



Introduction

- Patric Sazama
 - Regional Project Director; Impact Washington
- WA State affiliate for NIST MEP
 - Manufacturing Extension Partnership
- Mission
 - To work with small/medium manufacturing companies to increase their effectiveness and ability to compete



Discuss focus

- Three KEY focus areas of success

Leadership

Execution

Accountability



- Tactical

- Products/Services
- Markets
- Supply Chain
- Processes

- Cultural

- “Soft” stuff – and the most difficult
- Little focus.....HP Story



What is “Leadership”

- Is the “act” and “ability” of leading
 - Communication effectiveness
 - Team building
 - Ability to build and nurture trust and cooperation
 - Conflict management (surfacing and resolving)
 - Defining/building a desired organizational culture
 - Coaching/mentoring ability
 - ETC.....



- Issues I see **A Lot**

- Unclear/fuzzy understanding of their own leadership strengths and non-strengths
- No clear action plan or expectations to grow leadership effectiveness
- Not looking at leadership as a skillset and toolset
- Style blindness-
 - Each predominate style has inherent strengths and weaknesses



- Not being a “proactive, thinking” leader
 - Situational leadership
- Objective is for organizations to focus on Leadership as something they can influence, control and get better in



Execution

- What is it?
- Successful effective **action** that causes a targeted or desired result or outcome.
- Without execution, nothing happens



- Effective execution is the key
- As with Situational Leadership, different situations or tasks need different execution methods to be effective
- And execution excellence is an ability that can be taught, coached and improved



Accountability

- Accountability is the process by which organizations are able to manage, direct and improve their ability to assign ownership and realize a successful outcome.
- I refer to this as an organization's "accountability model"



- “How” organizations manage this
 - Hoshin planning
 - Microsoft Project
 - Homegrown spreadsheet
 - nothing
- **MUST** have clarity in
 - Outcomes expected
 - Decision authority/budget
 - Dependencies
 - Plate load- cannot set people up for failure



- And this brings us right back to Leadership
 - To lead the work effectively builds a foundation for strong execution
- Execution
 - To get things done. To CAUSE the needed change.
And execution excellence needs an accountability model or process
- Accountability
 - Managing and overseeing the effective ownership and execution.



- Which leads right back to Leadership.
 - How to improve
 - Where are the gaps
 - How to more effective
- When focused on as a “tool set” the results are staggering



Summary

- How to do this?
- Talk about, access, measure where you and your organization are with these success elements
- Realizing that these elements are KEY to “tactical” success. Commit to growing and evolving the organization’s leadership culture
- The more organizations focus on and actively improve in these areas, the more successful they will be



Thank you

- Patric Sazama
 - Impact Washington