW)**

-knowing the goal -get over it -personnel

-no follow up -numbers aren’t true

-people being lazy -distrust -favoritism

-accept it- the new way -not enough time

-AS400 system boundaries -blame game -accountability

-won’t admit the problems -HR support

-plans are not clear and precise -no money -corporate support

-clear picture -too many upgrades

-easy way out -knowledge

-lack of knowledge -lack of support -communication -lack of effective communication -focus on too many things

-pick out top 5 problems -realize industry has changed

**ACTIONS:**

(1) spend the time to explain the vision of Manheim and how it affects the

industry changes

(2) twice a day, have 1 on 1 conversations with employees -curtail these

conversations to individuals by DiSC

(3) empowered employees with a sense of value & worth will make their

environment a dream culture

**3. Our Dream Culture (issues that prevent us from having this NOW)**

-trust -making time to do it

-envision winning -poor facility

-different rules -moving targets

-disrespect -support

-longevity -lack of funds

-employees do not buy-in -don’t want to adapt to change

-not empowered -defensiveness

-poor software -priorities are different

**ACTIONS:**

(1) KNOWLEDGE- inform folks of accounts and their needs, use the tools

available, describe importance

(2) SUPPORT- empower people better sales setup, movement tools in van

(3) COMMUNICATION- consistent/ informed leader

(4) PERSONNEL- roles & responsibilities; 10 mins of followup / pin point,

ask opinions

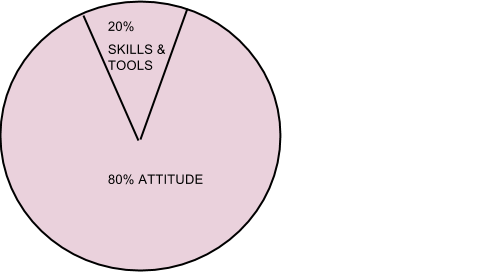
**KEYS TO CHANGING CULTURE**

**1. Information**

**2. Motivation**

**3. Inspiration**

**4. Transformation**



**AHAs AFTERNOON SESSION 4:30**

**-really enjoyed DiSC**

**-OPR inform--half full/half empty--direction**

**-the pot roast--why is it that way?**

**-feeling more like we are on the same path**

**-who are the right people? --one Manheim Denver team**

**-reward positives--captive environment**

**-see the big picture**

**-smile**

**-one shared goal--focus**

**-everyone has same motivation-- just different ways to get there**

**ACTIONS**

|  |  |  |
| --- | --- | --- |
| **What** | **Who** | **When** |
| Cross training conversation ref. employees | Lead = Mark  Asst = Gary + Angelina | conversation by mid August; meeting by Sept 1st |
| Team work/smaller meetings training | Leslie | Sept 12th Session |

**SESSION FEEDBACK**

|  |  |
| --- | --- |
| **PLUS (Things we want more of)**  -interaction (+3)  -no one took it personal  -DiSC  -walking the DiSC model/self analysis  -action plan  -diversity of the answers/ no right or wrong answer - just a spectrum  -getting to know everyone  -interpretations | **DELTA (Things we’d like to change)**  -dial in and be concise in action planning (+6)  -more open/ true feelings (+2)  -what do Jeff & Nick plan to do with the Ideas?  -how will this info. get back to people accountable for OPR who aren’t in this meeting? |