

A Few Ideas About Me That Will Make It Easier for Us to Work Together

1. I am driven to achieve. Goals are meant to be achieved and new ones set. I compete against myself because that gives me a constant and consistent challenger.
2. I expect you to do what you say you will. I do not expect you to try to do more than you can successfully. If you cannot complete a task to its best possible outcome, then tell me what you need to do so.
3. I am reasonable. You can share with me what is in your way to achieve success, and we will work together to overcome.
4. The perfect factory is a boring factory. I won't relax or relent until we have achieved that. Excitement is meant for home and family. Stability, predictability, and sustainability is for the factory. Boring is the ultimate performance outcome.
5. I do not want work to be a hassle. I want everyone to come to work and do their best and for there to be no surprises for anyone. Everything you need to do your job well should be provided to you. This should be true of everyone that works for you, as well.
6. I expect you to run your business as if you owned it. I believe we own it together, but you run your business. Ask me for help when you need it.
7. Leadership is about taking care of people, not taking people for granted. When everyone around you is successful, only then can you claim success for yourself and for the company.
8. My intentions are never going to be to harm you. My objective is to contribute to your success first. You can ask anything you need to, so long as you are respectful.
9. I have a great sense of humor, and I am playful. Don't misinterpret that as weakness or disinterest. Work is always first. Once the work is complete and under control, playfulness is acceptable. Horseplay or any unsafe act is never acceptable.
10. I am a lean practitioner, and I will teach you to be the same. If it doesn't make sense, you aren't doing it right. It doesn't hurt.
11. It takes a flourishing community to serve a customer. That is the culture I am working to create in my organization and area of responsibility.
12. My responsibility is to set targets and hold you accountable to achieving them. Your job is to work with your teams to develop standard processes to produce the targeted outcomes. The two questions that I will ask, and you should ask yourself and your teams are these:
 - a. Did you follow your standard work?
 - b. Did you produce the intended results?
13. Problems will happen, and our plans will not always work out. If you can be prepared to answer these questions, you will always be prepared for the conversation I will expect of you:
 - a. When did the breakdown or failure occur?
 - b. What can you tell me about it now?
 - c. What do you think it will take to correct the situation?
 - d. When will the correction be implemented and the process be stabilized?
14. Accountability means the obligation to report, explain, or justify something. We all are accountable to someone, and we should be comfortable with accountability. My job is to be clear about what you are accountable for so you can always be prepared and never feel surprised.
15. I believe in rapid response versus immediate access. When you see a phone call, text message, or email from me, it does not mean you must drop everything to respond. It means you stay focused on what you are doing, complete your task, and when you can consider my communication, give me your full attention, and respond appropriately, you will do so.