Effective Terminal Operations: Practical Management Tips

Presented by:
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THE CENTRE for Organization Effectiveness
1250 Sixth Avenue, Suite 150
San Diego, CA 92101

Agenda

- **Decision Making and Delegation**
- **Developing a Customer Service Culture**
- **Staying Adaptable and Resilient**

About THE CENTRE

Our vision is to raise the caliber of leadership
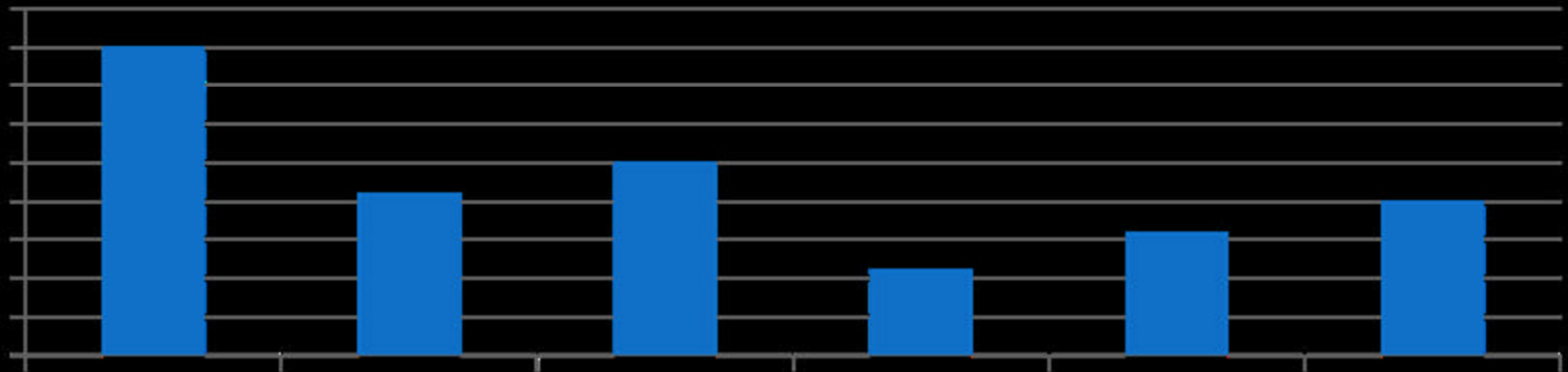through academies, forums, seminars,
facilitation and consulting

**Unique One
Stop Shop**

Joint Powers Authority
- City of San Diego
- San Diego County Water Authority

**Clients include local, regional and state
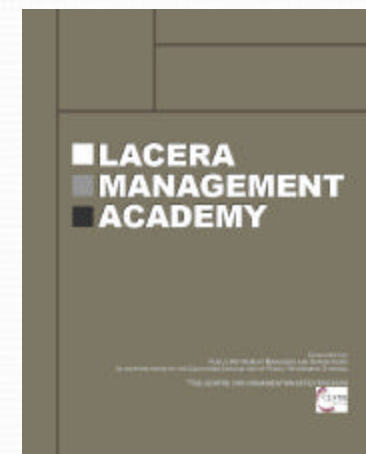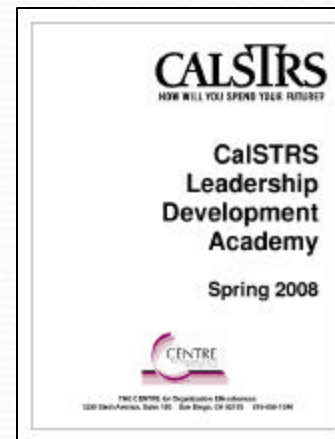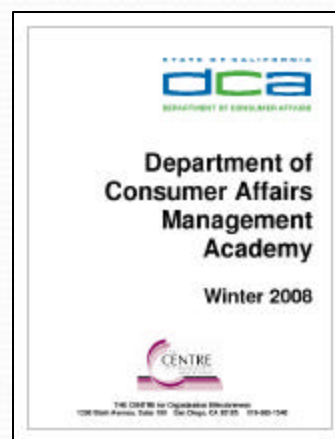agencies**

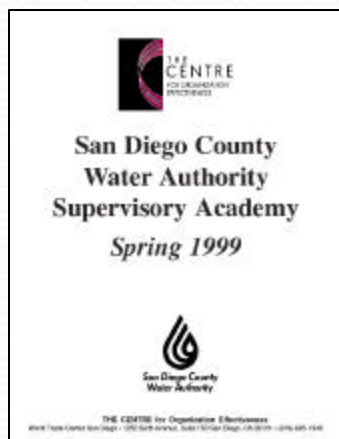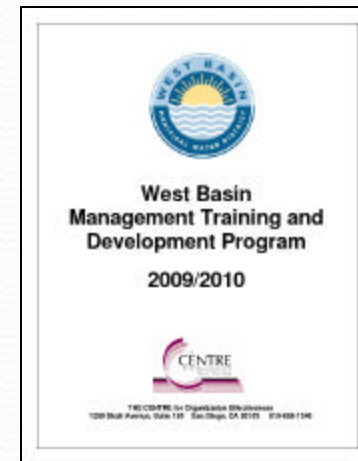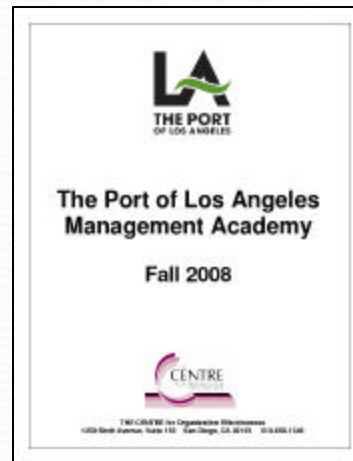# Who We Serve

Products & Services

- The Executive Institute
- The Certified Public Manager Program
- The Management Academy
- The Supervisors Academy
- The Field Supervisors Academy
- The Professional Assistants Academy
- Diversity Educational Sessions
- The Competency Instrument
- THE CENTRE's Leadership Forums/Series
- Community Forums/Seminars on Topical Issues
- Workshops/Presentations

Customized Training

- **22** Client systems, including the Port of Los Angeles
- Completely tailored training to fit client needs
- Core content validated to best practices and incorporate current behavioral science research
- Capitalize on consultant experience and expertise
- Since inception, CENTRE has designed and delivered
  - Approximately 100 academies statewide
  - Training for approximately 3,000 participants

Some of our Products

"CSLB's Enforcement
Staff Series – the
Fundamentals"

Spring/Summer 2009

The Port of Los Angeles
Management Academy

Fall 2008

West Basin
Management Training and
Development Program

2009/2010

San Diego County
Water Authority
Supervisory Academy

Spring 1999

Department of
Consumer Affairs
Management
Academy

Winter 2008

CalSTRS
Leadership
Development
Academy

Spring 2008

LACERA
MANAGEMENT
ACADEMY

Port of Los Angeles
Ten Day Agenda

- ➢ **Day One**
  - Welcome, Introductions
  - Leadership
  - Mind Map Activity
  - Strategic & Systems Thinking

- ➢ **Day Two**
  - Port Mission, Vision, Values
  - Maritime 101
  - Issues Facing the Region
  - Project Teams/Group Dynamics

Port of Los Angeles
Ten Day Agenda

- **Day Three**
  - Competency Instrument
  - Communication Concepts/Skills
  - Lunch Speaker – Communication
  - Project Teams

- **Day Four and Five**
  - Building a High Performing Team
  - Project Teams

Port of Los Angeles Ten Day Agenda

➤ **Day Six**

- Cultural Awareness

- Risk-Taking & Innovation

- Power & Politics

➤ **Day Seven**

- Decision-Making & Decisiveness

- Effective Delegation & Management

- Ethics & Ethical Decision Making

Port of Los Angeles
Ten Day Agenda

- ➤ **Day Eight**
  - Performance Management
  - Creating Customer Service Culture

- ➤ **Day Nine**
  - Change, Adaptability & Resilience
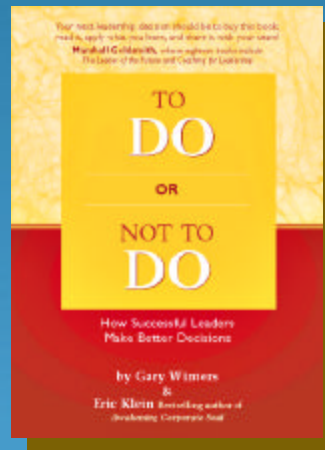 - Effective Presentation Tips
  - Project Teams

Port of Los Angeles
Ten Day Agenda

- ➤ **Day Ten**
  - **Project Team Preparation**
  - **Project Presentation to Executive Team**
  - **Graduation & Luncheon**

How Successful Leaders Make Better Decisions

Prepared by Gary Winters

Presented by:

Trudy Sopp, Ph.D., Founder and Consulting Partner

THE CENTRE for Organization Effectiveness

Establishing project priorities

Suppose your department was tasked with trimming its budget by 5% next year, and you have to choose which projects would be put on hold or eliminated.

How would you choose which projects to be recommended be shelved or axed?

How would you decide?

- *Make the decision by yourself?*
- *Make a tentative decision and run it by the team?*
- *Get input from the team and then decide on your own?*
- *Pull the team together and get consensus?*
- *Pull the team together and delegate it to them?*

Five decision making styles

- Make the decision by myself
- Make a tentative decision and run it by the team
- Get input from the team and then decide
- Pull the team together and get consensus
- Pull the team together and delegate it to them

- Now Hear This!

- Trial Balloon

- Buck Stop

- Life Raft

- You Tell Me!

Now Hear This!
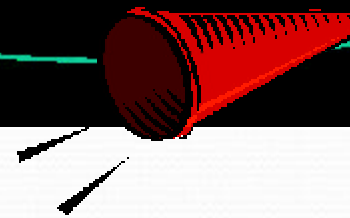
- **The leader is responsible for…**
  - Revealing the decision
  - Responding to any questions
  - Facilitating a limited discussion, if necessary

- **Team members are responsible for…**
  - Asking for clarification if needed
  - Implementing the decision

Trial Balloon
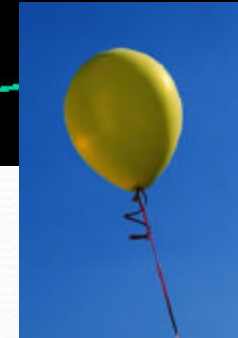
- **The leader is responsible for...**
  - Making the (tentative) decision
  - Seeking reaction, suggestions and other input
  - Making the final decision

- **Team members are responsible for...**
  - Asking for clarification if needed
  - Providing input, suggestions and expertise
  - Implementing the decision

Buck Stop

- **The leader is responsible for...**
  - **Presenting the issue to the team**
  - **Soliciting their ideas, suggestions, concerns**
  - **Making the final decision**

- **Team members are responsible for...**
  - **Asking for clarification if needed**
  - **Providing input, suggestions and expertise**
  - **Implementing the decision**
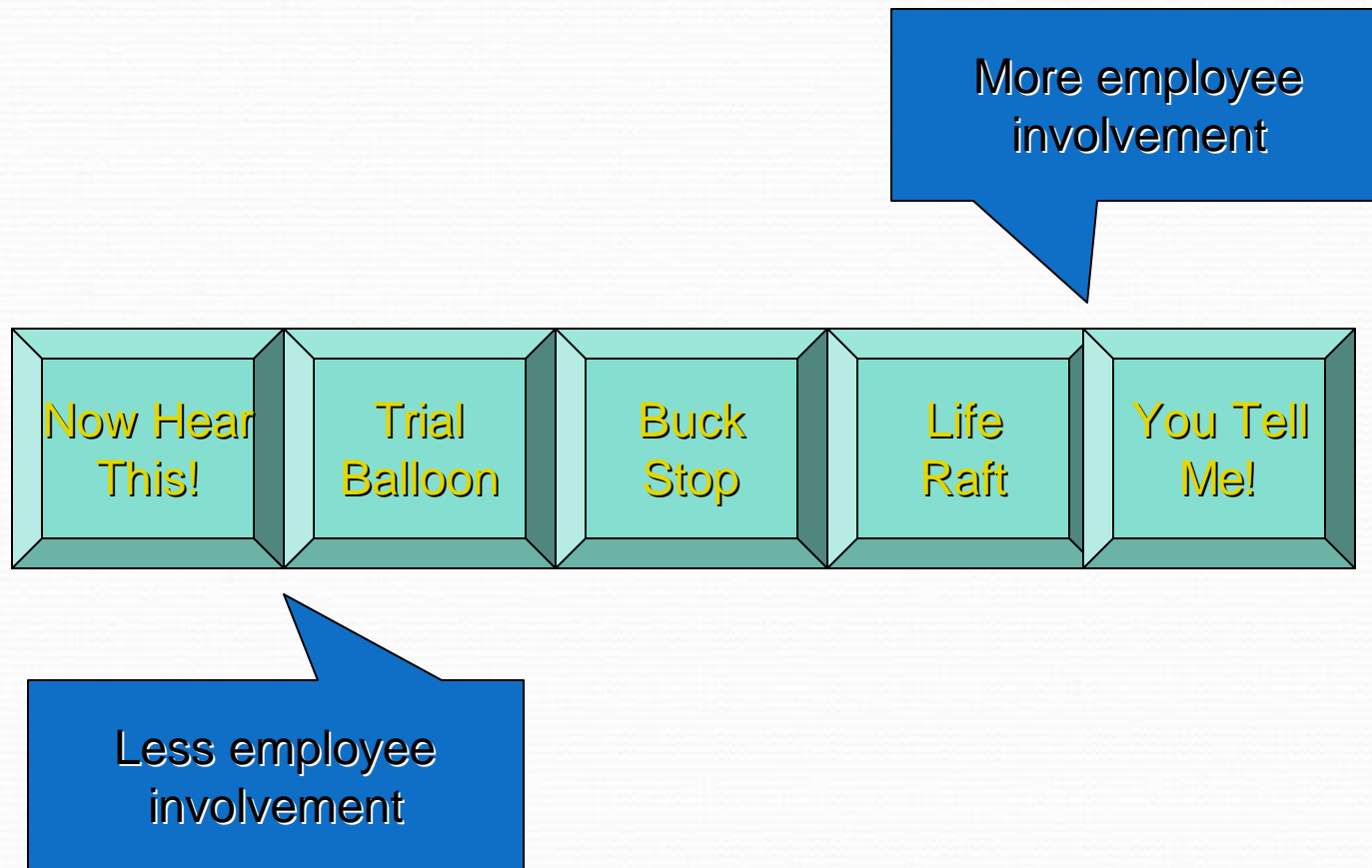
Life Raft

- **The leader is responsible for...**
  - Presenting the issue to the team
  - Defining the boundaries and parameters
  - Facilitating a consensus-based decision meeting

- **Team members are responsible for...**
  - Full, active participation
  - Offering analysis and recommendations
  - Choosing an alternative they can "live with" and support

You Tell Me!

- **The leader is responsible for...**
  - Presenting the issue to the team
  - Defining the boundaries and parameters
  - Turning the decision over to the group

- **Team members are responsible for...**
  - Full, active participation
  - Offering analysis and recommendations
  - Making a decision that fits within the parameters

The Decision Making Continuum

More employee involvement

| Now Hear This! | Trial Balloon | Buck Stop | Life Raft | You Tell Me! |

Less employee involvement

# First question: *Compliance* or *Commitment* ?

Compliance

- Doing something because they have to
- Doing something because it needs to be done
- Following the rules
- Conforming
- Chain of command
- Fear of consequences

Commitment

- Doing something they believe in it
- Taking ownership
- Trust
- Dedication
- Loyalty
- Support
- Doing something they want to do

Compliance or Commitment?

Commitment

| Now Hear This! | Trial Balloon | Buck Stop | Life Raft | You Tell Me! |

Compliance
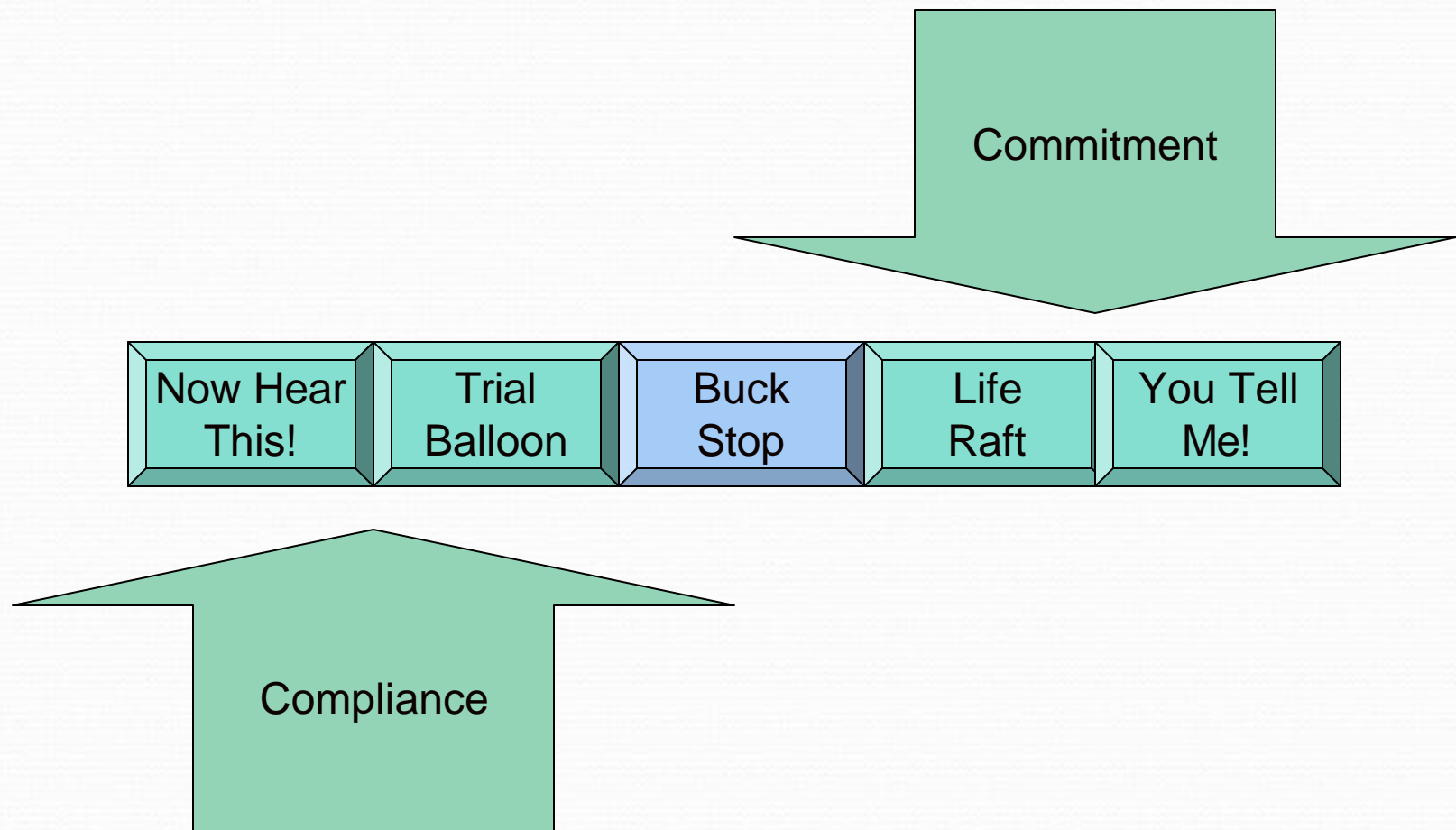
How much time is available?

How much time is available?

More

| Now Hear This! | Trial Balloon | Buck Stop | Life Raft | You Tell Me! |

Less

How skilled is your team making decisions?

How skilled is your team at making decisions?

More

Now Hear This!	Trial Balloon	Buck Stop	Life Raft	You Tell Me!

Less

Consensus

"Then we are agreed nine to one that we will say our previous vote was unanimous!"

What is consensus?

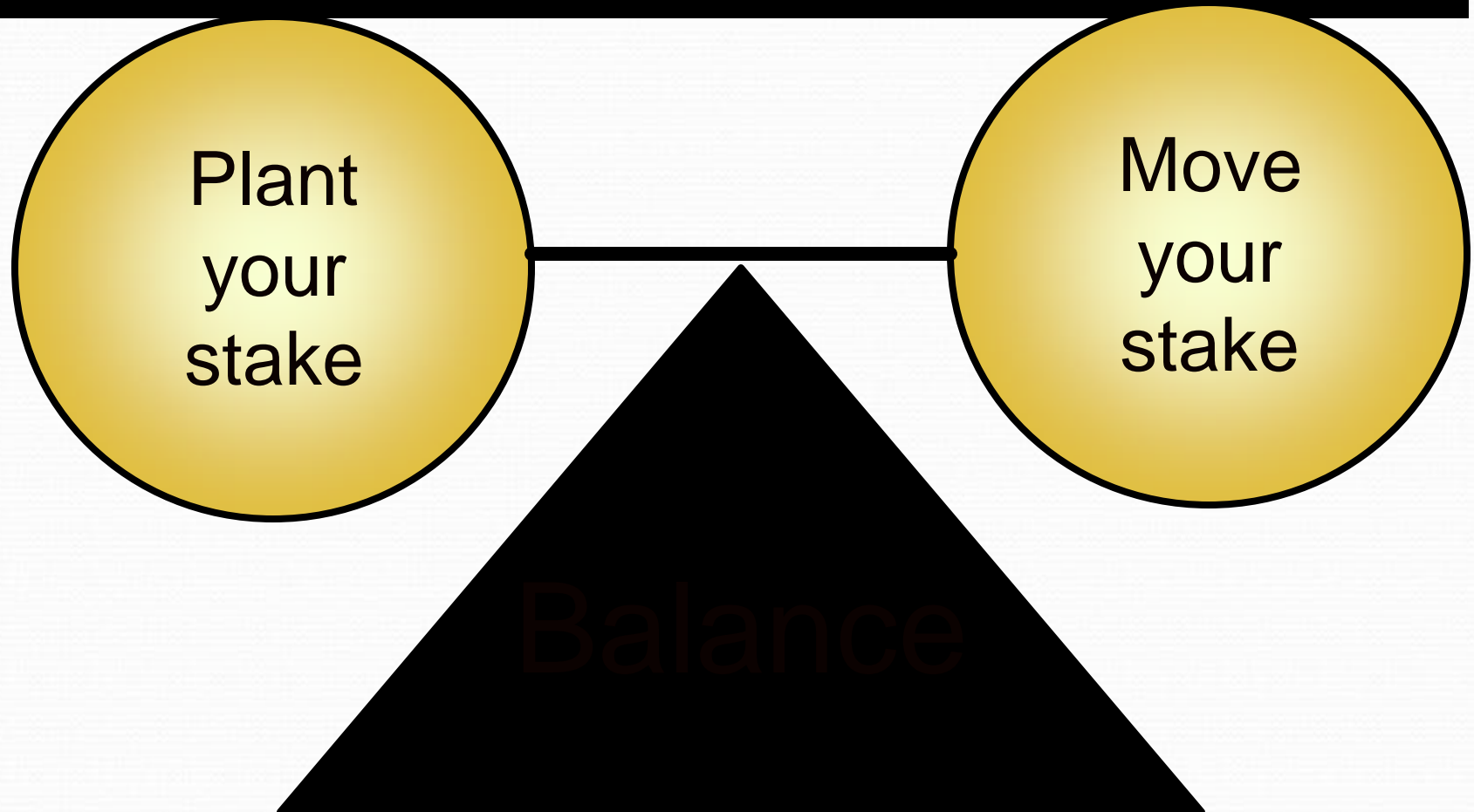- **Consensus is...**
  - Buy in
  - Shared understanding
  - Best thinking
  - A decision everyone can 'live with'

- **Consensus is not...**
  - Unanimity
  - Giving in
  - The product of a vote
  - Silence
  - Horse trading

Consensus means finding a proposal that everyone **can substantially agree with** and **will fully support**.

To achieve consensus...

Plant your stake

Move your stake

Balance

Planting your stake, moving your stake

- **Planting**
  - Put your ideas on the table
  - Let other people know what you think
  - Explain your reasoning
  - Openly declare where you stand on the issue

- **Moving**
  - Ask questions to understand other perspectives
  - Let other ideas change or modify your thinking
  - Seek the best thinking available in the group
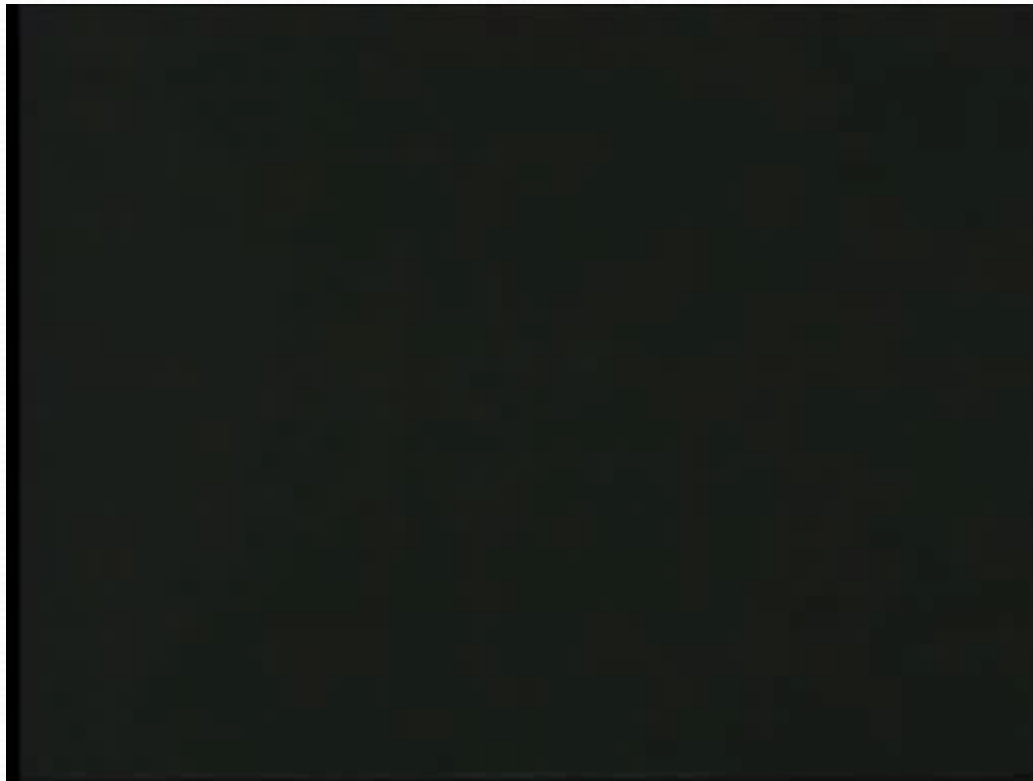
To test for consensus...

Key points

- There are five ways to make decisions that impact your team

- Teach the styles to your team

- Remember people will be more committed to those decisions they help shape

- Be <u>TRANSPARENT</u> in your decision-making process

Apollo 13 – Video Clip 1

Apollo 13 – Video Clip 2
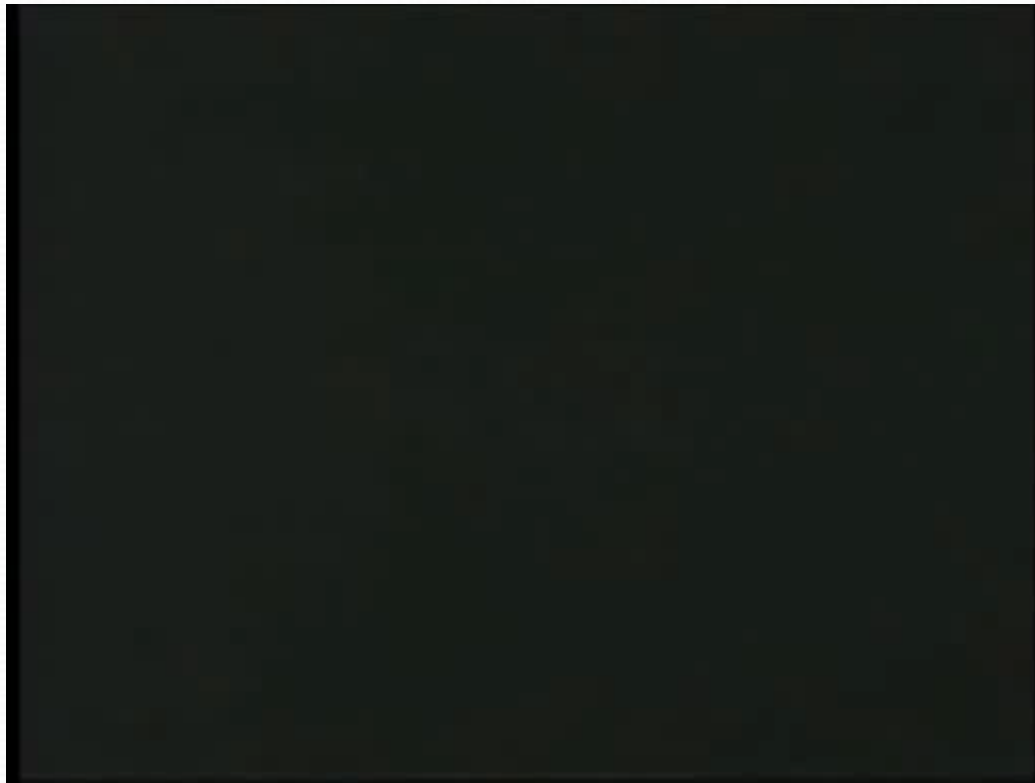
Tips for Creating and Sustaining a Service Oriented Culture

Keren Stashower, MSW, Senior Consultant
THE CENTRE for Organization Effectiveness

WHY FOCUS ON SERVICE?

- **Public opinion**

- **Reputation**

- **Competition**

- **Increased customer demands**

- **Increased access**

When customers are dissatisfied...

- 96% will not voice their complaint directly

- If they have a choice, 90% will not return

- They will tell an average of 9 people

- And they will tell and average of 3 people

What do customers want?

- **Reliability** — The ability to perform to perform dependably and reliably

- **Responsiveness** — Willingness to help promptly

- **Assurance** — Knowledgeable and courteous employees who convey confidence and trust

- **Empathy** — Caring, individualized attention

- **Tangibles** — Appearance of facilities, employees communication materials, etc.

And, by the way…

- Customers are more demanding

- Customers think they know what they need

- Customers are increasingly distrustful

- Customers expect answers right away

- Employee and customer satisfaction are linked

Customer Service Relationships

External Customers *served by* Product distributors · Direct service providers *served by* Support departments · Production or operations departments
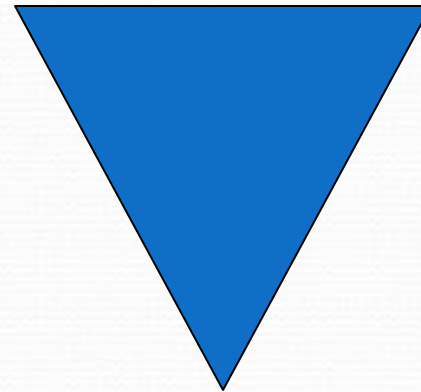
PARTNERSHIP RELATIONSHIPS
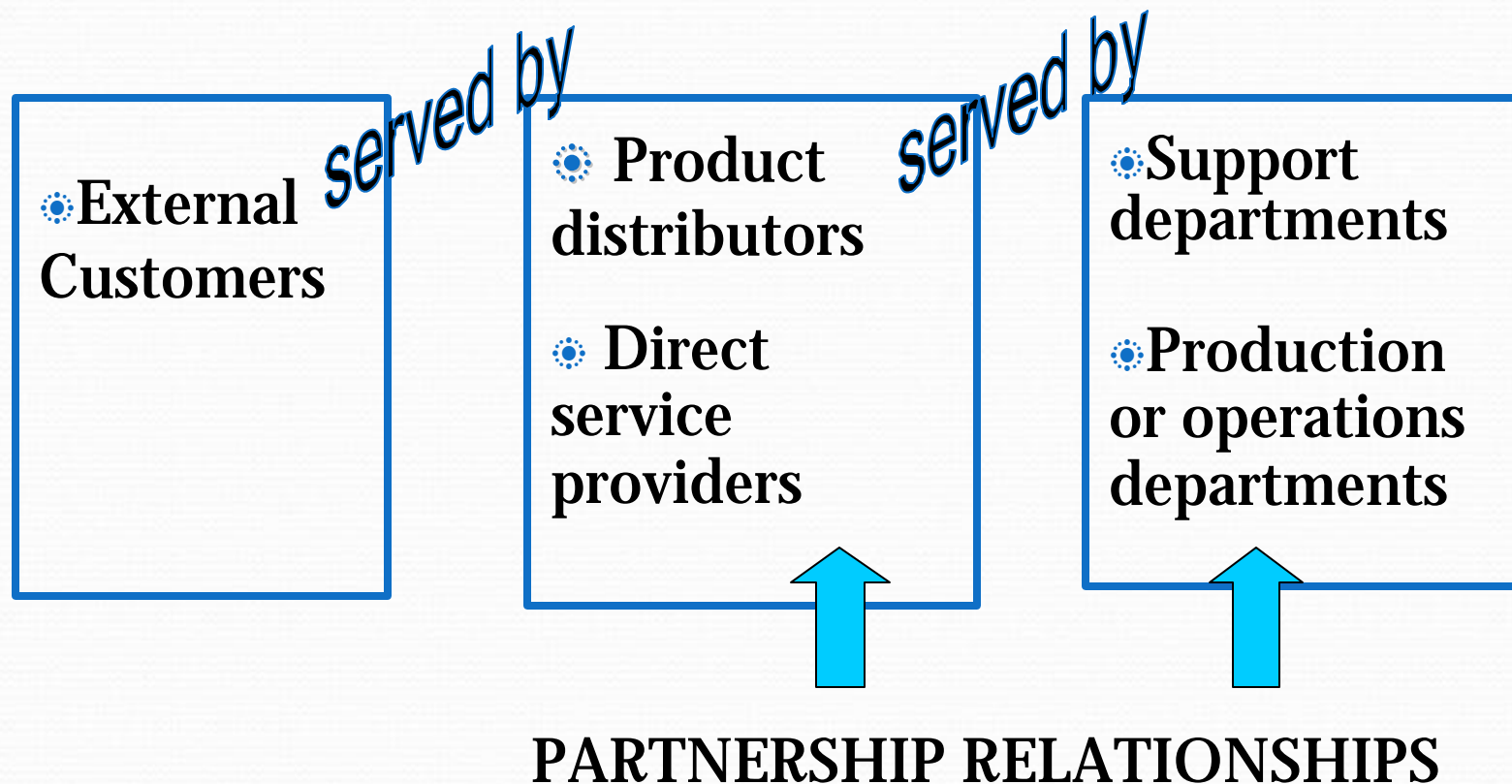
this model states....

If you are not serving the customer, you better be serving someone who is!

External customers

Internal customers

WHAT IMPROVES SERVICE DELIVERY?

- ★ Service Oriented Organizational Culture

- ★ Systems Model for Service Enhancement

What is Organizational Culture?

- *The collective belief systems that people within the organization have about their ability to excel—and how the act on those beliefs to bring value-added services and products to their customers* (Jerome Want, <u>Corporate Culture, 2007</u>)

- Culture is revealed through attitudes, belief systems, dreams, behaviors, values, rites, organizational rituals and the conduct of its employees and management.

Leadership and Vision

- Obsession from the top

- Redefine what's possible

- Talk it, model it, stay the course

- Provide support and recognize the emotional toll

- Think big: What will the customers of the future need from the services you provide? How will they access government?

- Include others in thinking big

Service Cultures

- Customers feel special
  - Treated like owners
  - Culture of innovation and questioning
  - Importance of Kindness

- Employees offer help
  - Cultural expectation to go out of your way

- Little things mean a lot
  - Anticipate needs
  - Learn from things gone wrong; make them right in the future

- Value of time
  - Sense of urgency around customers' needs
  - Satisfaction in handling requests quickly

Culture of Kindness

- Key values: Respect, Kindness, dignity, courtesy

- The way you treat your employees will be the way you treat your customers.

# Organizational Culture

MOMENTS OF TRUTH

Any episode in which the customer comes into contact with some aspect of the organization and gets an impression of their service and whether or not they care.

ALL OUT RECOVERY STRATEGY

Regardless of the origin, staff members all assume responsibility for the customers' problem at hand and try to fix it.

2. Systems Model for Service Enhancement
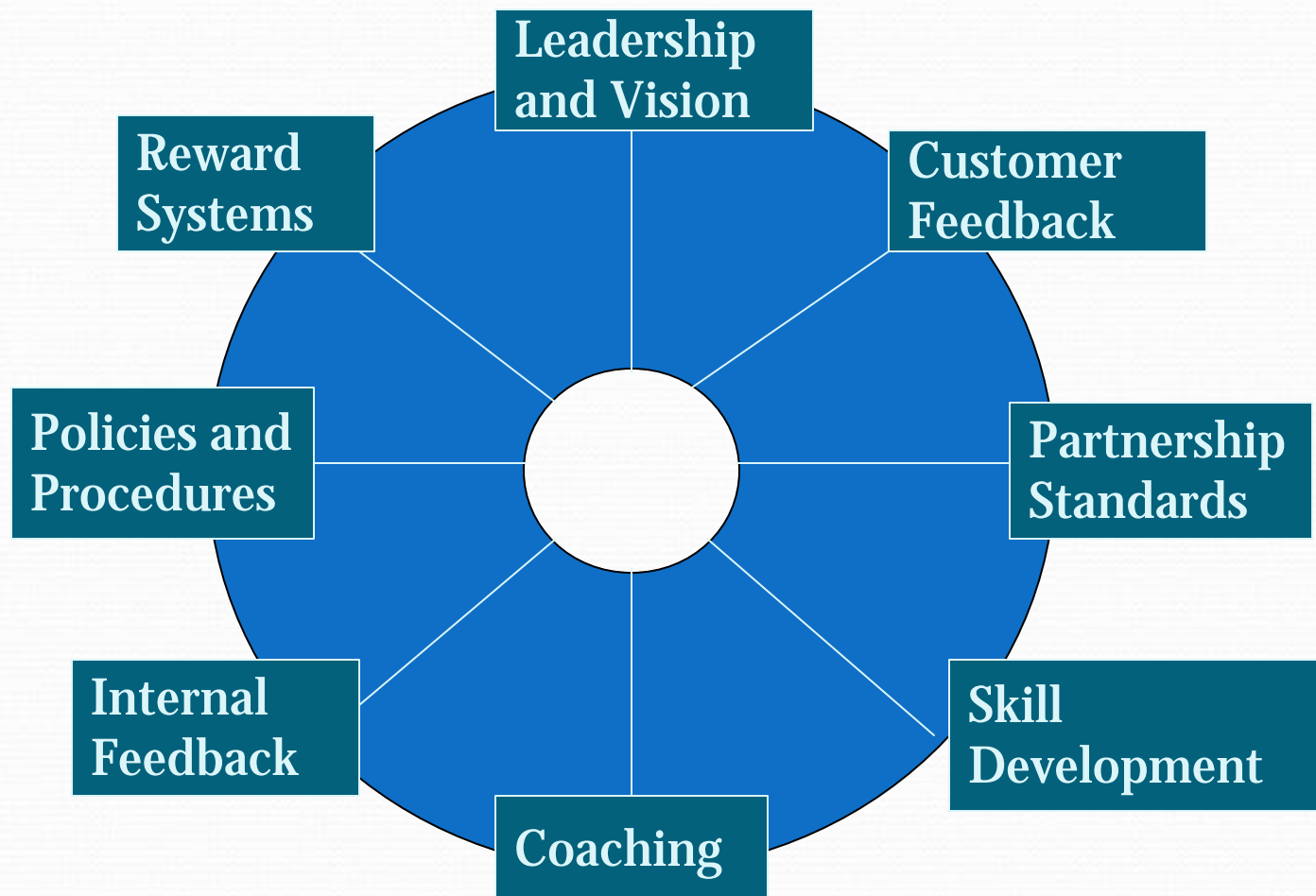
Customer Feedback Methods

- Needs assessments

- Surveys

- Interviews

- Focus groups

- Complaint trending and reporting

Where to begin?

- What are the top 2 or 3 things (within your control) that you could do to move forward in this area?

- Be prepared to share with the larger group.

Staying Adaptable and Resilient

Trudy Sopp, Ph.D., Founder and Consulting Partner
THE CENTRE for Organization Effectiveness

Adaptability

- Deals with and implements change creatively
- Demonstrates flexibility
- Aware of how changes effect others
- Implements new technology to improve organizational effectiveness
- Persistent in accomplishing goals

Resilience

- Demonstrates a bias towards optimism
- Displays energy and hardiness despite large amounts of work
- Possesses qualities of hardiness and stamina
- Quickly bounces back from setbacks
- Views failures as opportunities to build character

Susan Boyle Video Clip

Research Origins

- Study of profound stressors
- Children of schizophrenic parents
- Holocaust survivors
- POW survivors
- Coconut Grove fire
- Inner city children
- Harvard 60 year study (Vaillant)

Who Is This?

- Failed in business – age 22
- Ran for legislature, defeated – age 23
- Again failed in business – age 24
- Elected to legislature – age 25
- Sweetheart died – age 26
- Had a nervous breakdown – age 27
- Defeated for Speaker – age 29
- Defeated for Elector – age 31
- Defeated for Congress – age 37
- Elected to Congress – age 37
- Defeated for Congress – age 39
- Defeated for Senate – age 46
- Defeated for Vice President – age 47
- Defeated for Senate – age 49
- Elected President of the United States – age 51

Current Thinking

- Resilience is not only hardwired but can be learned
- Those not born with it learn it faster than those who are born resilient
- Key elements include:
  - sense of humor
  - ability to form relationships
  - an inner psychological space

Lack of Resilience Symptoms

- Need for control
- Mistrust and suspicion
- Disconnection from spirituality
- No sense of purpose
- Victim thinking and blaming
- Disconnection from feelings
- Rigid thinking
- Negative attitudes
- No healthy support systems
- Lack of balance/achievement orientation

Characteristics of Resilience

- Staunch acceptance of reality
  - It's not blind optimism
  - Ability to learn from difficult times
  - Ability to tolerate ambiguity
  - Ability to pace themselves
  - It is the willingness to play the long game

Characteristics of Resilience

- See life as meaningful
  - Have an anchor within
  - Have a deeply held sense of values
  - Able to create meaning for themselves-Victor Frankel
  - Face down reality - Rick Rescorla
  - Use their personal power
  - Take risks in service of values and goals

Characteristics of Resilience

- Connected to the world around
  - Maintain a circle of friends, family and colleagues
  - Seek out these people and share thoughts, ideas and frustrations
  - Take initiative in sustaining relationships
  - Network information, contacts and resources

Characteristics of Resilience

- Ingenuity
  - Tinker, experiment, explore
  - Look for habits to give up and new ones to start
  - Perpetual learners
  - Always in training
  - Future oriented - "what if, why not"
  - Systems thinkers - see links not lines

Experts at Resilience

"They simply don't think about failure. One of them said during an interview that 'a mistake is just another way of doing things'".

Learning to Lead,

Bennis and Goldsmith

The Spiritual Dimension

- Reconnecting or revealing personal values is essential to finding meaning in work and life

- Practice of our values reinforces them in tough times - be it religious/spiritual activity, volunteer pursuits, family commitments or political action

The Mental Dimension

- Learn something new daily
- Read thoughtful articles, books
- Find skills that would benefit you at work or at home and take a class or disciplined self study course and learn them
- In non - work pursuits, build in time for identifying what you learned from an experience
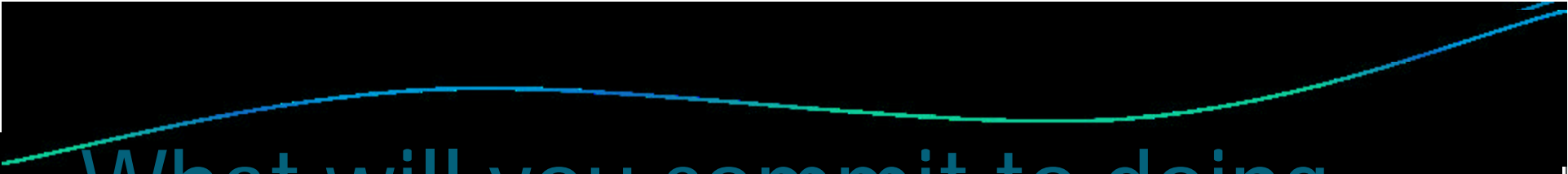- Write down your thoughts, plan and goals and evaluate them

The Social/Emotional Dimension

- Find a confidant and spend time with them - often this is best someone not in your work group
- Listen and empathize as well as vent
- Make time for friends and family a priority
- Take time to do activities that you love

Resilience Self -Assessment

1. How do you maintain a realistically positive attitude?
2. What type of stress challenges you?

    What energizes your at work?
3. What strategies do you use to bounce back from defeat?
4. How can you use humor to relieve stress?

What will you commit to doing when you leave today?

- What new ideas will you commit to trying after you leave today?

- Make a note to yourself about what you will start doing to enhance your resilience

- Note a date to check your progress

For Questions or Comments regarding this material, please contact:

Dr. Trudy Sopp, Founder & Consulting Partner

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