

AME People-centric Leadership Master Class

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About

AME is the premier organization for the exchange of knowledge in **enterprise excellence**.

Members of diverse industries and job titles, dedicated to their **continuous improvement** journeys, come together to explore **lean thinking**, **exchange best practices** and **network** to advance their careers and organizations.

Learn more at ame.org/about-ame



AGENDA

- What is People Centric Leadership and Why do we need it?
- Core Leader Behaviors
 - Self Reflection
 - Confident Humility
 - Building Relationships
 - Communication/Listening
 - Celebration and Recognition
- Management Systems
- Developing Capability
- Link between a People Centric Culture and Lean/CI tools
- Questions and Answers



Continuous Improvement



Respect for People

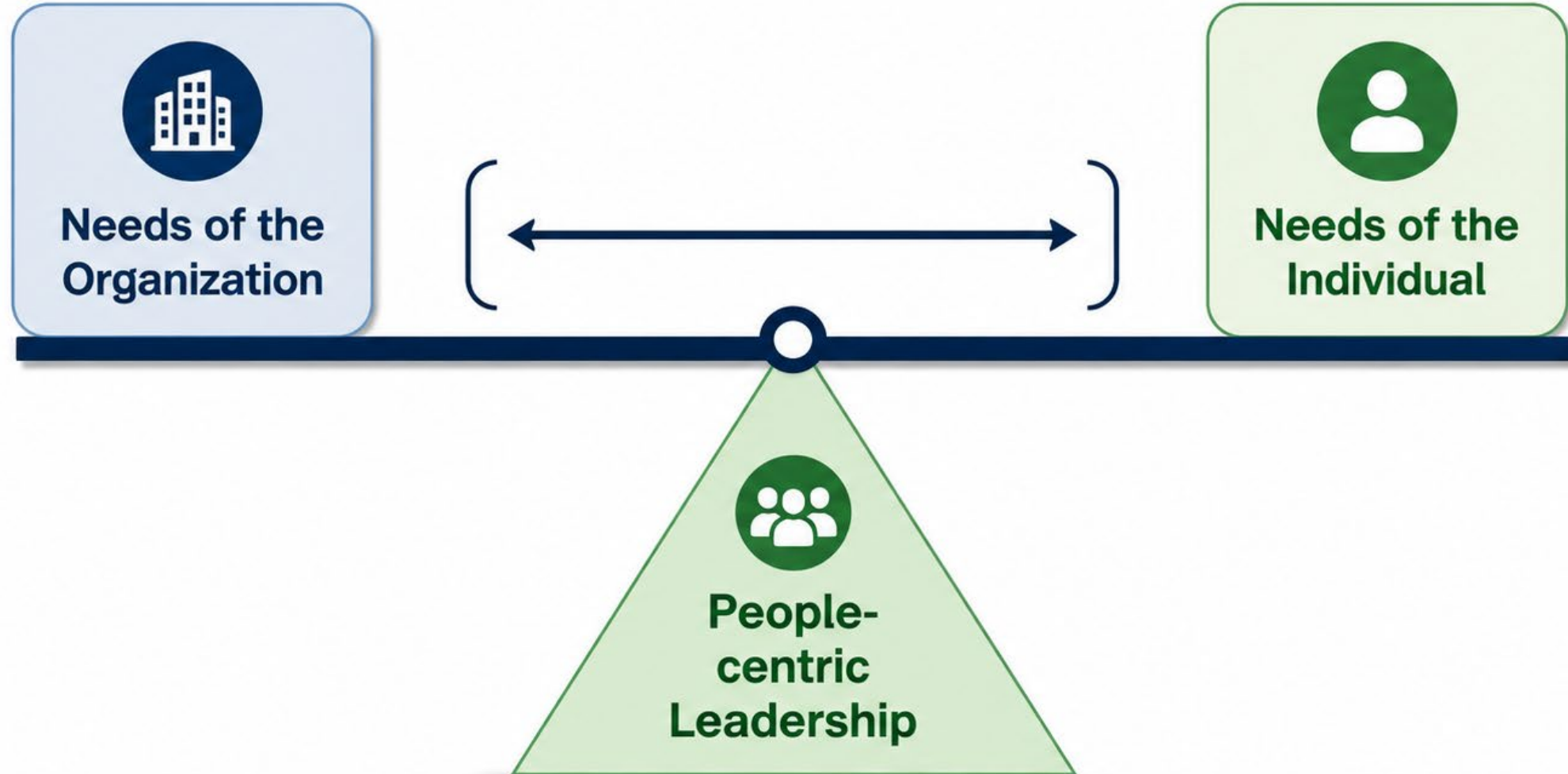




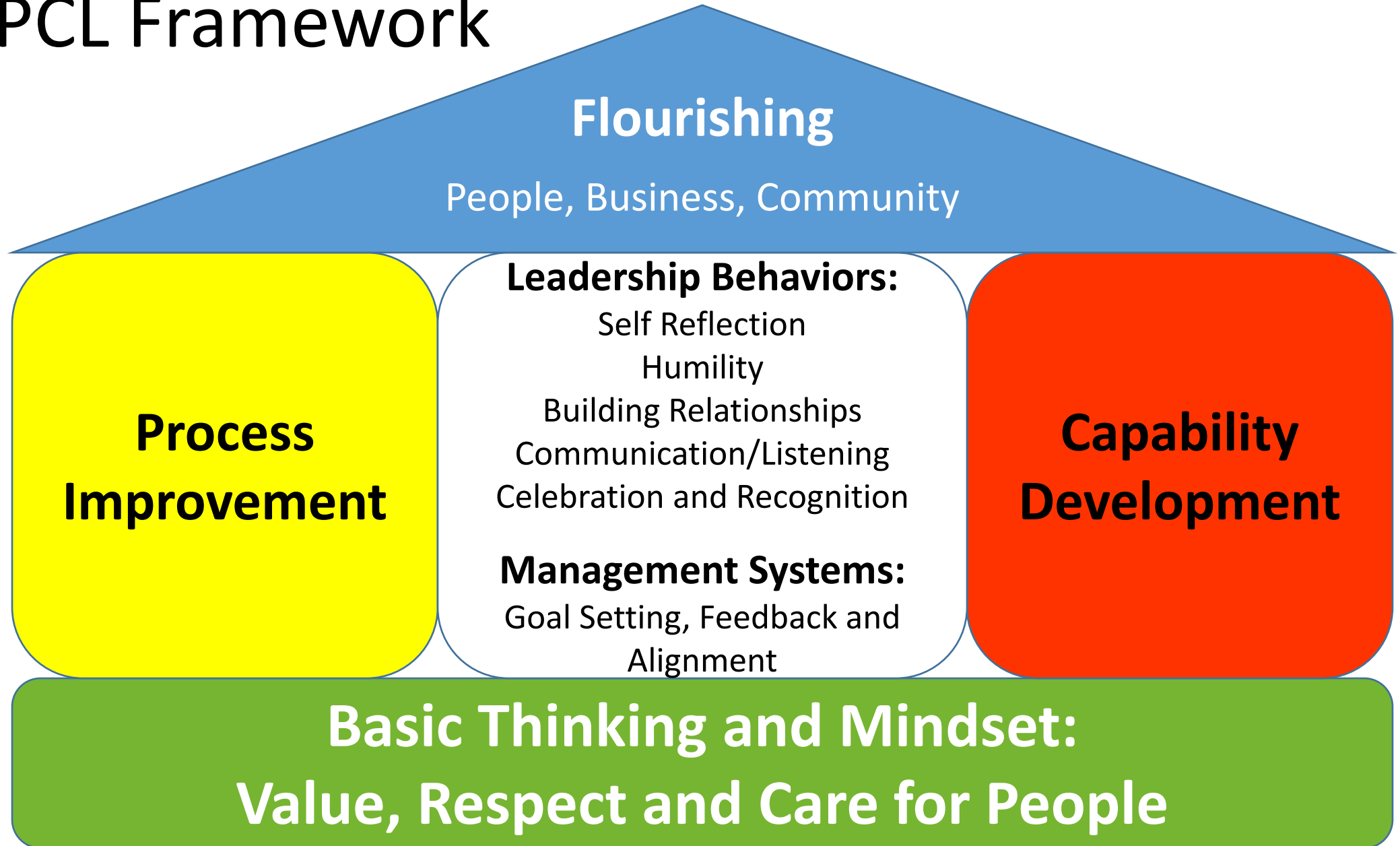
People-centric Leadership

A culture where every day, everyone goes home fulfilled by pursuing excellence and where everybody flourishes.

Balancing Needs



PCL Framework



Exercise: “Three Words of Great Leadership”



Think of the best leader that you have ever worked with.



Without overthinking it, type three words that describe great leadership. **Don't hit Enter yet.** When I count to three, everyone post at the same time.

1



Think of one exceptional leader.

2



Type three words.

3



Don't hit Enter yet.

4



When I count to three, everyone post together.



Who's Sinking Your Boat?



THE LEADERSHIP ICEBERG

What leaders see is only a small part of the leadership experience employees live.

WHAT LEADERS SEE

70%

of leaders rate themselves as inspiring and motivating

– McKinsey Quarterly
March 2016

WHAT EMPLOYEES EXPERIENCE

82%

of employees see their leaders as fundamentally uninspiring

– 2016 Gallup Survey



Great leadership is measured by **employee experience**, not leader intent.

THE ROLE OF THE MANAGER

70% of the variance in team engagement is related to **management**.



Gallup Workplace Research (2024)



The manager creates the **day-to-day** employee experience.

ENGAGEMENT BEGINS IN THE C-SUITE



EXECUTIVE LEADERSHIP

Creates the Conditions



MANAGERS

Create the Daily Experience



EMPLOYEES



Engagement



Trust



Psychological
Safety

“

GALLUP 2024

**Employee engagement
begins in the C-suite.**

Executives establish the culture, priorities, resources, and expectations that enable managers to foster engagement.



Great leaders create the **environment**.
Great managers create the **experience**.



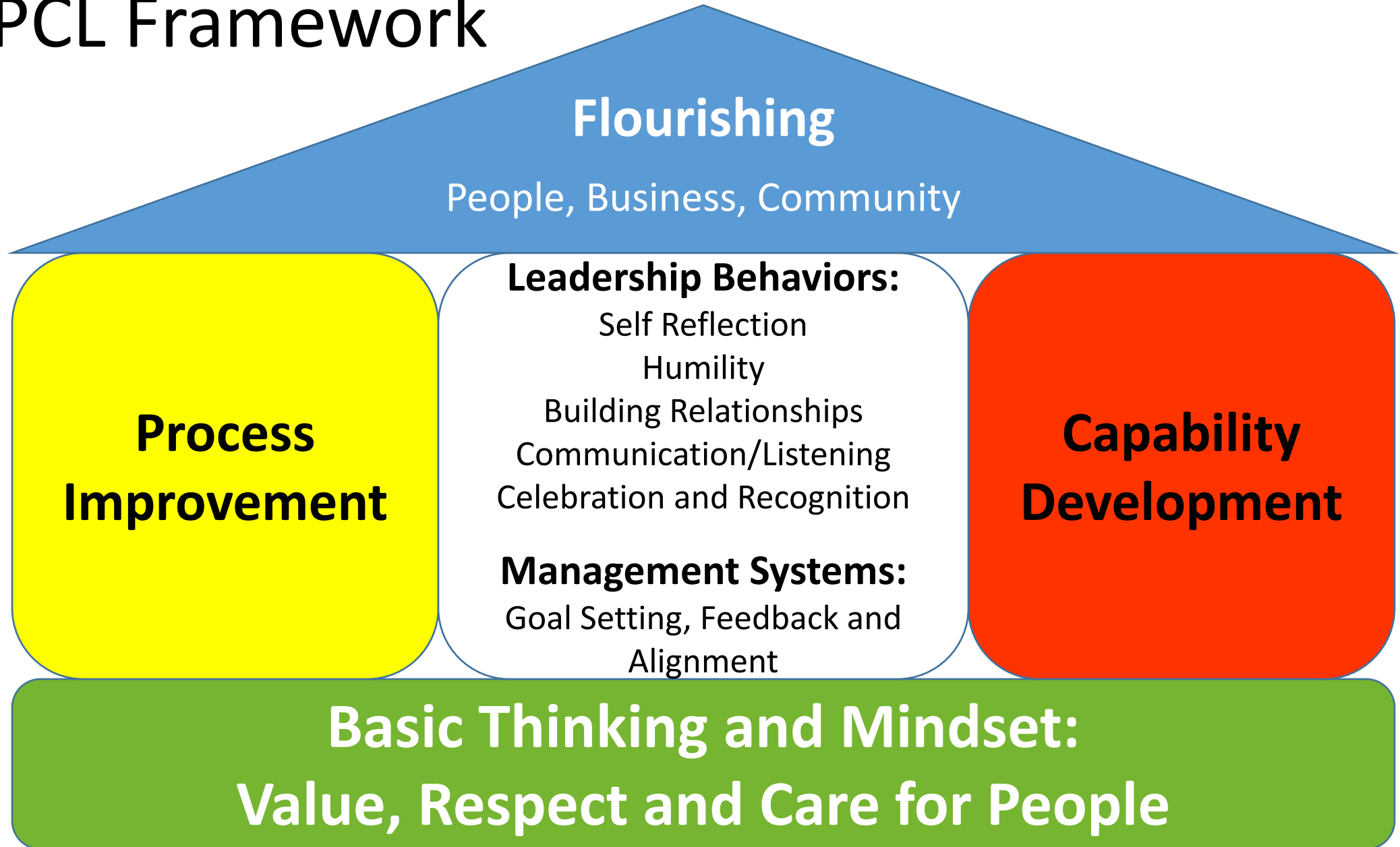
“The truth of the matter in business is that you don’t do anything by yourself. You create an atmosphere in which people want to do their best. You don’t order anybody to do their best. You couldn’t order Beethoven to compose the 9th Symphony. He’s got to want to do it. And so the head of business is an enabler rather than a doer.”

-- J. Irwin Miller, CEO Cummins, Inc.



Provide an environment that will inspire people

PCL Framework





SELF REFLECTION

“Management has a lot to do with answers. But leadership is a function of questions. And the first question for a leader always is:

Who do we intend to be? Not What are we going to do?”

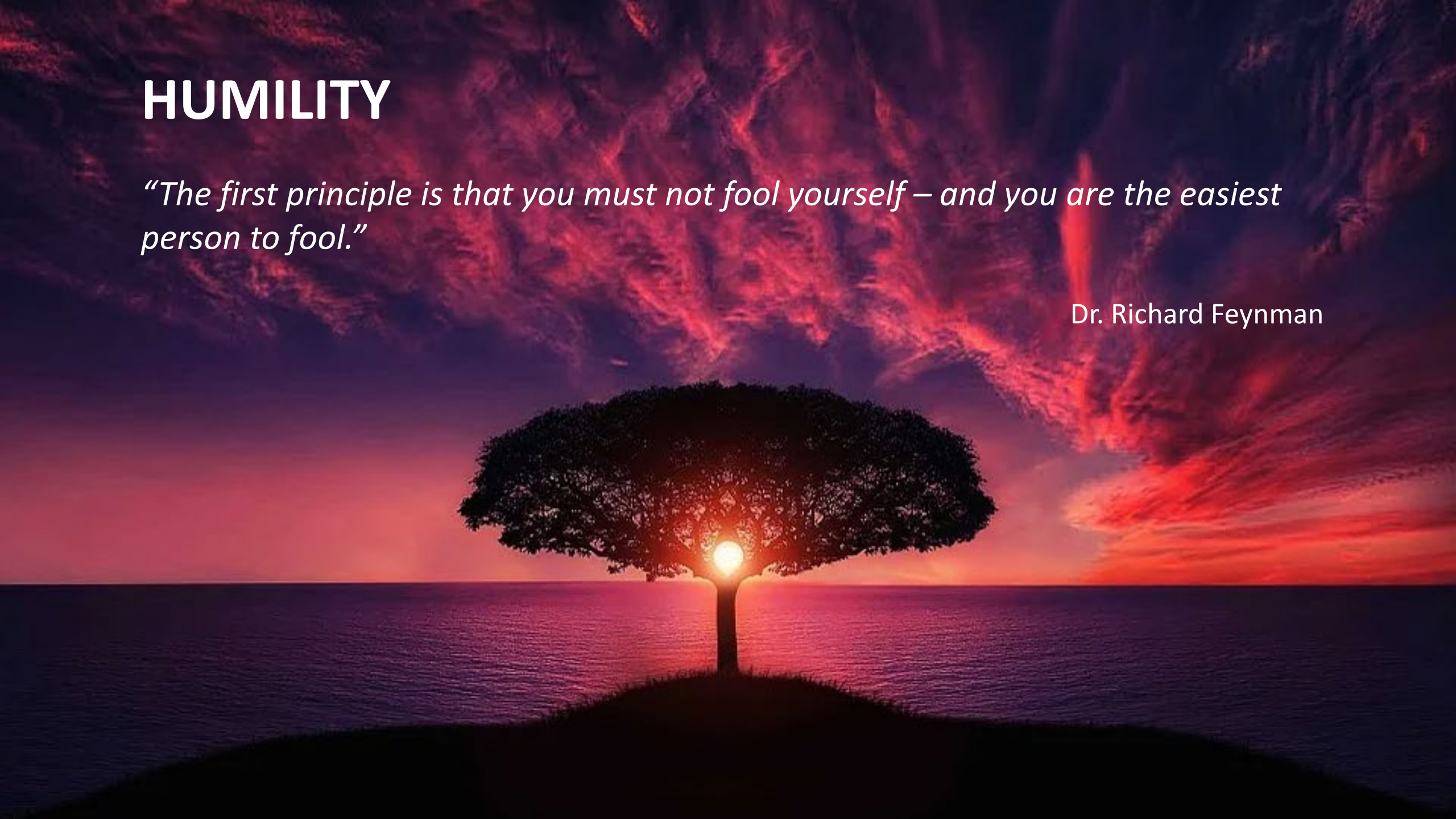
Captain D. Michael Abrashoff, *It's Your Ship: Management Techniques from the Best Damn Ship in the Navy*.



HUMILITY

“The first principle is that you must not fool yourself – and you are the easiest person to fool.”

Dr. Richard Feynman



Exercise: How much do you know?

In all low-income countries around the world today, what percentage of girls finish primary school?

- 20 percent
- 40 percent
- 60 percent

There are 2 billion people in the world today, aged 0-15 years old. How many children will there be in 2100, according to the United Nations?

- 4 billion
- 3 billion
- 2 billion

How many people in the world today have some access to electricity?

- 20 percent
- 50 percent
- 80 percent

(This exercise is from the book *"Factfulness"* by Hans Rosling)

A man with short dark hair and a goatee, wearing a red and white checkered button-down shirt, is smiling and looking towards a woman. He is holding a white tablet. The woman, seen from the side, has short brown hair and wears glasses and a grey blazer. They are in an office environment with other people blurred in the background. A white rectangular box with the text "BUILDING RELATIONSHIPS" is overlaid on the image.

BUILDING RELATIONSHIPS

WHAT MAKES LIFE GOOD?

“The best investment in your future self is to build relationships.”

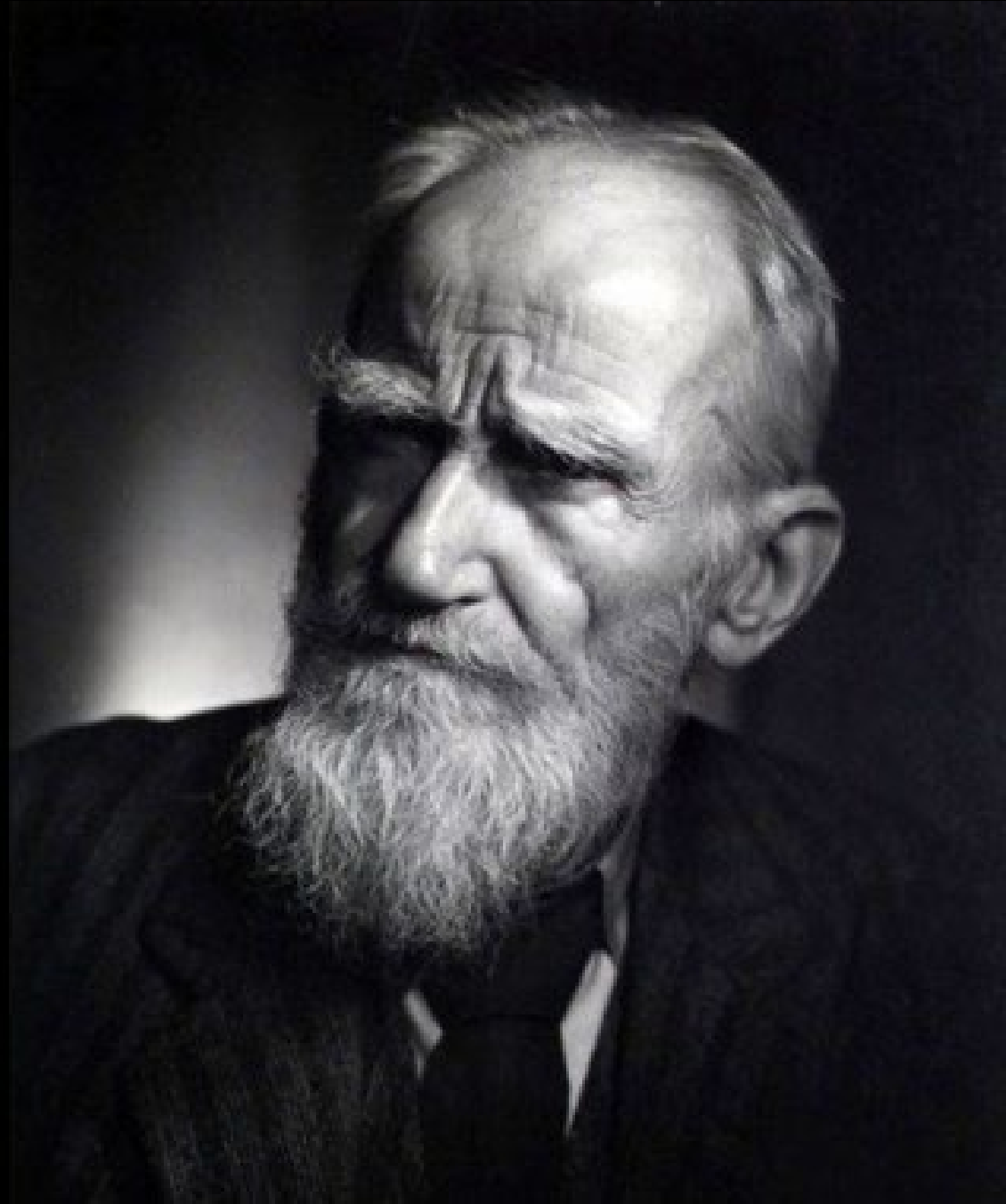
Robert Waldinger



COMMUNICATION/LISTENING

THE SINGLE BIGGEST
PROBLEM
IN COMMUNICATION
IS THE ILLUSION THAT IT
HAS TAKEN PLACE.

- GEORGE BERNARD SHAW



Mehrabian Communication Model



VERBAL 7%

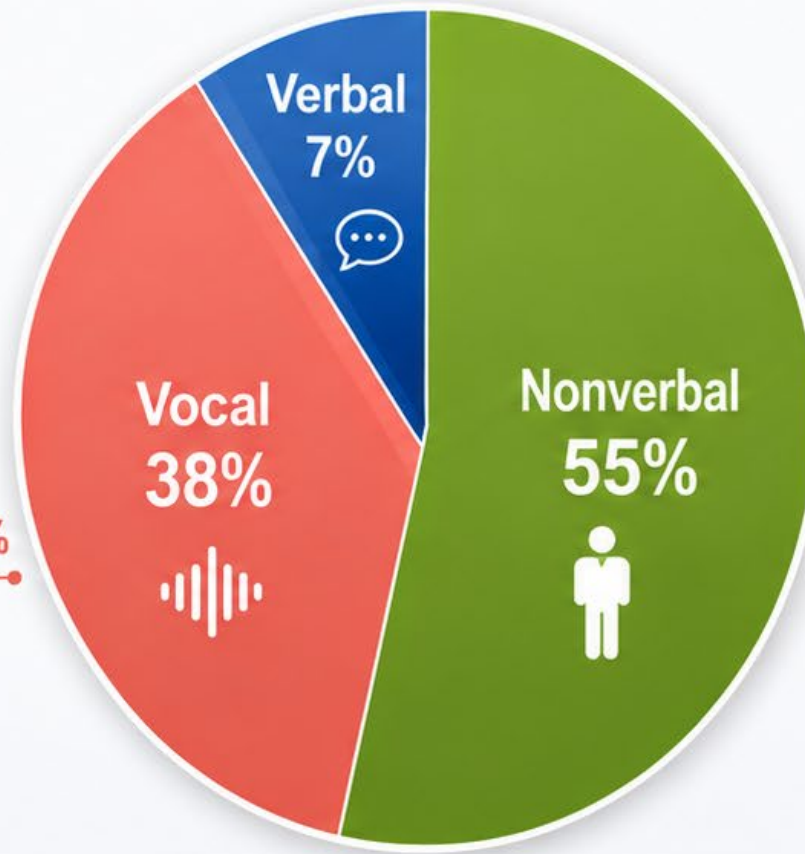
- Words we choose
- Language
- Content



VOCAL 38%

- Tone
- Pitch
- Pace
- Rhythm
- Volume

In any face-to-face communication,
we communicate with **more than words**.



NONVERBAL 55%

- Body Posture
- Gestures
- Facial Expressions
- Eye Contact



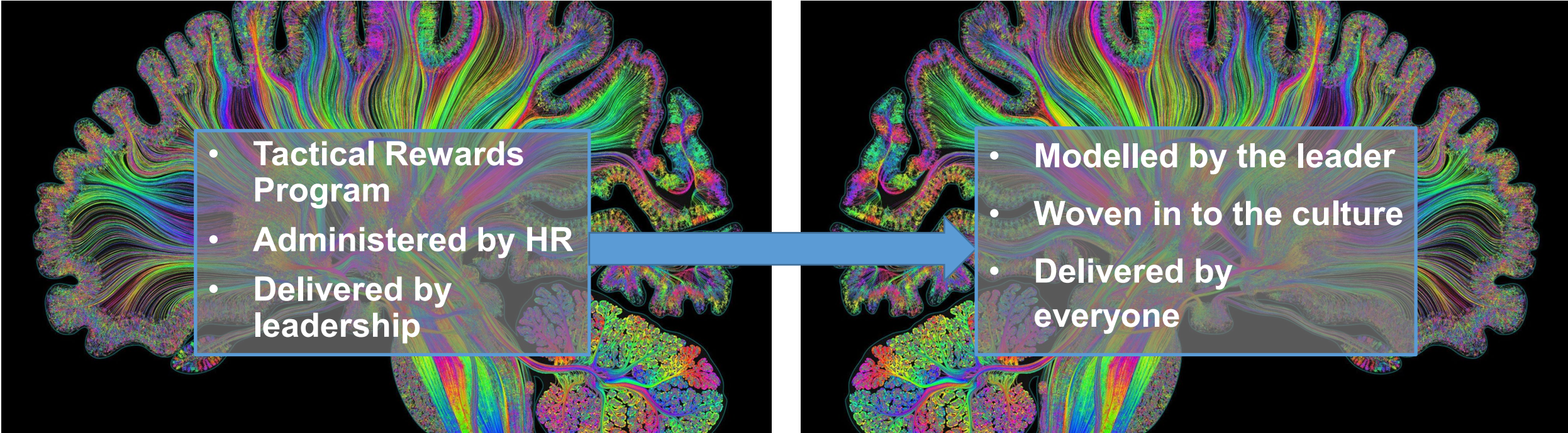
LISTENING IS THE GOLDEN KEY
THAT OPENS THE DOOR TO RELATIONSHIPS



CELEBRATION AND RECOGNITION



THE SHIFT IN MINDSET

- 
- The diagram consists of two brain cross-sections, each filled with a complex, colorful, fractal-like pattern. A large blue arrow points from the left brain to the right brain. Each brain has a semi-transparent blue box overlaid on its lower-left quadrant, containing a bulleted list. The left brain's box contains three bullet points, and the right brain's box contains three bullet points.
- Tactical Rewards Program
 - Administered by HR
 - Delivered by leadership

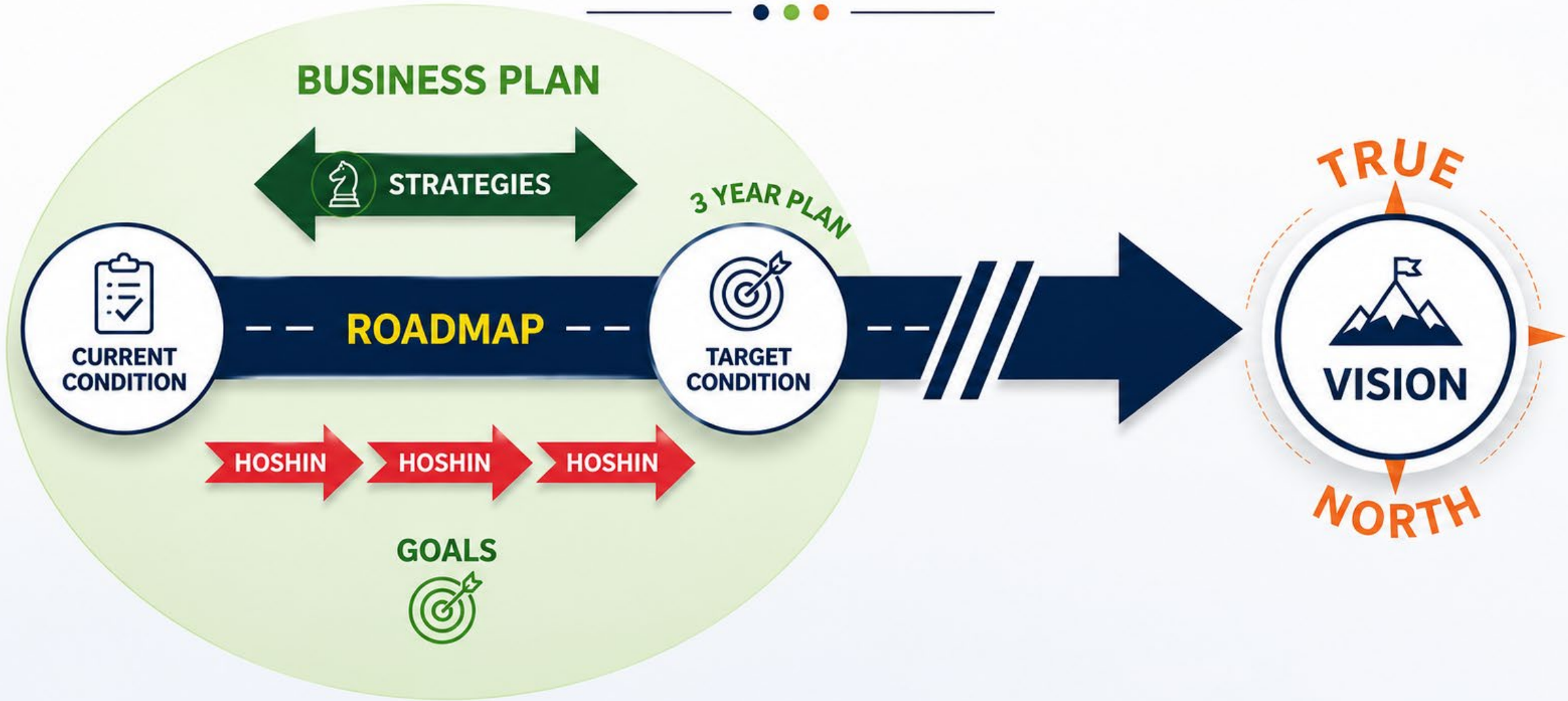
- Modelled by the leader
- Woven in to the culture
- Delivered by everyone

**People want to contribute and be appreciated
not controlled and rewarded.**

MANAGEMENT SYSTEMS:
GOAL SETTING FEEDBACK
AND ALIGNMENT



Does Your Company Have a Planning Process to Achieve its Goals?



Does Your Company Have Metrics to Support Achievement of the Vision/Plan including the Target Culture?

Continuous Improvement

Metrics

ROE

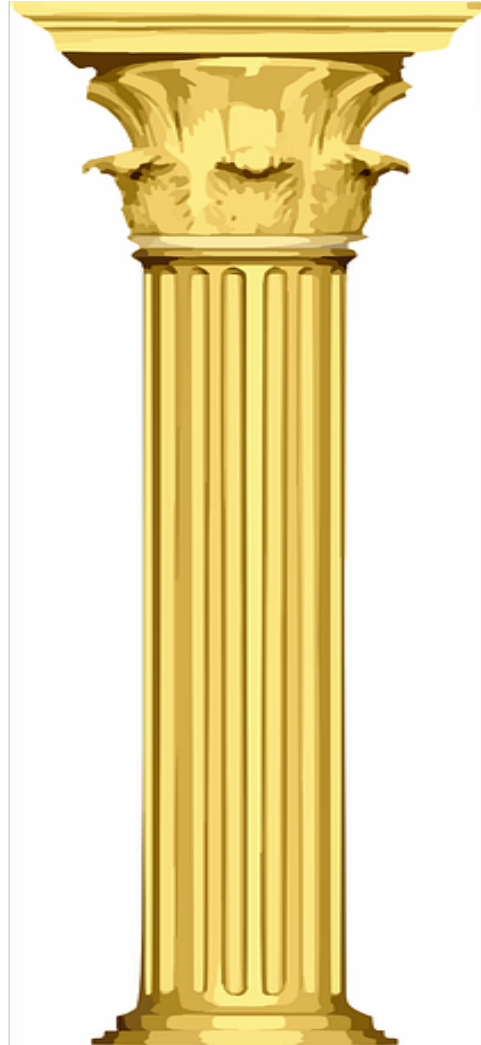
ROS

Share Price

Cash Flow

Working Capital

Market Share



Respect for People

Metrics

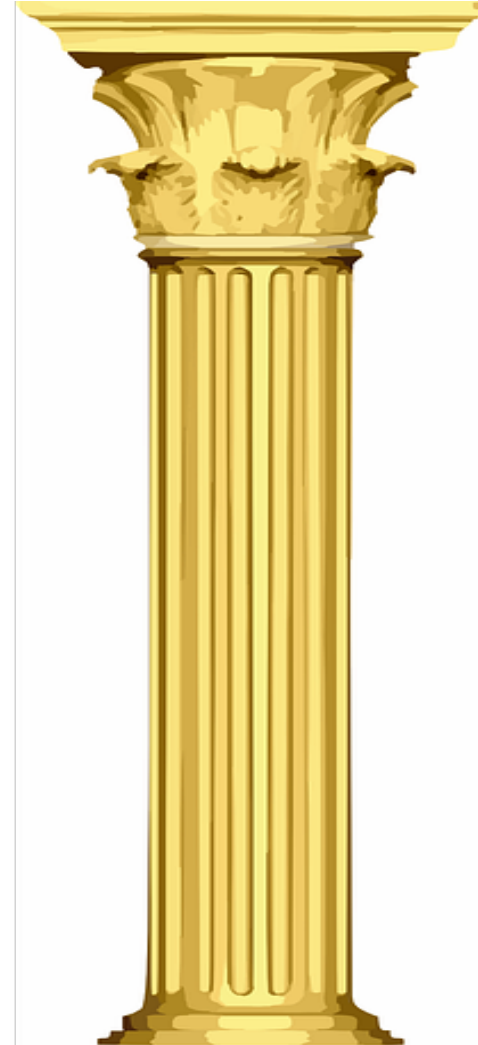
Engagement

Trust

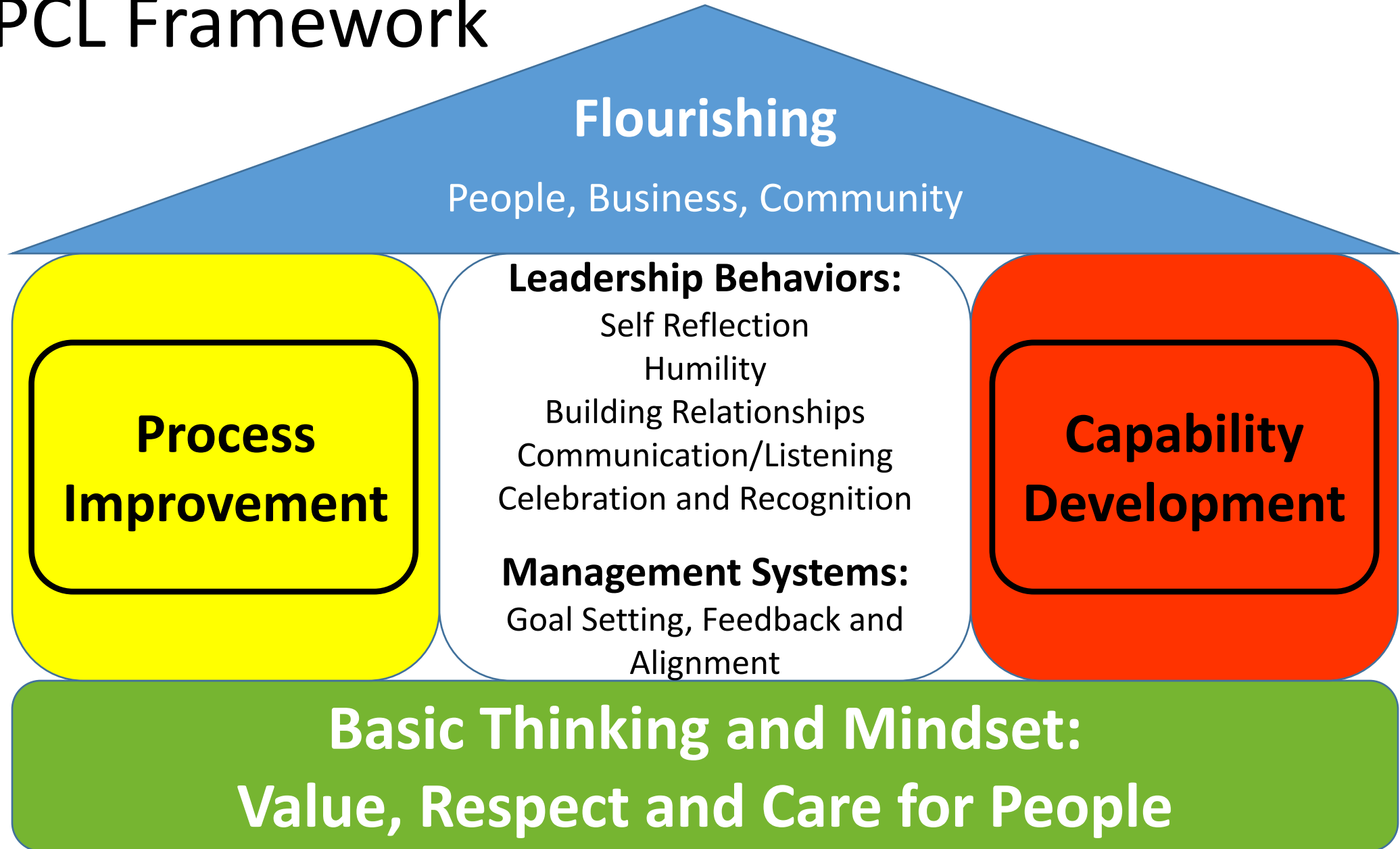
*Talent
Development*

Recognition

*Leadership
Development*



PCL Framework





DEVELOPING CAPABILITY
SUPPORTING THE GROWTH AND
DEVELOPMENT OF PEOPLE



A DIFFERENT APPROACH

That:

- Builds Relationships
- Engages the Mind

If Self Reflections is the key to growth, then the role of the leader is to help people reflect.

**Coach to promote
reflection and growth!**



A DIFFERENT APPROACH

Approach the situation with ***humility*** and ***curiosity***.
Seek to see the picture in the other person's mind!
Provide **informative feedback**.
Actively Listen.

Ask questions to promote reflection:

- 1) Can you tell me a little more?
- 2) What do you want? What is your objective?
What is your goal?
- 3) What are you doing to get you what you
want?
- 4) How is it working?
- 5) What could you do differently to get you what
you want?
- 6) What is your plan?
- 7) When can I follow up?



FEEDBACK

INFORMATION



JUDGEMENT
OPINION
ADVICE

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				



Meeting Tuesday 10:00

Continuous Improvement System

SQDCM	Issue	Corrective Action	Open Date	Target Date	Close Date	Responsibility	Status
Q	Cable Documentation in Agile not complete	Update as needed	4/1	7/1		Don	Yellow
Q	Not using Selective Solder Machine for thru hole	Connect Machine (note on previous issues for improvement)	5/21	8/1		Jeremy Dow	Yellow
Q/C	Redundant Data Entry	Review current procedures & workflow	4/22	5/31		Brad	Red
MS	Dirty Floors in Production	Scrubs + mop floors	5/1	5/31		Don	Red
C	Labor Reporting Issues	Revised Procedures and forms for Reporting Issues & Create Reports	6/10	7/6		Jeremy	Yellow
	WINE IET Machine	Pipe up vacuum pump & move to other side of machine	6/1	6/25		Don	Green
S	...	...	...	...	...	MAN	Yellow
	...	...	...	...	...	Mike	Yellow

LEAN TOOLS SUPPORT GROWTH & DEVELOPMENT

Job Instruction		Document Control Number
Job Name	Robot Cell Lifting Hook Beam Support Startup	1110-050-900
Parts		Revision Date 06/12/2012
Materials, Tools and Equipment	Lifting Hook Beam Support Machine	Review Date 06/12/2014
Safety Alert	Review JSA posted in work area	Author Philip D Sullivan
PPE	Safety Glasses, steel toed shoes	Owner Philip D Sullivan

Important Steps	Key Points	Visuals	Reasons
1. Turn the Air and water supply on.	➤ Rotate the Air (blue) and Water (red) valves counter clockwise to turn them on.		The machine must have air to operate the cylinders and water to cool the welding tooling.
2. Turn the machine power ON	➤ Move the disconnect handle up.		
3. Turn the control power ON	➤ Press the Start pushbutton and the green light should turn ON, if not call maintenance.		
4. Verify the air pressure	➤ While the machine is not moving check that the air pressure is set between 45 and 47 psi. ➤ Turn the regulator clockwise to raise the pressure and counterclockwise to lower the pressure.		Head pressure is critical to the weld and needs to be in this specific range.

COACHING KATA

The Five Questions

- 1) What is the target condition?
- 2) What is the actual condition now?
- 3) What obstacles are now preventing you from reaching the target condition?
Which **one** are you addressing now?
-----*(Turn Card Over)*-----➔
- 4) What is your next step? (next PDCA / experiment) What do you expect?
- 5) When can we go and see what we have learned from taking that step?

pour didn't use out
Ladle
No standard time to line
To much air in cup
Ladle at proper
training

but how can we use
a stirrer
No Sand
Damaged tools
inserts

No Straps
No Air
No Gas
No K-Wool
No Jack
No Inserts

Pre heat

After setting
at the Standard Set Time

Follow-up
In my calendar on
Set a reminder a mo
I will check to see if Standard is

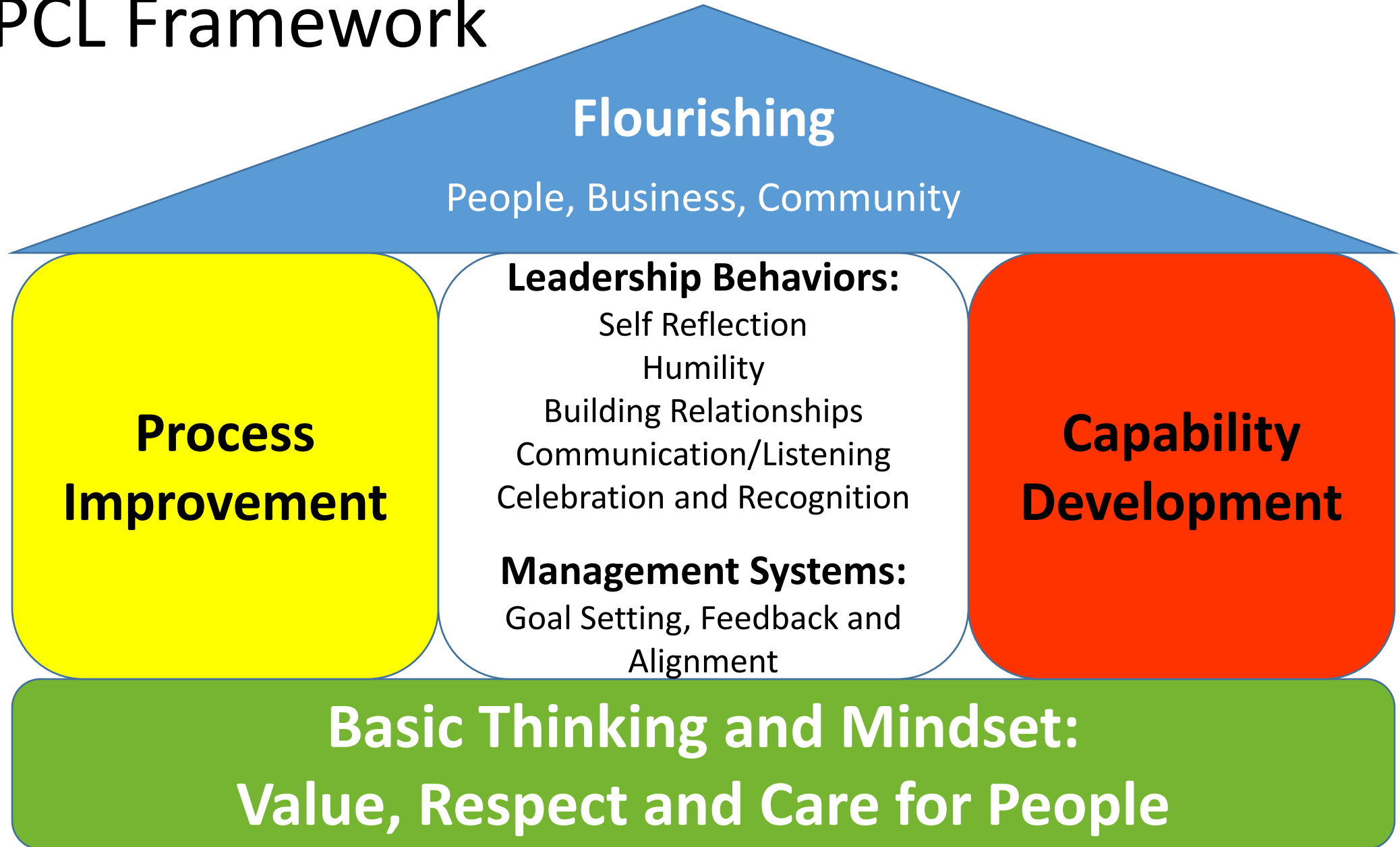
Methods

Materials

Terminating Training Tracker

Name	Level 1	Level 2	Level 3	Level 4	Name	Level 1	Level 2	Level 3	Level 4
KRYSTAL MINNIFIELD					SHEBA NORRIS				
CHARLOTTE HUPPE					LEMARSHA LEONARD				
DARIEN TOWNSEND					DASHA LEONARD				
DOLLY HARRELL					SHANI BRASHER				
EMILY YATES									
QUEDA ISOME									
SAMARA ARNOLD									
REBECCA MUKAMBA									
NATARSHA WHETSTONE									
LERONIKA BURTON									

PCL Framework





Be the Change you wish to see in the world.

Mahatma Gandhi



AME MILWAUKEE

INTERNATIONAL CONFERENCE

2026

JOIN US OCT 26-29

PEOPLE FIRST. PROGRESS TOGETHER.







Thank You!

**The AME People-centric Leadership
Master Class**

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