



**Manufacturers Alliance**  
Sharing Education & Resources Peer to Peer

## EDUCATIONAL SEMINAR

**Collaborative & Constructive Feedback**

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## SEMINAR SPEAKER



**Shawn Cheeseman**  
General Manager

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# COLLABORATIVE AND CONSTRUCTIVE FEEDBACK

SHAWN CHEESMAN

GENERAL MANAGER – LOU-RICH

ALBERT LEA, MN



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## WHO AM I?

- BS ENGR – PURDUE
- MBA – MINNESOTA
- 30+ YEARS OF EXPERIENCE, ALL FOR MANUFACTURING COMPANIES
- I HAVE DONE MOST EVERY JOB THAT WOULD REPORT TO A GM, I'VE WORN A LOT OF HATS!
  - TECHNICAL SALES
  - TECHNICAL SERVICE
  - QUALITY MANAGER
  - PROJECT MANAGER
  - PRODUCT MANAGER
  - FINANCE
  - CORPORATE DEVELOPMENT/M&A
  - OPERATIONS & ENGR MANAGER
  - GENERAL MANAGER
- 29 YEARS AS A PEOPLE MANAGER



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## WHO WE ARE

- CONTRACT MANUFACTURING OFFERING COMPLEX METAL FABRICATION, PRECISION MACHINING, AND ASSEMBLY PROJECTS
- 100% EMPLOYEE OWNED
- PART OF THE INNOVANCE™ FAMILY OF COMPANIES
- \$60M IN REVENUE, WITH 307 EMPLOYEE OWNERS, 24/5 OPERATIONS
- LARGEST EMPLOYER IN ALBERT LEE BESIDES THE GOVERNMENT AND SCHOOLS
- OVER 350,000 SQUARE FEET OF PRODUCTION
- #17 ON THE FABRICATOR MAGAZINE FAB 40



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## WHAT WE DO

- WE MAKE STUFF FOR OTHER COMPANIES
- OUR CUSTOMERS DESIGN A PART AND WE MAKE IT FOR THEM
- OUR CAPABILITIES
  - CUT SHEET METAL
  - BEND SHEET METAL INTO DIFFERENT SHAPES
  - WELD METAL
  - MACHINE METAL AND PLASTIC
  - ASSEMBLY PARTS TOGETHER
    - SIMPLE 2-3 PIECES UP TO 500 PIECES
  - CLEAN AND PAINT THE PARTS
  - PACK THE PARTS TO SHIP TO OUR CUSTOMERS



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## MARKETS WE SERVE

- MEDICAL EQUIPMENT
- RESTAURANT/HOSPITALITY
- AGRICULTURE
- MOTOR SPORTS
- FOOD
- SAFETY
- CONSTRUCTION
- TRANSPORTATION
- POWER GENERATION
- CASTINGS
- LARGE WELDMENTS



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## COLLABORATIVE AND CONSTRUCTIVE FEEDBACK

### SITUATION 1 – “THE COMPUTER”

AMATEUR ACTORS ARE USED TO RECREATE ACTUAL EVENTS



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## COLLABORATIVE AND CONSTRUCTIVE FEEDBACK

“THE COMPUTER”  
WHAT HAPPENED NEXT?

- A. HE QUIT
- B. I QUIT
- C. I FOLLOWED HIM DOWN THE HALL AND YELLED “STICKS AND STONES....”
- D. SOMETHING A LITTLE MORE PROFESSIONAL



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## COLLABORATIVE AND CONSTRUCTIVE FEEDBACK

“THE COMPUTER”  
WHAT HAPPENED NEXT?

- A. HR & I MET WITH JIM AND DISCUSSED HOW THE ACTIONS WERE UNACCEPTABLE AND HOW HE COULD HAVE HANDLED THE SITUATION DIFFERENTLY
- B. RECOMMENDED SOME ANGER MANAGEMENT SUPPORT
- C. TOLD JIM THAT HIS WORK PRODUCT WAS GREAT SO DON'T LET THIS INCIDENT DEFINE HIM
- A. NOTHING LIKE THIS HAPPENED AGAIN



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## **COLLABORATIVE AND CONSTRUCTIVE FEEDBACK**

### **SITUATION 2 – “THE TECHNICIAN”**

AMATEUR ACTORS ARE USED TO RECREATE ACTUAL EVENTS



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## **COLLABORATIVE AND CONSTRUCTIVE FEEDBACK**

### **“THE TECHNICIAN”**

#### **WHAT HAPPENED NEXT?**

- A. HR ASKED ME IF THIS WAS THE BEST WAY TO HANDLE THE PROBLEM
- B. I HAD TO MAKE A SPLIT SECOND DECISION AT THAT TIME ON HOW TO HANDLE
- C. NOT IDEAL, NOT BY THE BOOK. BUT HAD TO MAKE A DIFFERENT IMPRESSION THAT THIS BEHAVIOR WAS NOT ALLOWED



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## **COLLABORATIVE AND CONSTRUCTIVE FEEDBACK**

### **SITUATION 3 – “THE SALESPERSON”**

AMATEUR ACTORS ARE USED TO CREATE A FICTITIOUS EVENT



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## **COLLABORATIVE AND CONSTRUCTIVE FEEDBACK**

### **SITUATION 3 – “THE SALES PERSON”**

- ASK WHAT THEY LEARNED
- PROVIDE SUPPORT
- BE A TEACHER
- BE ENCOURAGING



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## WHAT WORKS PART 1

- **PROVIDE FEEDBACK IN A TIMELY MANNER**
- **CONTROL YOUR EMOTIONS, TAKE THE EMOTION OUT OF THE PROCESS**
- **DISCUSS FACTS NOT HEARSAY OR RUMORS**
- **ASK QUESTIONS AND LISTEN. DO A LOT OF LISTENING!**
- **OFFER TO HELP BUT DON'T PUT THE MONKEY ON YOUR BACK**



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## WHAT WORKS PART 2

- **DESCRIBE WHAT DESIRED BEHAVIOR OR IMPROVEMENT LOOKS LIKE**
- **OFFER RESOURCES FOR IMPROVEMENT**
- **DISCUSS IN TERMS OF HOW THE FEEDBACK AFFECTS PERFORMANCE IN THEIR JOB.  
DON'T MAKE IT PERSONAL**
- **BE WILLING TO INVEST YOUR OWN TIME TO HELP MAKE SOMEONE BETTER. THEY  
MAY BE SOMEONE YOU LEAN ON IN THE FUTURE.**



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