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TESTIMONIAL

"In addition to driving a dramatic change in performance and results, the OAP really helped develop soft skills, getting people's heads in the right place to be more open and present."
Chris Stockwell,
HJ Heinz Company

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Today's headlines continue to reflect the impact that a lack of accountability has on results. While most of us are not managing the balance sheet of an entire country or working to reverse a massive environmental disaster, our level of accountability is critical and has a tremendous ripple effect. In this issue of *Insider's Link to Productivity*, we showcase one team's path to becoming world-class in its field, executing at higher-than-ever levels of accountability and results. Also featured are reminders for taming the inbox, tips for leveraging tasks in Microsoft Outlook, and more.

- Laurie Oswald, Director Sales & Marketing

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North American Procurement Group at HJ Heinz Increases Alignment and Results

Like many organizations, the North American Procurement Group at HJ Heinz Company needed to more closely link performance objectives to business results during an increasingly competitive world market and global financial crisis.

The division's leader and Chief Procurement Officer, Chris Stockwell, realized that a lot of work was being done, but actions were not necessarily tied to objectives. The *right* things weren't always getting done and there was a lack of alignment throughout the department. Because of this, he decided to take his 75-person team through the [Objective Accountability Program](#) (OAP) led by McGhee Executive Consultant, John Wittry.

To establish systems that would create a high performing work team, the group needed to:

- Clearly define a vision and create an execution plan
- Eliminate distractions and improve productivity
- Cascade objectives down to the buyer level
- Determine a system for measuring progress against the plan on a routine basis

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TIPS & TRICKS

Below are three best practices for using your SNA "Waiting For" category.

1) Start the Subject Line of your "Waiting For" task with the person's name followed by a brief task description.

2) Use the TBYL 4Outlook Add-In to quickly and easily move e-mail requests into your "Waiting For" category in the Outlook TaskPad.

3) Set a reminder in the task for "Waiting For" items that have a specific due date.

To learn more about creating an Integrated Management System or for a refresher, please contact info@mcgheepro.com.

The program allowed the department's leaders to discuss behavioral and cultural barriers in a structured setting using proven exercises and coaching. It created an opportunity for opening lines of communication and aligning on a vision for the future. It also provided structure for cascading the vision and plan to their teams with a system for holding each other accountable on a monthly and quarterly basis.

As a result of the OAP, the group was able to build a sustainable operating model that created continuous alignment and connected the time and actions of each person to departmental objectives on a daily basis. It also provided them with a guide and a measure for constantly adjusting priorities based on metrics.

Results increased across all procurement categories, including cost, cash, quality, and service. "We are much stronger at managing performance. This is about being a leader versus being a manager," stated Stockwell. [Read the full case study.](#)

[Click here](#), to speak with someone about how the OAP can be customized to fit your organization's needs.


Schedule Uninterrupted Time to Process E-Mail

How many interruptions do you experience each day? For many of us, the day can seem like nothing but a series of distractions with occasional moments of concentration. It is nearly impossible to focus. Therefore, it becomes critical to set aside uninterrupted time to process and organize e-mail.

Many e-mail messages require us to make a decision, and good decisions require focus, and focus requires uninterrupted attention. When you do the bulk of e-mail processing during your scheduled e-mail processing time and not randomly throughout the day, you're able to focus more and therefore make better decisions.

An excellent practice is **to establish a regular time** each day to process your e-mail and empty your inbox. Of course, you can scan your e-mail during the day for urgent messages that require immediate action, but in general, try to resist the urge to open and process every item.

Take a look at your calendar and find a time when you are least likely to be interrupted or get meeting requests. Book yourself a recurring appointment for an hour a day to process e-mail, and mark it as "busy." During this time each day, don't answer the phone or take interruptions and work only on processing your inbox. This will allow you to give your undivided attention to those messages that require critical decisions.



At first, keeping these appointments with yourself will take discipline, but over time the discipline becomes habit. And once you get to zero e-mail in your inbox, you'll see the value of this one hour a day and you'll stick to it like glue.

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