



The Critical Role of People in Business Success

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Introduction

- Discussion will focus on the Importance of People to Business Success
- Highlight several areas that are contributing factors:
 - Building a Winning team
 - Dealing with Major Change
 - Diversity & Inclusion
 - Leadership Modeling
 - Customer Relationships
 - Quality Culture
- Show how they are interrelated and require the Foundational Elements of:
 - Strategy and Vision Around Capabilities
 - Staffing with the Right People and Development
 - Consistent and Constant Communication

Business Success Through People



Foundational Elements

Strategy and Vision Around Capabilities

- The temptation is to start by trying to establish a Quality Culture first; Quality Culture is the result of working the contributing factors, not the starting point
- Strategy and Vision Around Capabilities
 - Include team members in the strategy and vision setting
 - Determine the core competencies of your business and focus first on them
 - Set aggressive goals the team can embrace
 - Ensure people know what the goals are
 - Communicate progress and any changes in direction

Foundational Elements

Staffing with the Right People and Development

- Staffing with the Right People and Development
 - Bring on new staff or develop current staff to levels that can support strategy capabilities
 - Provide motivation and empowerment to people by allowing opportunities
 - Nurture growth by providing a environment in which to thrive
 - Encourage teaming among the staff with complementary skills
 - Provide the necessary training and tools
 - Strive for Diversity of talent that offers multiple perspectives

Foundational Elements

Consistent and Constant Communication

- Consistent and Constant Communication
 - Done correctly, communication is the glue that keeps people from side-tracking with tangents, rumors, etc.
 - Communication must be relevant or it becomes “*a bucket of water dumped into the ocean of routine communications*”
 - Communication has to be encourage to be multi-directional, not just top-down; feedback from people on successes, barriers, lessons learned, etc. are important to long-term success

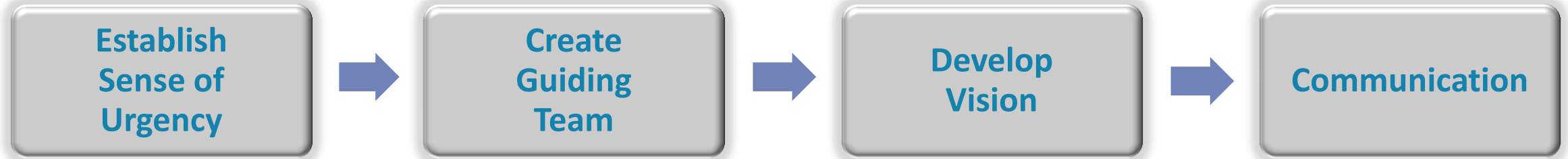


Building a Winning Team

- Surround yourself with the best people
- Have an onboarding program that involves longer-term team members
- Use a personal touch to develop teamwork, open-door policy – be engaged!
- Give credit where credit is due
- Reward good performance – be genuine (personal, team meetings, etc.)
- Don't let success go to your head
- Treat people with respect because you will rely on them again for the next project
- Hold yourself and others accountable
- Set aggressive goals that your team can embrace
- People who produce good results feel good about themselves and want to continue



Dealing with Major Change



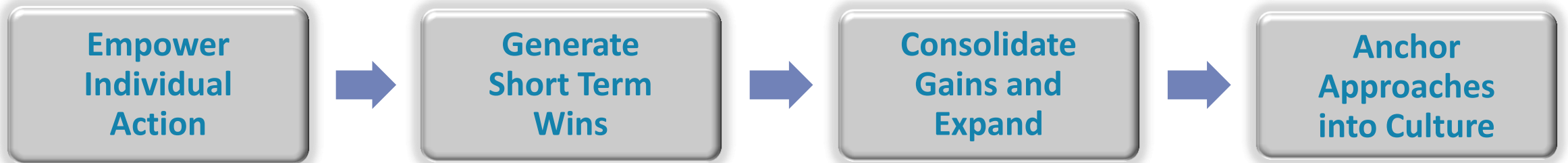
Current State

Compelling need for change

People with talents to Match capabilities/needs

Envision the Future state

Relevant communications



Remove obstacles

Recognition

Revise plan as needed

Becomes a way of doing business

Future State





Reasons Change Efforts Sometimes Fail

- People leading the change think that announcing the change is the same as implementing it
- People's concerns with change are not surfaced or addressed
- Those being asked to change are not involved in planning the change
- There is no compelling reason to change
- A compelling vision that excites people has not been developed
- Organizational systems and other initiatives are not aligned with the change
- Leaders lose focus or fail to prioritize
- People are not enabled or encouraged to build new skills
- Those leading the change are not credible
- Progress is not measured
- People are not held accountable for implementing the change

Diversity & Inclusion



- Diversity is the mix of difference and commonalities that each member brings to the team
- Diversity examples:
 - Personal Diversity: Culture, race, gender, sexual orientation, age, physical abilities, health conditions, etc.
 - Academic Diversity: University, training, degree level, work experiences, etc.
 - Personal Diversity: analytic, amiable, driver, expressive
 - Organizational Diversity: finance, marketing, engineering, human resources, supply chain, etc.
- Studies show businesses with higher levels of Diversity are more profitable
- Promoting Diversity ensures that everyone feels included on an equal basis and stimulates innovation by bringing together different backgrounds, training, skills, and experiences
- Inclusion is the act of recognizing, accepting, and valuing the diversity of your team, providing an accommodating and nurturing work environment that values open participation from all
- Courageous Leadership to lead with integrity and guiding principles



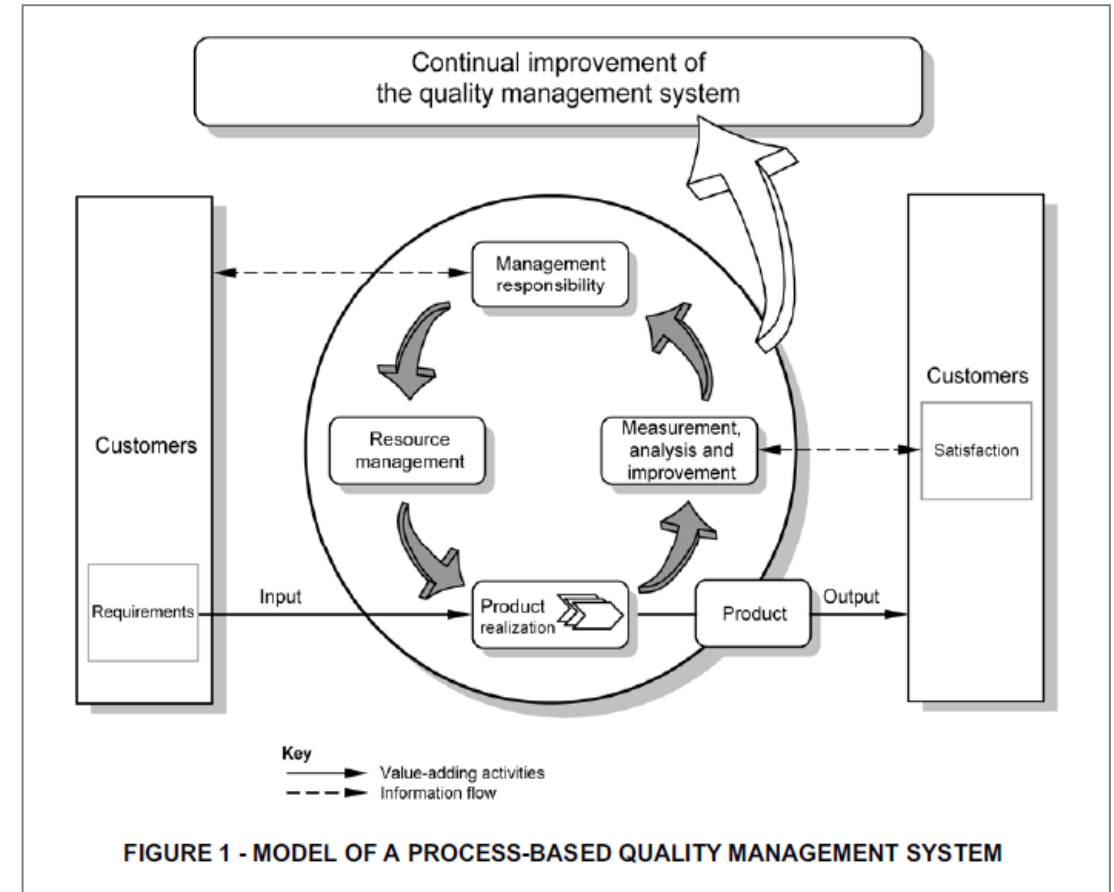
Leadership Modeling

- Leaders should strive to be a model for the desired behaviors
- Provide frequent and substantive feedback to people – most effective strategy for improving performance and instilling satisfaction
- Leadership emphasis on true message especially in times of distraction; credibility
- Provide incentives and address sources of complacency
- *“None of us is as successful as all of us”* – empower and rely on your team
- Improve yourself as a leader
 - Continuous learning and growth
 - Find a mentor and mentor others
 - Execute
 - Coaching to accomplish goals
 - Be socially responsible



Customer Relationships

- *“Customers are always right even when they are wrong.”*
- It is necessary to have the right people who can interact successfully with customers
- Customers provide requirements and define quality
- Satisfied customers can become your best source of marketing
- Ensure important things are not pushed out of the way by urgent things





Quality Culture

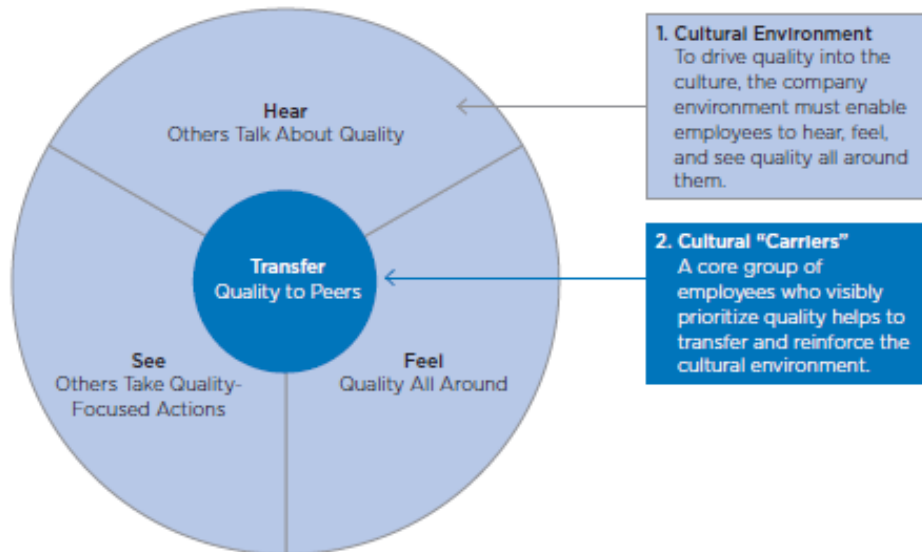
- Culture describes the behaviors, mindset, actions, and values of people in the organization. It is a journey to change the quality culture.
- To be effective, the quality culture has to be cross-functional across the organization, not limited to a particular area; changing the experience of the individual by encouraging and rewarding behaviors.
- There are three interactive components that influence organizations
 - Underlying character (Personality) – inherent in the organization’s function and structure
 - Active Alignment (Culture) – Personality changes driven by the CEO and leadership or imposed external forces
 - Immediate Influences (Climate) – focus of the day
- What you really see are the results of behaviors and values, similar to the wind; *you see the effects of the wind but not the entity itself and you can harness the wind for improved performance.*



Quality Culture

WHAT A CULTURE OF QUALITY LOOKS LIKE

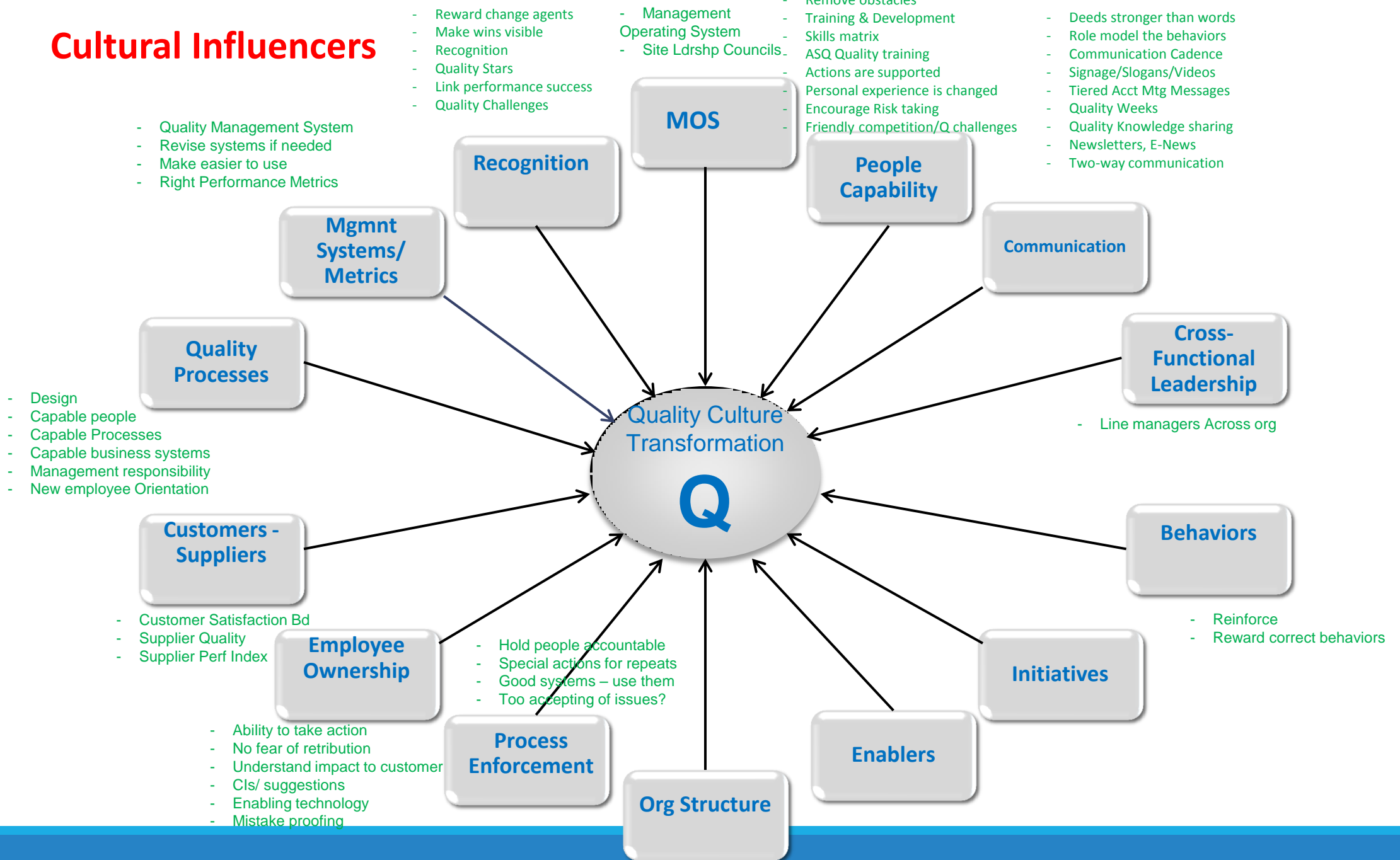
CEB's Culture of Quality Model



- Create an environment where employees can See, Hear, and Feel Quality all around them
- Applies to “all we do”, not just product delivery
- Culture creates “carriers” that transfer quality culture to others
- Benefits include:
 - Engaged employees
 - Lower Cost of Quality
 - Improved performance metrics in all areas
 - Organization moved from reactive to proactive
 - Sense of urgency to solve problems that impact the customer

* CEB – Corporate Executive Board

Cultural Influencers



Business Success Through People

