

The leadership Challenge

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The Leadership Challenge



“Hi,

I’m your new leader.”

Create a List of Traits and Characteristics of a Successful Leader

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

15. _____

16. _____

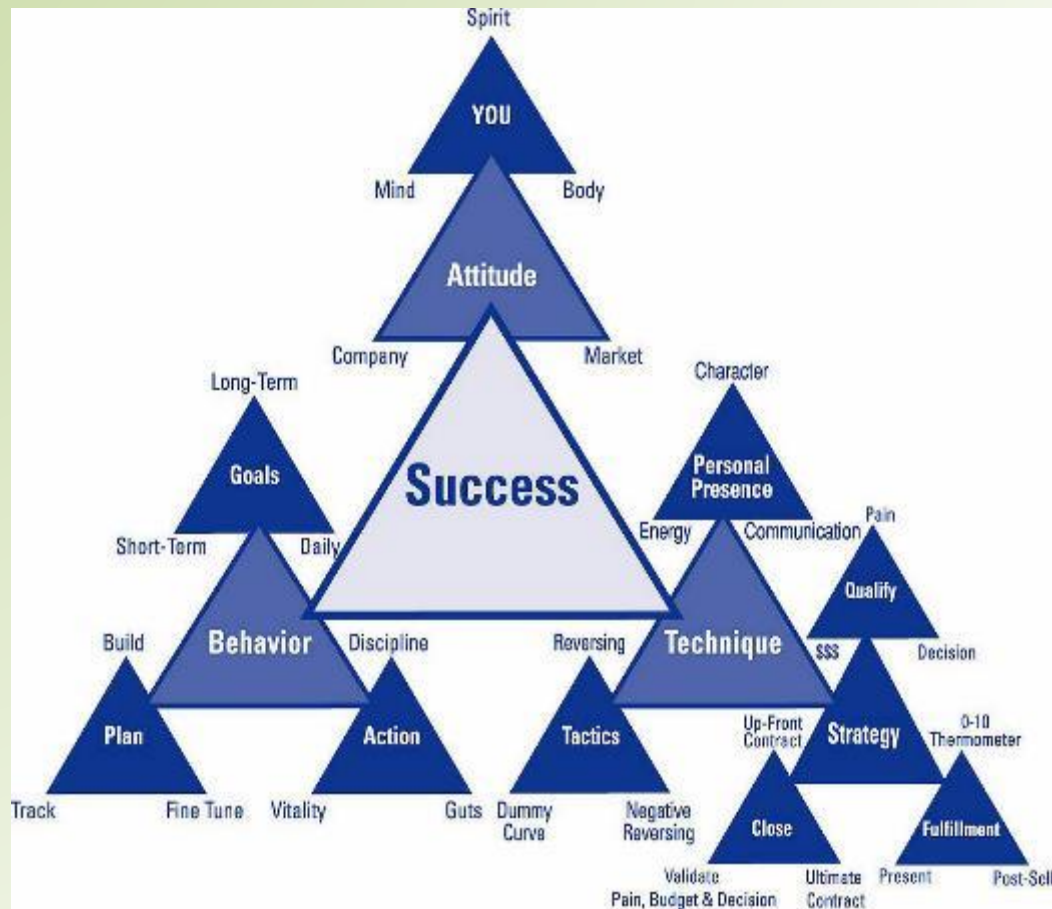
17. _____

18. _____

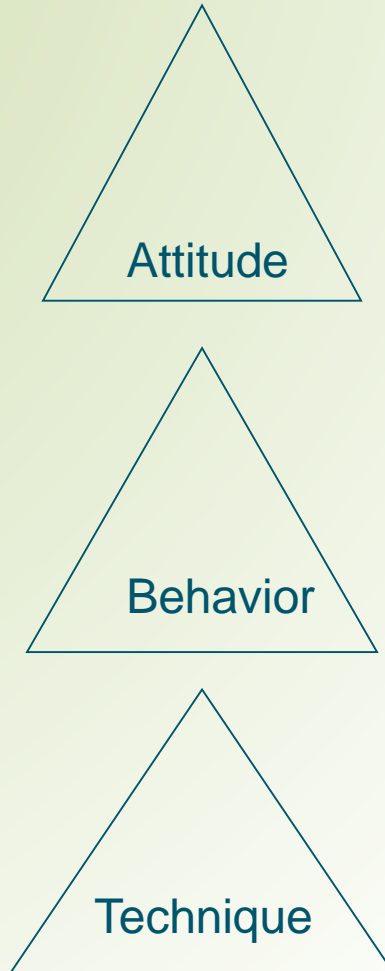
19. _____

20. _____

The Success Triangles



Attitude, Behavior, Technique



Characteristics of Admired Leaders

NORMS	CHARACTERISTIC		NORMS	CHARACTERISTIC
16	Ambitious		89	Honest
35	Broad-Minded		17	Imaginative
22	Caring		4	Independent
68	Competent		69	Inspiring
25	Cooperative		48	Intelligent
25	Courageous		18	Loyal
34	Dependable		15	Mature
25	Determined		10	Self-Controlled
39	Fair-Minded		36	Straightforward
71	Forward-Looking		35	Supportive

Leader FAQ_s

- Who are you?
- Where are we headed?
- What are you going to do?

Fundamentals

- Leadership is everyone's business.
 - Not a place or position, it is a process
- Leadership is a relationship.
 - One to one or one to many
- Leadership development is self-development.
- The best leaders are the best learners.
 - Lifelong learners

Fundamentals continued

- Leadership development takes deliberate practice.
 - The more you practice the art the better you will be
- Leadership is an aspiration and a choice.
- Leaders make a difference.
- Leadership can be learned, it is a set of behaviors.

- Management vs. Leadership

Leadership		Management	
Challenges the status quo		Accepts the status quo	
Avoids inertia		Avoids anarchy	
Provides support		Provides structure	
Develops future direction by assessing trends		Develops detailed plan to achieve results	
Focuses on innovation		Focuses on improvement	
Is an architect		Is a builder	
Watches the horizon		Watches the bottom line	
Seeks change		Seeks continuity	
Sets standards of excellence		Sets standards of performance	
Plans strategy		Plans tactics	
Instigator		Administrator	
Long-range perspective		Short-range perspective	
Asks questions		Gives answers	
Asks "Why?"		Asks "How?" and "When?"	
Supporting empowerment		Being empowered	
Asks why and what		Plans when and how	

The Five Practices

- Inspire a Shared Vision
- Model the Way
- Encourage the Heart
- Enable Others to Act
- Challenge the Process

INSPIRE A SHARED VISION



“THE ART OF mobilizing
others TO want TO STRUGGLE
FOR shared aspirations.”

—JIM KOUZES AND BARRY POSNER

Inspire a Shared Vision

- Envision the future by imagining exciting and ennobling possibilities.
- Enlist others in a common vision by appealing to shared aspirations.



Components of a Shared Vision

- Ideal
- Unique
- Image
- Future-oriented
- Common good

Examples

- "Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online".
- The xxxx vision is to create a better everyday life for the many people. We make this possible by offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.
- Our vision is to create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.

Questions:

What is one element of your vision that needs to be strengthened or more consistently repeated?

Who needs to hear this vision more often?

Inspire a shared vision @ Menard Group USA

Our Mission, Vision & Values



MENARD



US WICK DRAIN

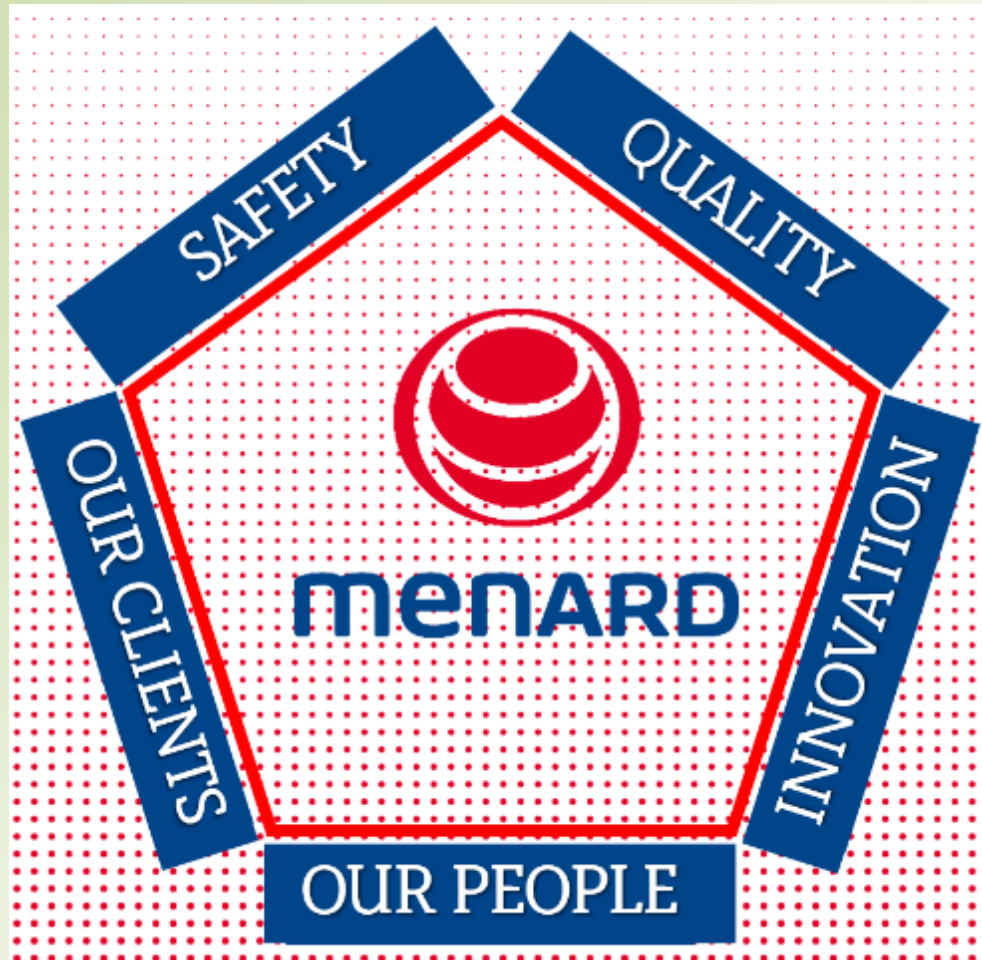
MENARD'S CLIENT CARE
PHILOSOPHY FOCUSES ON
PROVIDING VALUE
— PERFORMING ABOVE —
EXPECTATIONS
[AND BEING]
RESPONSIVE
→ TO OUR PARTNERS' ←
NEEDS & EXPECTATIONS

MENARD EMPOWERS
OUR TEAM TO CONTRIBUTE
TO THE CULTURE OF **SAFETY**
AND OUR ULTIMATE GOAL OF
ZERO ACCIDENTS OR INCIDENTS

MENARD'S CONSTANT
INNOVATION
[ENCOMPASSES THE]
HIGHEST STANDARDS
OF QUALITY CONTROL
A KEEN AWARENESS
OF OUR RESPONSIBILITY
TO THE **ENVIRONMENT**

MENARD EMBODIES A
— **STRONG TEAM SPIRIT** —
ENCOURAGING RESPECT
& PROMOTING INDIVIDUAL
FOR ALL **EXCELLENCE**

Inspire a shared vision @ Menard Group USA





Safety



Accounting & Purchasing



Sales



Business Development



Field



Administration



Project Management



Engineering



Shop



Marketing



Quality



Research & Development

MENARD GROUP USA WANTS **YOU** TO BE A CLIENT CARE SPECIALIST!

Whether you are in the office or on the job site, **YOU** are the most important part of our team because **YOU** ensure quality, operate safely, and meet our client's expectations with care and respect.



MENARD GROUP USA WANTS **YOU** TO BE A CLIENT CARE SPECIALIST!

Every day on the job site, **YOU** are the most important part of our team because **YOU** ensure quality, operate safely, and meet our client's expectations with care and respect.



MODEL THE WAY



Model the Way

- Clarify values by finding your voice and affirming shared values.
- Set the example by aligning actions with shared values.

DWYSYWD

ALIGN WITH VALUES

- Calendars
- Critical incidents
- Stories
- Language
- Measurements
- Rewards



“

“Who you are speaks so loudly, I can’t hear a word you are saying.”

•RALPH WALDO EMERSON

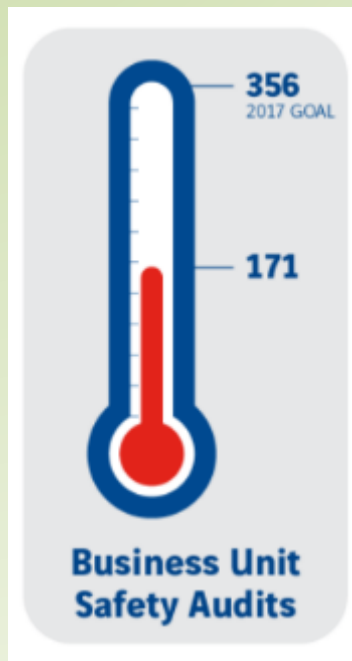
”

QUESTIONS:

- What are your three most important values?
- In what area of your business life do you need to be more consistent?

Model the Way @ Menard Group USA

- Business Unit Safety Audits



**ONE PER MONTH
PER MANAGER**

Model the Way @ Menard Group USA

- Profit Sharing Plan

5% of our profit given back to

ALL employees

EQUAL share among employees

Model the Way @ Menard Group USA

- OPEN OFFICE FOR ALL



ENCOURAGE THE HEART



Encourage the Heart

- Recognize contributions by showing appreciation for individual excellence.
- Celebrate the values and victories by creating a spirit of community.

The Essentials of Encourage the Heart

- Expect the best.
- Personalize recognition.
- Create a spirit of community.
- Be personally involved.

The I/R Theory

- Identity – Who you are
- Role – What you do

Giving Specific Feedback

- Issue
- Example
- Impact



“It is essential to understand that battles are primarily won in the hearts of men. Men respond to leadership in a most remarkable way and once you have won his heart, he will follow you anywhere.”

~ Vince Lombardi”

Questions:

- What is one situation that you can think of where you can encourage more specifically?

Encourage the Heart @ Menard Group USA

- Monthly & Annual Client Care Award
- Monthly & Annual Safety Award
- Monthly & Annual Quality Award















HAM
RESORT

IN 1 SHIFT AND 368 YARDS FOR
TWO SHIFTS

WYNDHAM
ORLANDO RESORT

INNOVATION AWARDS 2016
- AWARD NO 4:
"SIMPLE. CHEAP."
PRIZE



- Lift Drill Rod using main line / drill head
 - Drill Rod is lifted using a specially design bauer adaptor joint with lifting eyes.
 - Use cables to perform lift, eliminates strain
 - maintained in position and balanced using
 - with a special end-attachment similar to
 - zer



INTERNATIONAL BROTHERHOOD OF TEAMSTERS

Encourage the Heart @ Menard Group USA



Encourage the Heart @ Menard Group USA



Encourage the Heart @ Menard Group USA



Encourage the Heart @ Menard Group USA



Encourage the Heart @ Menard Group USA



Encourage the Heart @ Menard Group USA



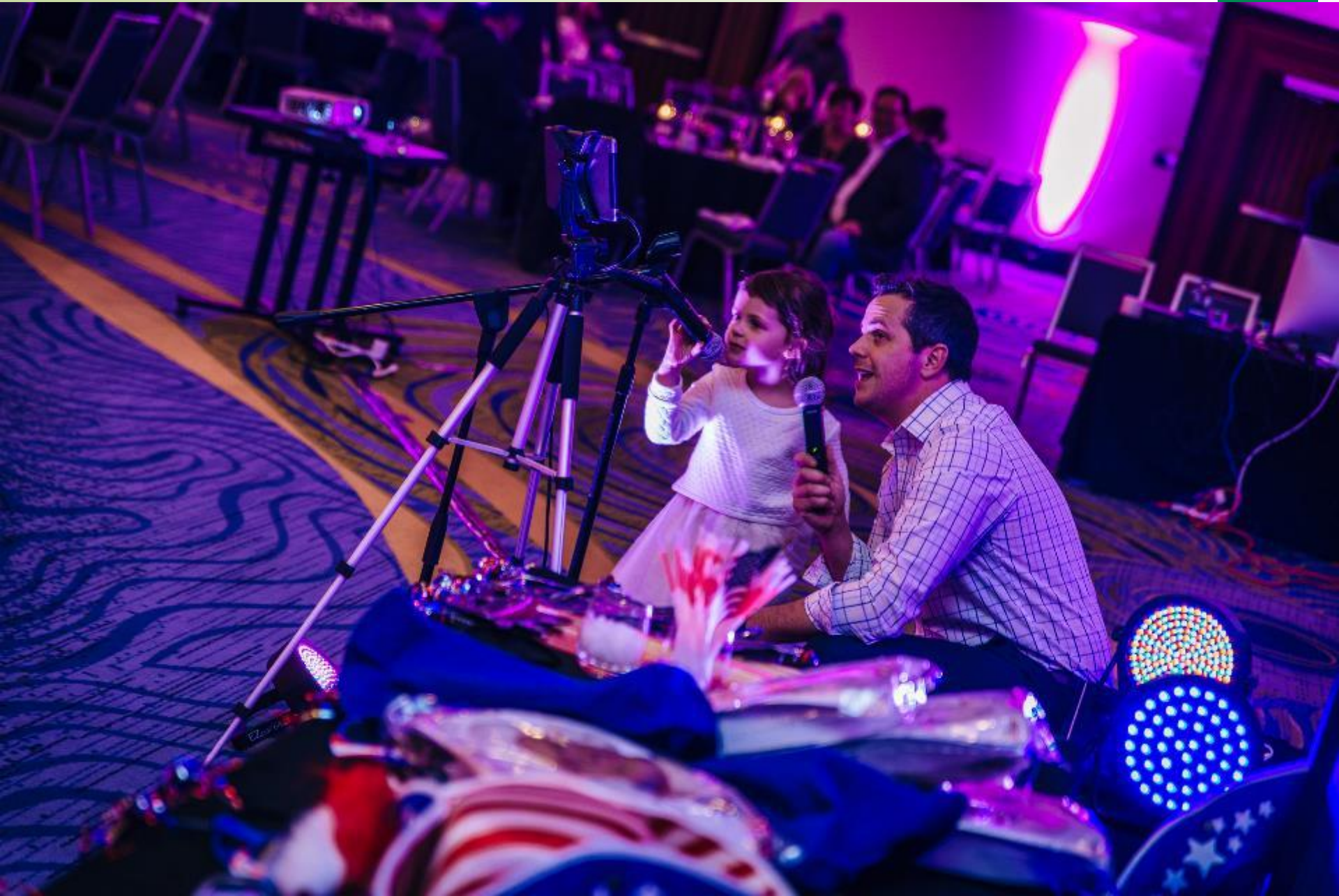
Encourage the Heart @ Menard Group USA



Encourage the Heart @ Menard Group USA



Encourage the Heart @ Menard Group USA



Encourage the Heart @ Menard Group USA



Encourage the Heart @ Menard Group USA



Encourage the Heart @ Menard Group USA





**OUR COMPANY TRUCK FLEET DROVE
OVER 770K MILES IN 2016.
RAY DROVE 44K OF THOSE- OR CLOSE
TO TWICE AROUND THE WORLD.**

A man in a light blue shirt and dark pants is dancing with one arm raised in a large hall. Other people are visible in the background, some sitting and some standing. The room is lit with purple and blue lights.

**WE PROVIDED 178
CLIENT LUNCH & LEARNS
IN 2016.**

**NONE OF THEM
INCLUDED DISCO LESSONS
FROM OUR VP OF BD.**



US WICK DRAIN



MENARD

ENABLE OTHERS TO ACT



Enable Others to Act

- Foster collaboration by building trust and facilitating relationships.
- Strengthen others by increasing self-determination and developing competence.



“

“If you wait until you can do everything for everybody, instead of something for somebody, you’ll end up not doing anything for anybody.”

”

Malcom Bane.”

Powerful Times

- Behaviors that make people feel powerful are enabling, and those that make people feel powerless are disabling.
- Feeling powerful is likely to bring out the best, most positive, most committed energy and performance.

Powerful Times continued

- Making people feel capable and valued is at the heart of trust—the essential ingredient in people's willingness to take risks that can drive extraordinary results.

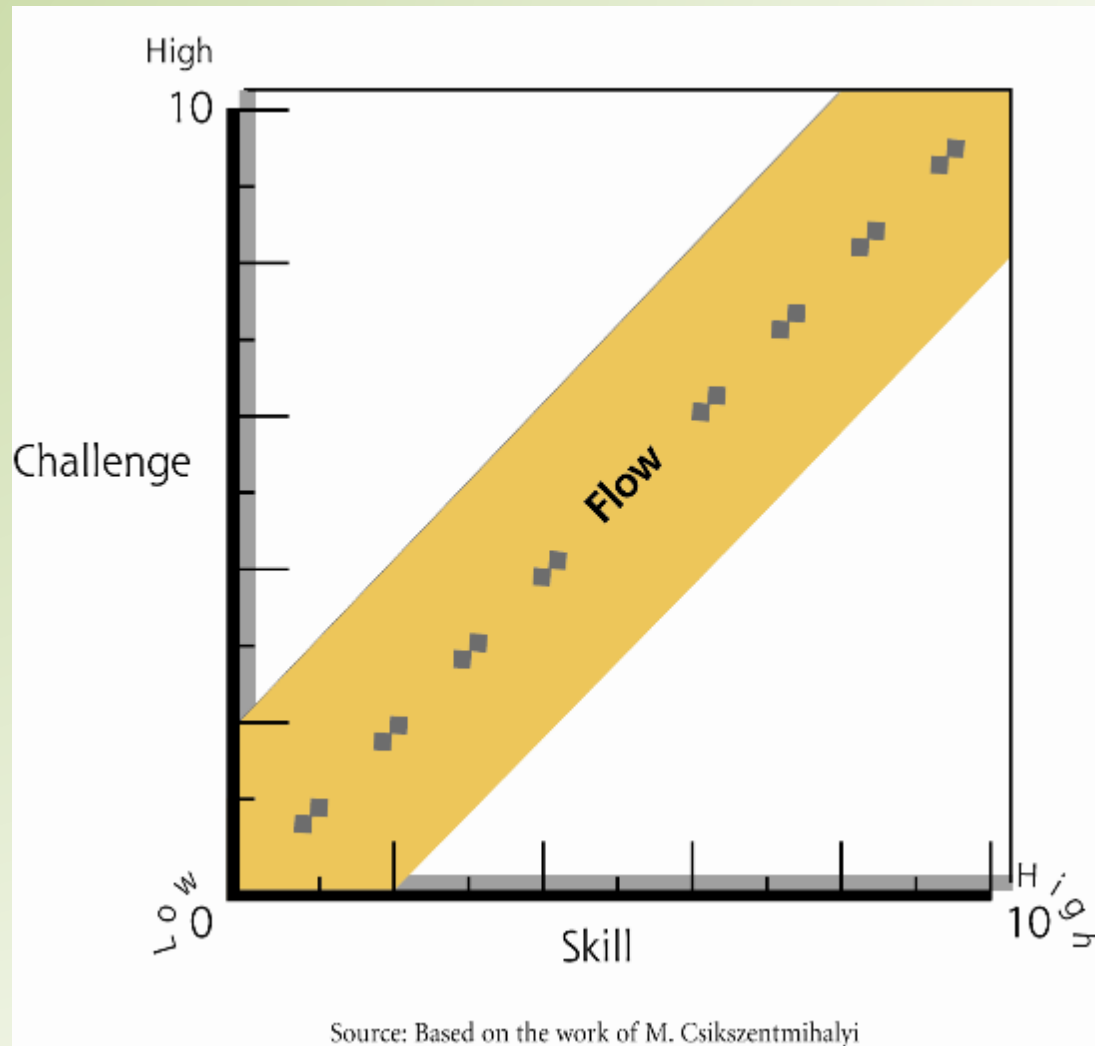
Powerful Times

- My help was sought because I was perceived as an expert
- I was listened to by my management
- I had the ability to contribute on a key project
- I was given total support on a project
- My contribution was recognized
- Given total responsibility and authority

PowerLESS Times

- Decision made without my input
- Given responsibility without authority
- Criticized in public
- I was not informed or ill-informed
- Lied to or deceived
- My contribution was not recognized
- Was not allowed to make a decision

In the Flow



Questions:

- What is one upcoming situation where you can decide democratically and then execute tyrannically?

STEP IT UP KEEP IT SAFE, DO IT RIGHT



Report for Rewards!

SAFETY

QUALITY



The Weekly
Good Catch



The Monthly
Best Catch



x the number of
Project Months



End of Project
Best Overall Catch



x the number of
Project Months

WEEKLY Safety Person Wanted!

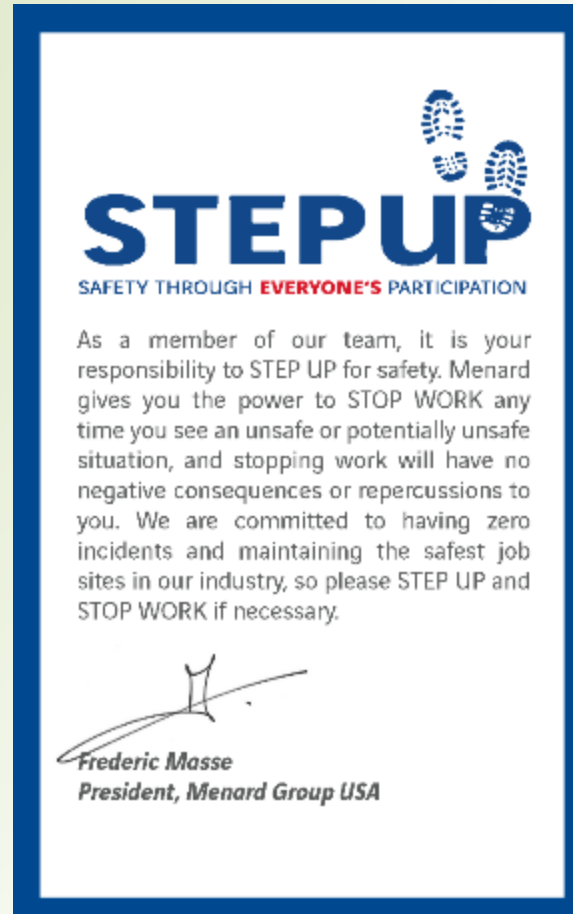
\$25.00 for Volunteers

We encourage the reporting of all unsafe situations and good catches by any member of our crew, and it is our expectation that you will be honest and transparent when communicating your experiences.



Enable others to
act @ Menard
Group USA

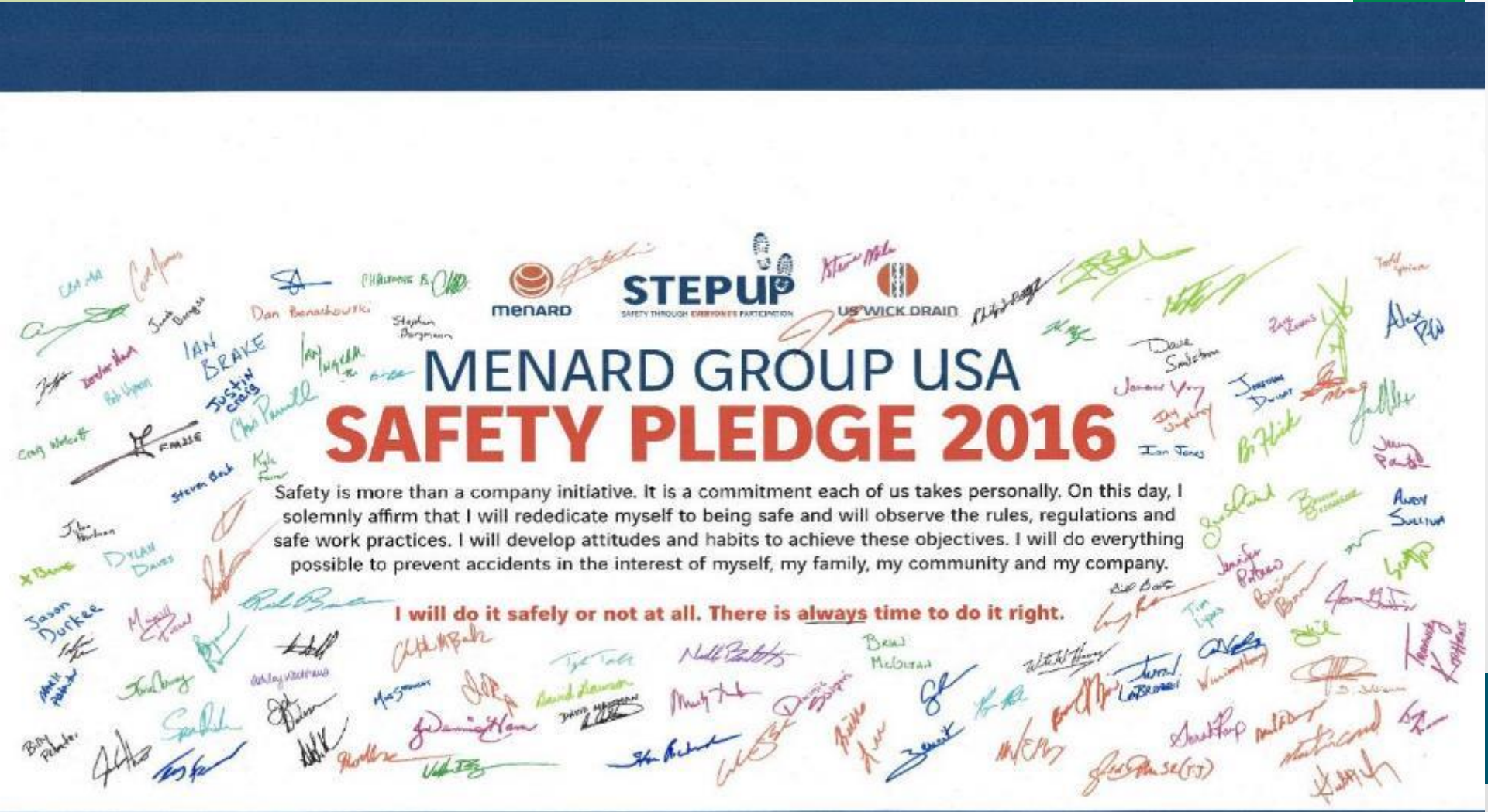
Enable others to act @ Menard Group USA



Enable others to act @ Menard Group USA



100



Enable others to act @ Menard Group USA

"Thrilling" Jonathan Haidt

Award-winning
International
Bestseller

FREEDOM, INC.

*How Corporate Liberation
Unleashes Employee Potential
and Business Performance*

Brian M. Carney
Isaac Getz

Revised and Expanded

CHALLENGE THE PROCESS



Challenge the Process

- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.
- Experiment and take risks by constantly generating small wins and learning from experience.

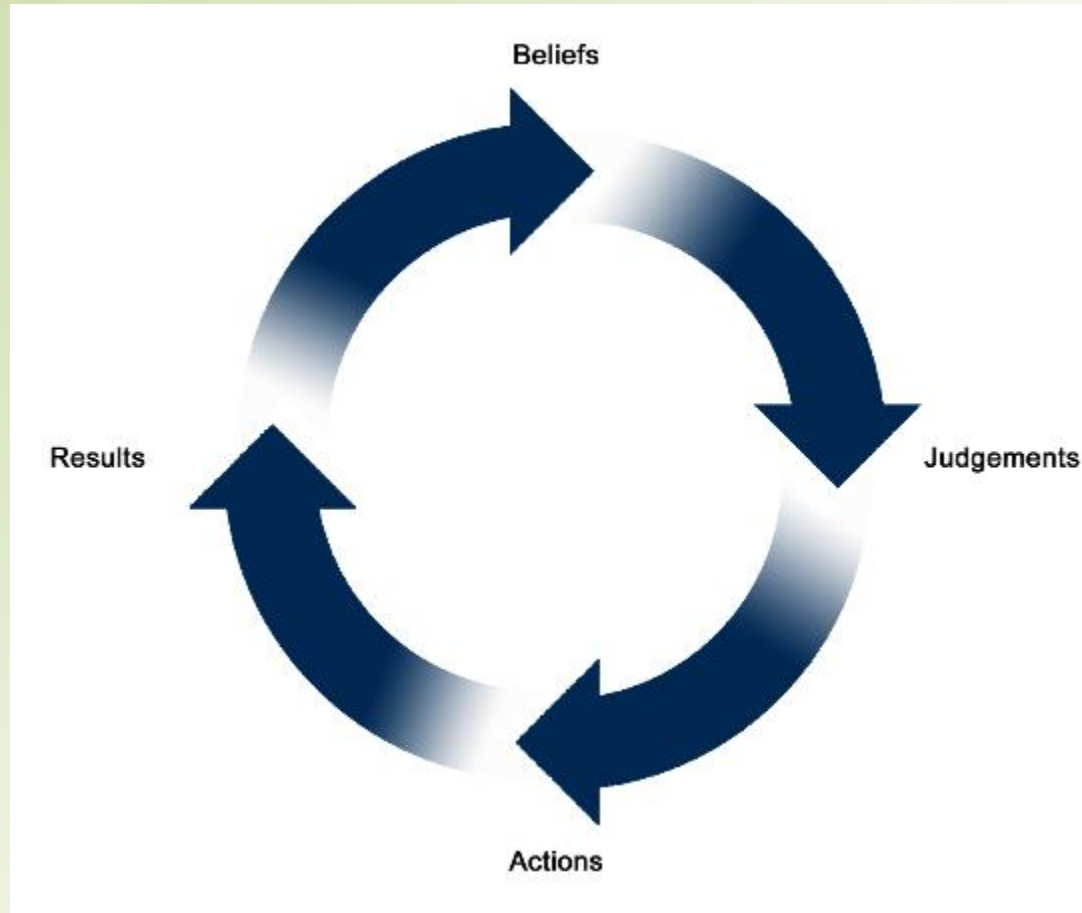


“Gentlemen, we are going to relentlessly chase perfection, knowing full well we will not catch it, because nothing is perfect. But we are going to relentlessly chase it, because in the process we will catch excellence. I am not remotely interested in just being good.”

Vince Lombardi.”



The Belief Wheel



The problem is not how to get innovative thoughts into our heads, but how to get the old ones out.

--Dee Hock, Founder of VISA International



**Risk taking always includes
the chance for failure.
Otherwise it would be called
sure thing taking.**

Questions:

- What is your reason for perhaps holding back?

Challenge the Process @ Menard Group USA

- Innovation hives, Moonshots & Brainstorming : DISRUPT



Challenge the Process @ Menard Group USA

- Innovation hives, Moonshots & Brainstorming : DISRUPT



menARD MARS



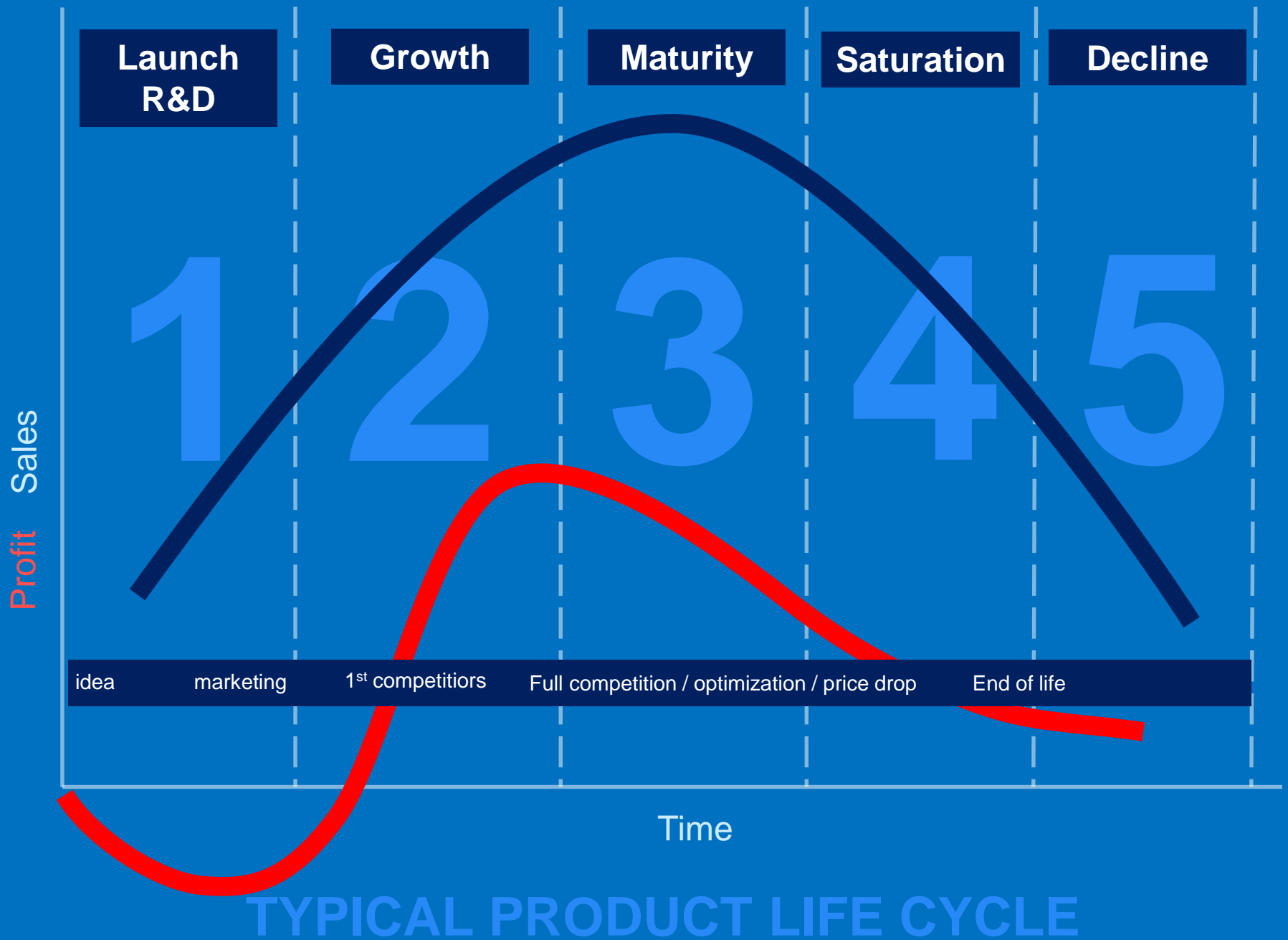
Challenge the Process @ Menard Group USA

- Our corporate image Innovators => differentiation



Ground Breaking Ideas in Ground Improvement

August 9, 2017



Sales

Time

CONTINUOUS
IMPROVEMENT



EVOLUTION



REVOLUTION



1

2

3

1

2

GAME
CHANGING
IDEA

Launch
R&D

Growth

Maturity

R&D

Growth



High Growth

Low Growth

High Margin

**CASH COW
LEADING TECHNOLOGY**

**COUGAR
MATURE TECHNOLOGY**

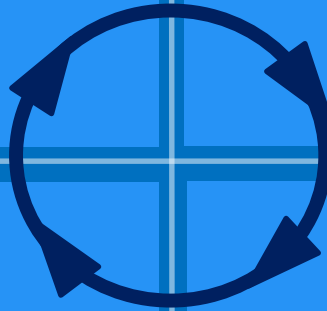
Low Margin

**RISING STAR
EMERGING TECHNOLOGY**

**OLD DOG
COMMODITY**

Few Competitors

Many Competitors



High Growth

Low Growth

High Margin

**CASH COW
LEADING TECHNOLOGY**

CMC

**COUGAR
MATURE TECHNOLOGY**

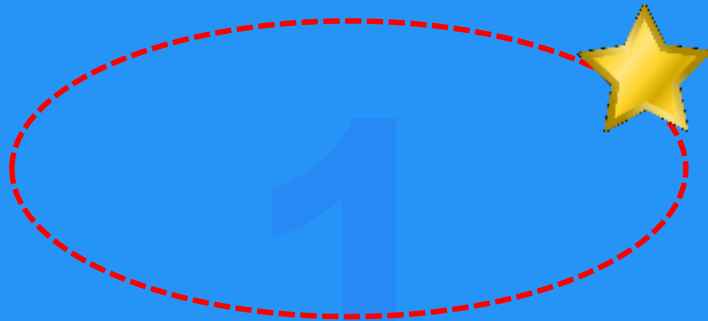
VSC

DSM

RIC

Low Margin

**RISING STAR
EMERGING TECHNOLOGY**



**OLD DOG
COMMODITY**



Few Competitors

Many Competitors

High Growth

Low Growth

High Margin

**CASH COW
LEADING TECHNOLOGY**

CMC

**COUGAR
MATURE TECHNOLOGY**

VSC

DSM

RIC

Low Margin



**RISING STAR
EMERGING TECHNOLOGY**

DC

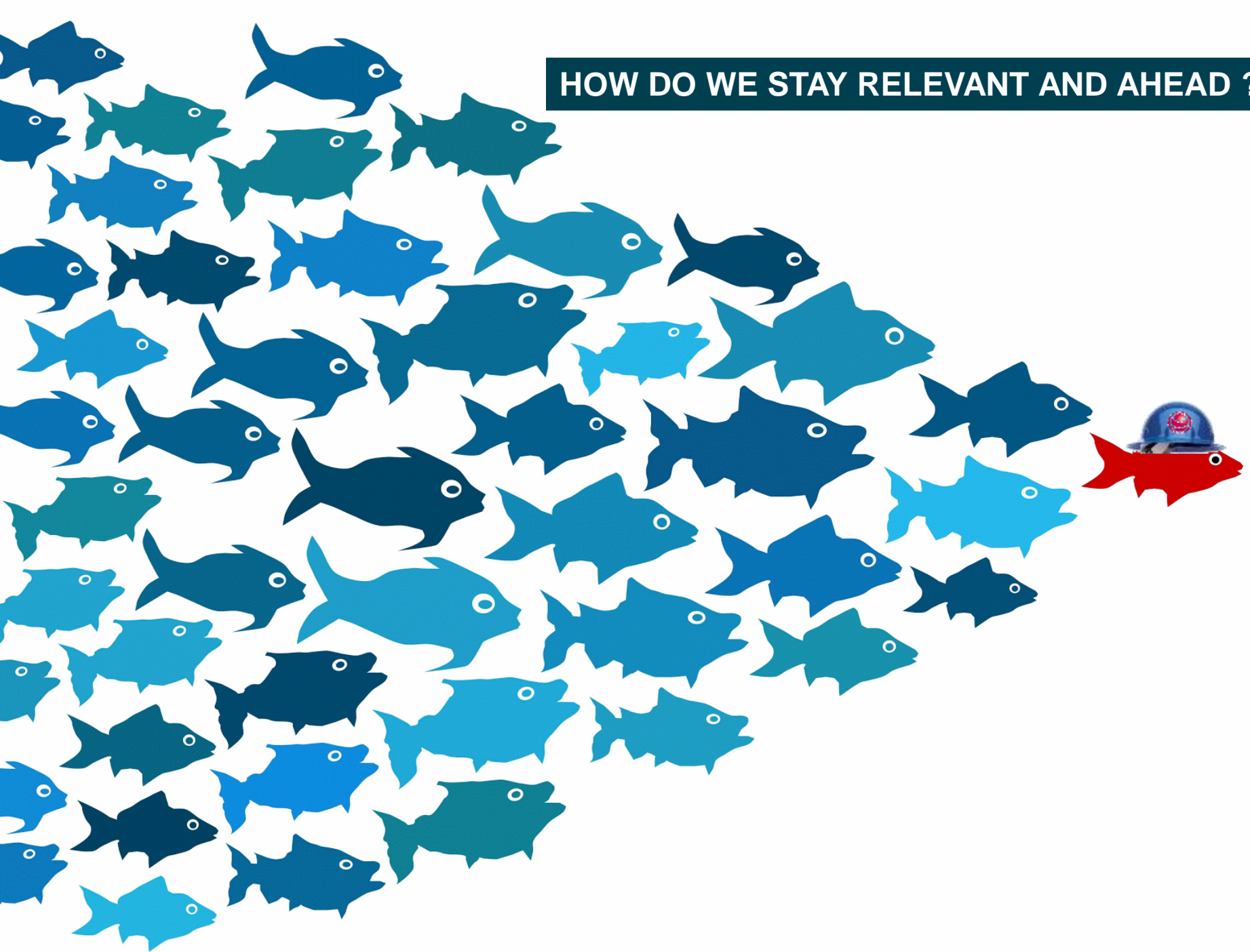
WD

**OLD DOG
COMMODITY**

Few Competitors

Many Competitors

HOW DO WE STAY RELEVANT AND AHEAD ?



Elements of an #Enviably Workplace Culture:



Thank You!

- Raise expectations
- Make a decision
- Stop accepting mediocrity
- Compare yourself only to the best
- Do not be held hostage
- Dare to be great

THANK YOU!

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