



Managing the Production Practice II

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1


“Great Leaders Don’t Set Out To Be A Leader...They Set Out To Make a Difference. It’s Never About the Role – It’s About the Goal”
--Lisa Haisha

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2

At the conclusion of this course, you will be able to:

- Recognize the importance of leadership roles on the floor
- Implement hiring techniques that are both successful and unsuccessful
- Optimize floor space with efficient form layouts
- Manage sales and upper management concerns

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3

A LITTLE ON ME...


- ROSETTA HARDSCAPES 1 YEAR
- PRECASTER FOR 23 YEARS
- LOVE THE NPCA
- WIFE ASHLEY, FOUR BOYS BRADY, CALEB, JACE, BROOKS
- LIKE TO HOBBY FARM AND COACH SPORTS



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4


WHAT IS THE CULTURE AT YOUR PLANT?

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5

YEAR IN REVIEW

- WHAT WORKED?
 - ATTENDANCE POLICIES
 - CULTURE CHANGES
 - SHOP LAYOUTS
- WHAT IS STILL FAILING?
 - BAD HELP
 - LACK OF HELP
- HOW ARE WE FEELING AS LEADERS?

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BUILDING OFF LAST YEAR — SHOP LAYOUTS


- ARRANGING FORMS TO ACCOMMODATE BIG POURS VS QUICK POURS
- WHAT IS THE MOST EFFICIENT WAY TO POUR YOUR FORMS
- ANY NEW AND INNOVATIVE WAYS TO LAYING OUT SHOP. ANY WINS?
- INVESTING IN TECHNOLOGY
- SHOP EXPANSIONS
- EQUIPMENT EXPANSIONS


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7

PEOPLE AND LAYOUTS

- PEOPLE DON'T LIKE CLUTTERED FACILITIES
- PEOPLE DON'T LIKE DANGEROUS CONDITIONS
- PEOPLE GRAVITATE TOWARDS THOSE THAT INVEST IN THEIR BUSINESS
- INVEST IN YOUR COMPANY, INVEST IN YOUR PEOPLE





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8

THE GREAT ROBOT DEBATE

- MANUFACTURING JOBS ARE BEING CONSOLIDATED
- WILL PRECAST BE AUTOMATED
- WHEN DO WE SAY WHEN




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9

GROWING TREND

- JOBS ARE BEING AUTOMATED
 - LESS RELIANCE ON PEOPLE
 - RACE TO THE TOP
- WHAT CAN YOU DO?
 - CONSIDER HOW MACHINES AND MAN CAN WORK TOGETHER
 - DO LESS WITH YOUR PEOPLE

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10

PEOPLE

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11


ITS ALL ABOUT THE CULTURE


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12

CREATING CULTURE

- **YOU NEED YOUR PEOPLE MORE THAN THEY NEED YOU**
- FINDING BALANCE
- ACCOUNTABILITY



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13

HOW ARE YOU ATTRACTING NEW TALENT?

- ADS
- HIRING AGENCIES
- SCHOOLS



- DO YOU ONBOARD?
- DO YOU DO ENTRY/EXIT INTERVIEWS?
 - HOW DO YOU KNOW YOU ARE HEADING IN THE RIGHT DIRECTION??


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14

Taking the Time to Get the Facts

ENTRY INTERVIEW COMMON QUESTIONS

1. TELL ME ABOUT YOURSELF (PAST HISTORY, WHAT DO YOU LIKE, HOBBIES)
2. WHAT ARE YOUR STRENGTHS?
3. WHAT ARE YOUR WEAKNESSES?
4. WHAT ATTRACTED YOU TO THIS JOB?
5. WHY SHOULD I HIRE YOU OVER THE OTHERS?


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15

Taking the Time to Get the Facts

EXIT INTERVIEW COMMON QUESTIONS


1. WHY DID YOU START LOOKING FOR A NEW JOB?
2. WHAT DOES YOUR NEW POSITION OFFER THAT WE DON'T?
3. WHAT COULD WE HAVE DONE BETTER?
4. WOULD YOU EVER COME BACK?

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16

WHY DO PEOPLE TAKE JOBS???

- SALARY
- ADVANCEMENT
- DO SOMETHING NEAT
- BUILD SOMETHING

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WHAT DO MILLENIALS WANT??

- GET PAID TO DO NOTHING
- IS THIS THE WORST GENERATION WE'VE EVER SEEN???



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18

MEDIOCRITY CAN'T BE TOLERATED

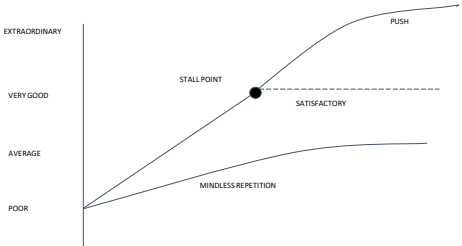
COMMON REASONS WHY WE CAN'T CONFRONT OUR OWN WORKFORCE


- TOO MANY FIRES
- REPLACEMENT COST
- GRANDFATHER FACTOR
- CONFRONTATION SCARE
- REPRISAL
- LOYALTY
- CULTURE
- ATTRITION
- COMPENSATION

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25

PUSH BEYOND THE STALL POINT




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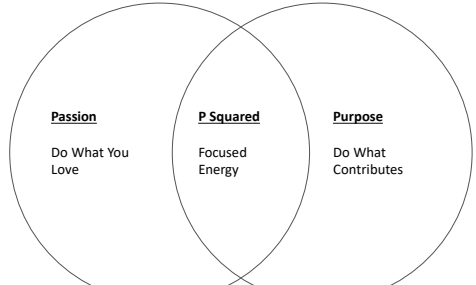
26


POWER OF P SQUARED

WHAT IS MORE IMPORTANT PASSION OR PURPOSE?

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P SQUARED

1. PEOPLE THAT ARE PASSIONATE ABOUT THEIR WORK ENJOY WHAT THEY DO
2. PEOPLE THAT HAVE PURPOSE WORK HARD TO ACHIEVE
3. NEED BOTH TO THRIVE AND GROW

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SUPERIOR MANAGEMENT

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DO WE DO TOO MUCH--WHY WE CAN'T FOCUS

Reason	Percentage
Too Broad of Scope	38%
Do More Bosses	24%
Temptations	21%
Other	17%

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32

WHAT KIND OF BOSS DO YOU HAVE

	DO MORE BOSS	DO LESS BOSS
GOALS AND STRATEGIES	SETS VAGUE GOALS SETS TOO MANY GOALS	SETS CLEAR GOALS ALSO LISTS WHAT NOT TO DO
PRIORITY LIST	LIST KEEPS PILING UNTIL OUT OF CONTROL	KEEPS SHORT PRIORITY LIST ATTACKING MAJOR ISSUES FIRST
COMMUNICATION	LONG-WINDED, MUTTLED VERY UNCLEAR	CLEAR AND CONCISE

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IS IT BAD TO TELL YOUR BOSS NO??

- SAYING NO TO YOUR BOSS IS OK, IF IT FREES UP TIME AND HELPS FOCUS EFFORTS
- BE CONCISE ON TASK SHAVING
- SET CLEAR FOCUS TIMES

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34

WHY MICROMANAGEMENT MUST GO

- COMPROMISES EFFICIENCY AND PRODUCTIVITY
- TAKES AWAY PRIDE
- UNDERMINES RESPONSIVENESS AND SERVICE
- FOSTERS DISTRUST AND INSECURITY
- REDUCES EMPLOYEE SELF-ESTEEM AND OVERALL JOB SATISFACTION
- CREATES A CULTURE OF FEAR

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Leadership

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LEADERSHIP STYLES

- 2002 DANIEL GOLEMAN LISTED SIX LEADERSHIP STYLES
 - VISIONARY
 - COACHING
 - AFFILIATE
 - DEMOCRATIC
 - PACESETTING
 - COMANDING

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TODAYS LEADERS

- TRANSACTIONAL
- TRANSFORMATIONAL
- CHARASMATIC
- SERVANT




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ANTICIPATING CHANGE


- RELENTLESS PREPARATION
- LONG DISTANCE VISION
- NETWORK, NETWORK, NETWORK!
- GATHER INFORMATION CONSTANTLY

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SERVANT LEADERS


- WHAT IS A SERVANT LEADER?
- WHY IS IT IMPORTANT IN YOUR PLANT?
- HOW DO YOU TRAIN SOMEONE?

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SERVANT LEADERSHIP

- 12 COMPENTANCIES OF SERVANT LEADERS
 - SELF AWARENESS
 - STEWARDSHIP
 - MOTIVATION AND PERSUASION
 - LISTENING
 - EMPATHY
 - ACTING WITH HUMILITY
 - CULTURE OF TRUST
 - MENTORING
 - COACHING
 - FORESIGHT
 - VISION
 - CONTINUOUS DEVELOPMENT

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42


SETTING GOOD GOALS...SUMMIT


- S - SPECIFIC
- U - USEFUL
- M - MANAGEABLE
- M - MEANINGFUL
- I - INTEGRATED
- T - TANGIBLE



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43




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44

HOW DO WE PUSH


1. CARVE OUT 15
2. CHUNK IT
3. MEASURE THE SOFT
4. GET FEEDBACK
5. DIG THE DIP
6. CONFRONT THAT STALL POINT

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45

ITS ALL ABOUT YOU!!!

AND THE CULTURE...

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46