

# INSTALLING THE HABITS OF A STRATEGIC LEADER

BROUGHT TO YOU BY:



**Manufacturers Alliance**  
Providing Training & Education Peer to Peer

# GUEST SPEAKER



**Melissa Sawin, COO**  
Pella Northland

- ✓ How to be approachable
- ✓ How to provide radical candor
- ✓ Implementation through PDCA cycle

# **HABITS OF STRATEGIC LEADERSHIP**

**MANUFACTURERS ALLIANCE**



# LEADERSHIP – BAD HABITS

- Chronic firefighting
- Just doing it yourself = Army of 1
- Allowing them to make it your problem
- Giving them the answer
- Assuming you know why expectations are not met
- Not understanding the details of the current process

I'm a good person,



I just have  
**bad habits.**

# STRATEGIC LEADERSHIP - DEFINED

- Vision
- Different management styles
- Adapt to changing environment
- Remain competitive
- Motivate and persuade





# STRATEGIC LEADERSHIP - PDCA



- PLAN = Create and communicate VISION
- DO = Set clear expectations
- CHECK = Audit all levels of the organization
- ACT = Praise and course correct
- REPEAT. . .

# PLAN = VISION

Where are we going & by when?

Make the WHY bigger than the how

Say it 7 Times: Overcommunicate

## WHAT YOU SAY



## WHAT THEY HEAR

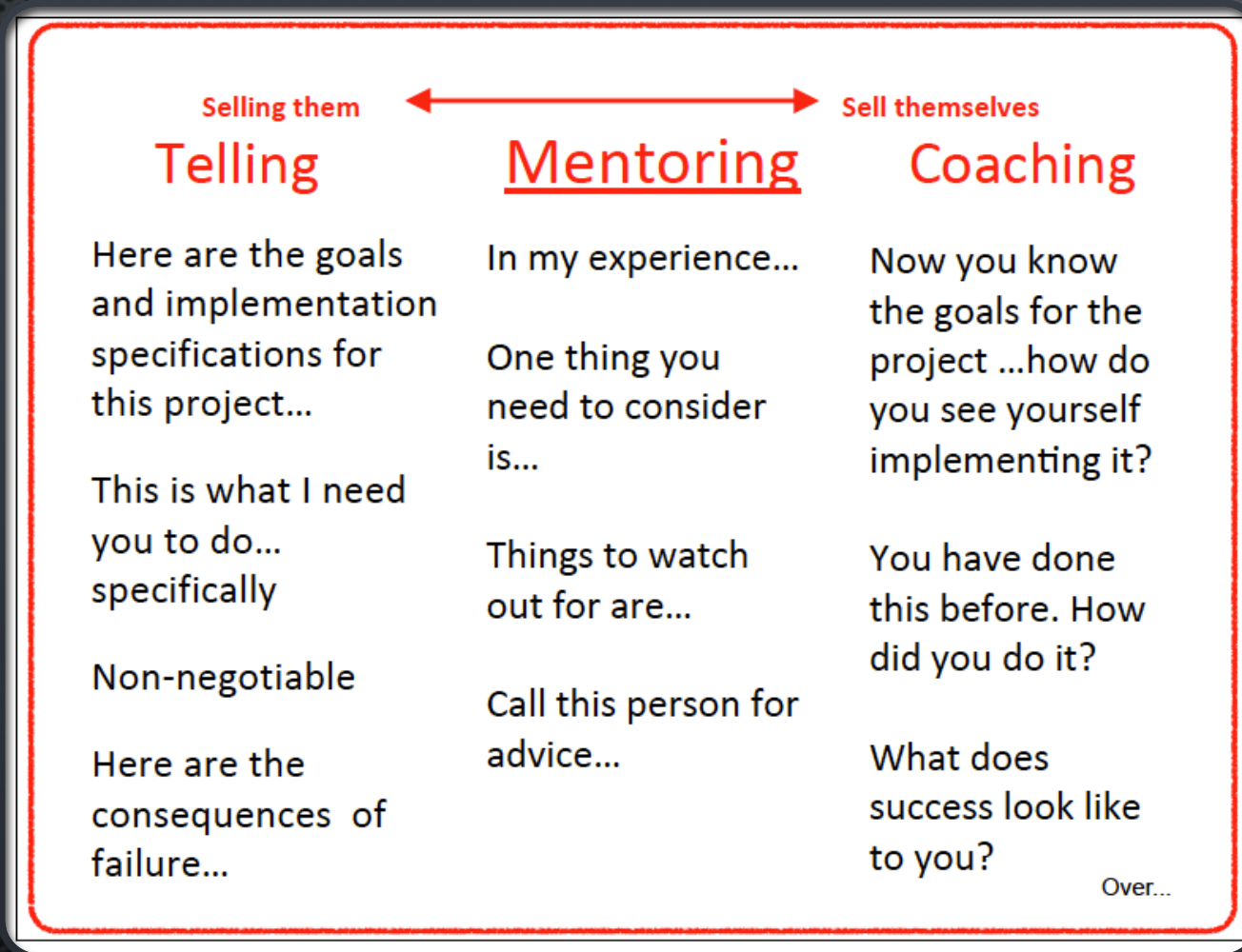


Phases of Hearing Something New:

1. Hearing
2. Awareness
3. Critical Thinking
4. Ability to Act
5. Internalizing = guides actions and behaviors



# DO = COACH



- Help them understand their role in achieving the vision
- Help them create their individual plan
- Set clear, specific expectations
  - Teamwork & collaboration
- Utilize different management styles tailored to each team member



# CHECK = AUDIT

- Each layer of the organization
- Are they following the standard work?
- Are they improving the standard?
- Are they meeting expectations?
- If not, why not?



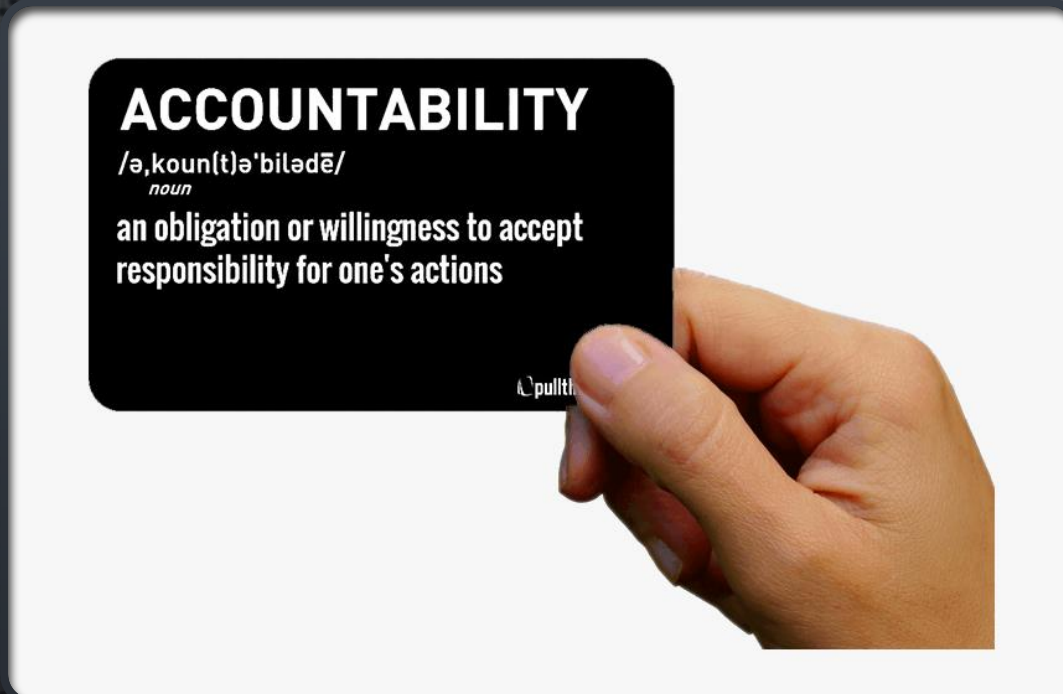
# ACT = ACCOUNTABILITY

Where meeting (or exceeding) expectations

- Praise for a job well done
- Raise the bar and PDCA


Where not meeting expectations

- Identification of gaps
- Ask questions & investigate to understand why
- Corrective action plan
- Constructive criticism if necessary
- Repeat PDCA





# LEADERSHIP – GOOD HABITS



“ I'll take  
good habits  
over good luck. ”

- Brendon Burchard

- Ask lots of questions
- Listen to understand
- Bias against assumptions
- Open door policy
- Model great leadership
  - Vulnerable
  - Humble
  - Authentic
- Manage your own time
  - 60%+ PDCA with your team members

# LEADERSHIP – PERSONAL HABITS

- Block time on my own calendar for “White Space”
- MBWA (Management by Walking Around)
  - I can’t lead from my office
- Find teaching moments
  - Tie back to mission and values EVERY TIME
- Require teamwork and collaboration
  - Break down silos



1

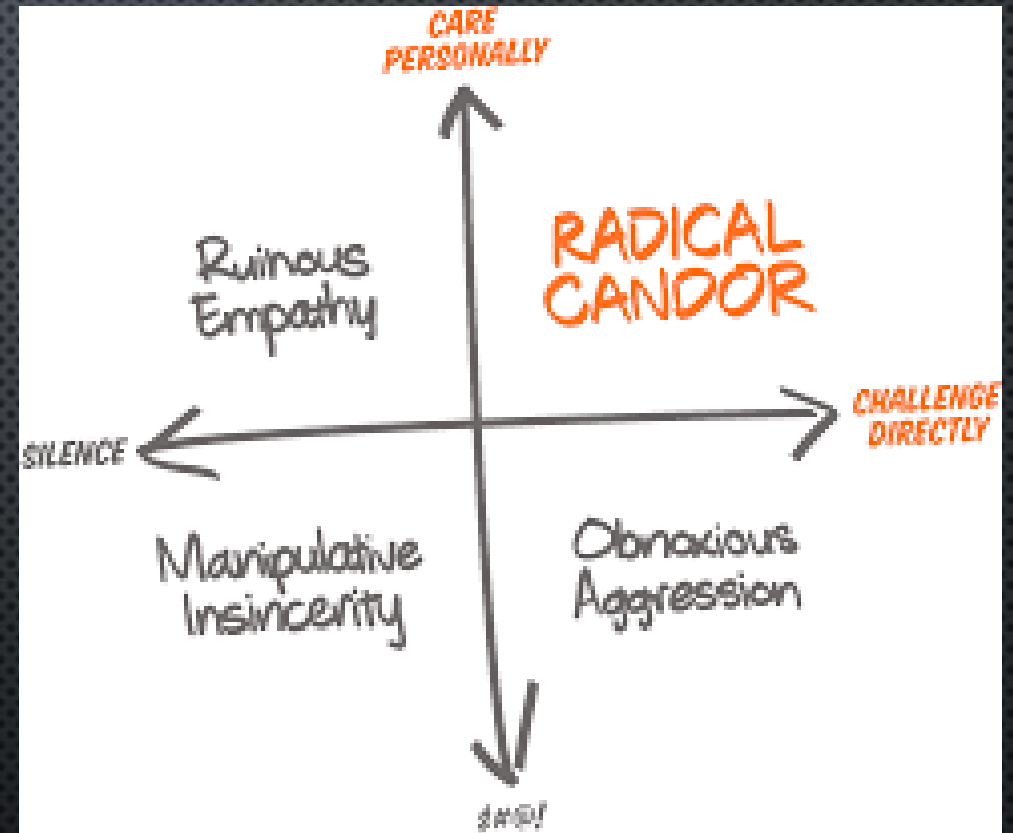
Take the Time to Walk  
Every day

| Time  | Activity         |
|-------|------------------|
| 9:00  | Stand-up Meeting |
| 10:00 | MBWA - Office    |
| 12:00 | MBWA - Shopfloor |



# LEADERSHIP – PERSONAL HABITS

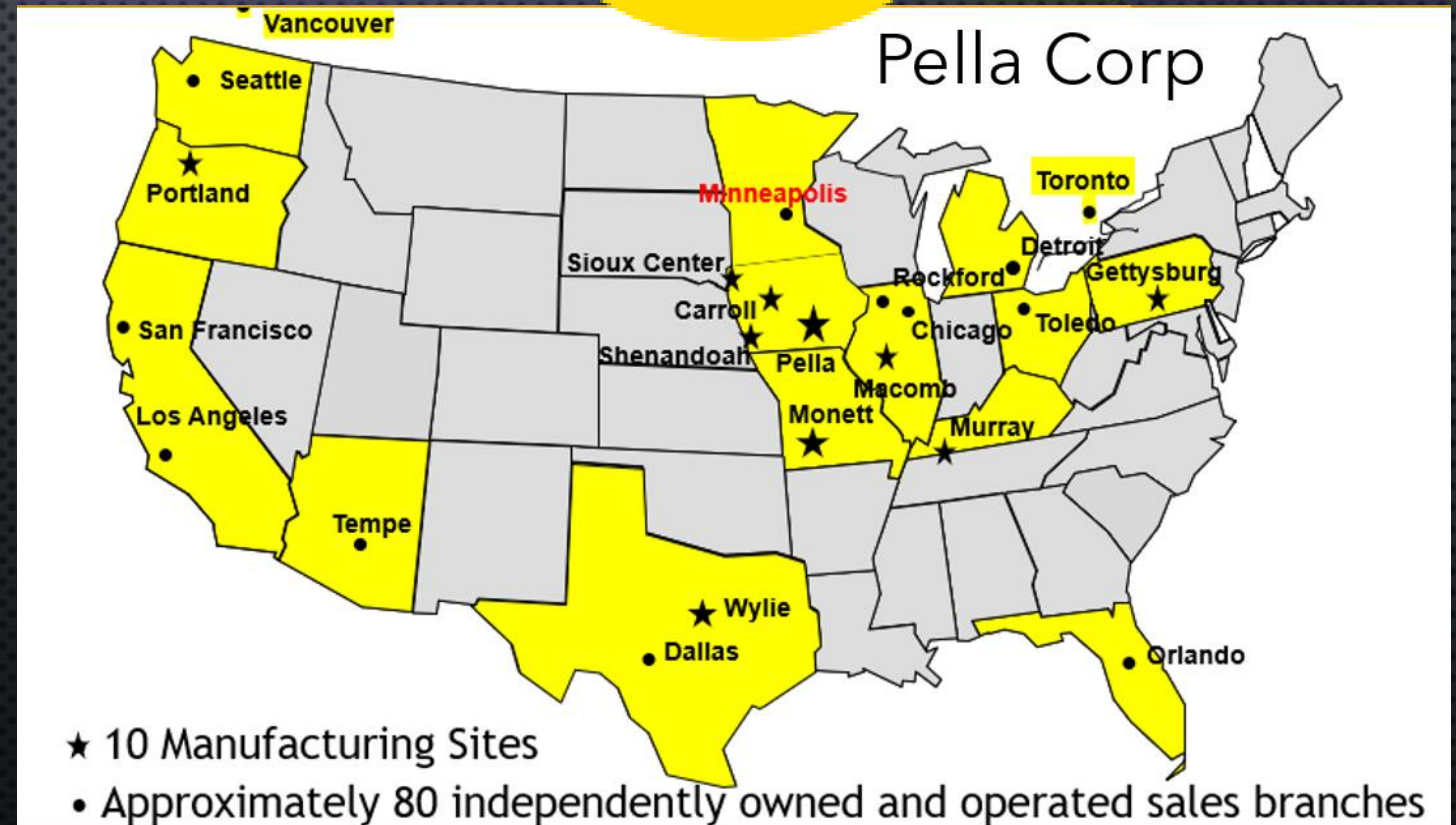
- Adopt the rule of 7
  - Most employees feel like they are in a communication Desert
- RADICAL CANDOR
  - Lose the “Minnesota Nice”
  - Have the courage to be direct
    - Anything less might be easier on you
    - Harder for team members in the long run
  - Teach/coach your direct reports to do the same



# WHO IS PELLA NORTHLAND?



- Pella = 2<sup>nd</sup> largest wood window and door manufacturer in the world
- Pella Direct Sales Network
  - Sell only Pella Products
  - Pella Dedicated Showrooms
  - Wood, Fiberglass & Vinyl





# WHO IS PELLA NORTHLAND?



- Sales & Service Business
  - Retail, Trade & Commercial
  - Order Verification
  - Installation
  - Delivery
  - Service (warranty/billable)
- Private ownership
- 145 team members
- One of top 3 branches



# LEADERSHIP – RESOURCES

**THE ESSENTIAL SKILLS OF STRATEGIC LEADERSHIP:**

[HTTPS://HBR.ORG/2013/01/STRATEGIC-LEADERSHIP-THE-ESSENTIAL-SKILLS](https://hbr.org/2013/01/strategic-leadership-the-essential-skills)

**HOW TO TACKLE TOUGH CONVERSATIONS AT WORK WITH BRENDAN WOVCHKO**

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=WHZZU2SQUUW](https://www.youtube.com/watch?v=WHZZU2SQUUW)

**WHY SENIOR LEADERS NEED WHITE SPACE:**

[HTTPS://WWW.FORBES.COM/SITES/FORBESCOACHESCOUNCIL/2019/09/27/WHY-SENIOR-LEADERS-NEED-WHITE-SPACE-IN-THEIR-CALENDARS-AND-HOW-TO-MAKE-IT-HAPPEN/?SH=DF58A7246B30](https://www.forbes.com/sites/forbescoachescouncil/2019/09/27/why-senior-leaders-need-white-space-in-their-calendars-and-how-to-make-it-happen/?sh=df58a7246b30)

**WE'RE ALL IN THIS TOGETHER: CREATING A TEAM CULTURE OF HIGH PERFORMANCE, TRUST AND BELONGING:**

[HTTPS://MIKE-ROBBINS.COM/TOGETHER/](https://mike-robbins.com/together/)

**TEAMWORK: THE FIVE DYSFUNCTIONS OF A TEAM**

[HTTPS://WWW.TABLEGROUP.COM/TOPICS-AND-RESOURCES/TEAMWORK-5-DYSFUNCTIONS/](https://www.tablegroup.com/topics-and-resources/teamwork-5-dysfunctions/)



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