

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

“Excellence is 10 minutes at a time doing the right thing.”

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

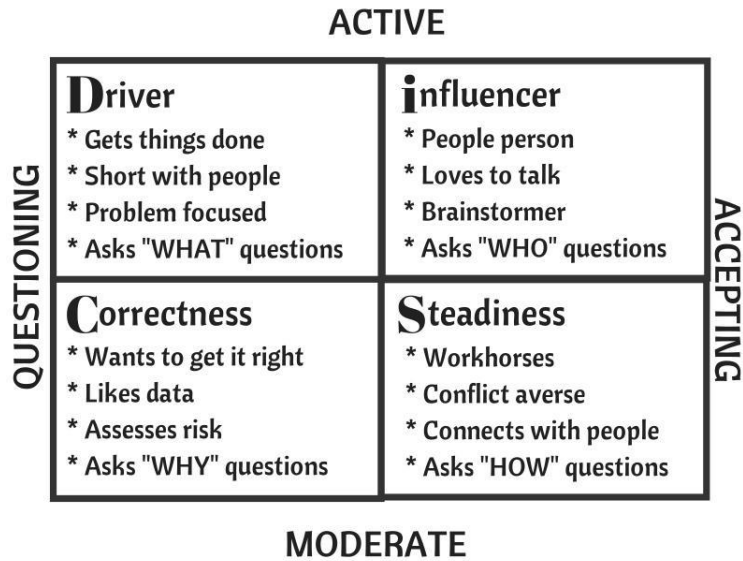
AHAs FROM LATE MORNING SESSION

- 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
- lead by example
- presentation
- a defined plan with clear objectives
- follow up
- 7Ps (proper planning prevents piss poor performance)
- correct staffing/are the right people in the right roles
- gut check
- people buy-in
- deadlines, accountability, prioritize
- empowerment
- be a leader
- overcome your own fear

2. The Ideal Team Player

- open to change
- identify talent for the right positions
- be able to shift responsibilities to the "hot spot"
- accountable
- adaptability
- positive
- vocal
- ambitious
- limits
- loyal
- wants to be here
- mutually respectful
- ownership
- motivated
- free thinker
- helpful

3. Our Dream Culture

- reward
- enjoy
- see the drea
- \$\$\$
- happy employees
- opportunity for growth
- 4 day work week
- equality
- mutual respect
- respect
- fun
- happy customers
- teamwork
- no stirring the pot
- consequences for behavior for ALL
- agreement
- quantity

REAL PRESENT (DIRTY WINDOW)

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

- motivation
- want to
- too many people without positive attitude
- shortage of manpower
- newer staff doesn't get the same opportunities as the veterans
- friend game
- always done that way
- lack of communication
- buy in
- not empowered
- lack of training
- no team work
- zero employee engagement
- 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
- no follow up
- people being lazy
- accept it- the new way
- AS400 system boundaries
- won't admit the problems
- plans are not clear and precise
- clear picture
- easy way out
- lack of knowledge
- lack of effective communication
- pick out top 5 problems
- get over it
- numbers aren't true
- distrust
- not enough time
- blame game
- HR support
- no money
- too many upgrades
- knowledge
- lack of support
- focus on too many things
- realize industry has changed
- personnel
- favoritism
- accountability
- corporate support
- communication

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)

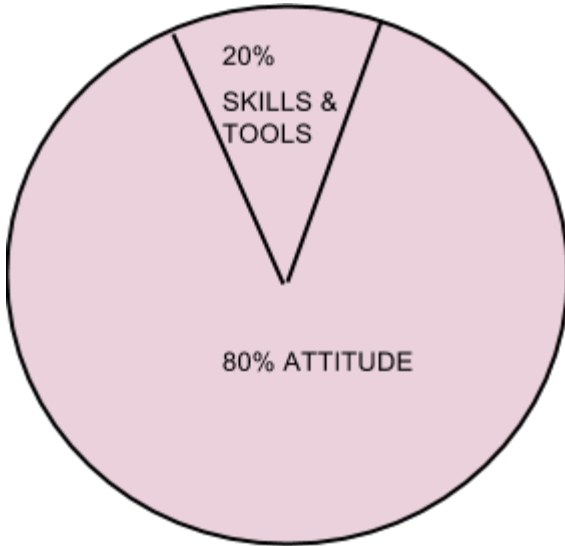
- trust
- envision winning
- different rules
- disrespect
- longevity
- employees do not buy-in
- not empowered
- poor software
- making time to do it
- poor facility
- moving targets
- support
- lack of funds
- don't want to adapt to change
- defensiveness
- priorities are different

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

<u>What</u>	<u>Who</u>	<u>When</u>
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

<u>PLUS (Things we want more of)</u>	<u>DELTA (Things we'd like to change)</u>
<ul style="list-style-type: none">-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	<ul style="list-style-type: none">-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?