

# Innovative Leadership for Future Manufacturing

## Leading People - The Role Of The Manager



# The Role of the Manager

## - Introduction

*"Leadership is not something you do to people.*

*It is something you do with people."*

- Ken Blanchard



# The Role of the Manager

## – Learning Objectives

## The Leader and Culture



## Understand what great people leaders do



## Intrinsic Motivation & Situational Leadership



# The Role of the Manager - Agenda

1. Our Management Style Today
2. My purpose as a Manager
3. Intrinsic Motivation – what motivates my team?
4. Situational Leadership
5. Summary
6. Commitment to Action

OUR 4 BEHAVIOURS THAT GIVE  
US OUR WINNING CULTURE



**CARE**   
**DEEPLY** 

**FOCUS ON**  
**WHAT COUNTS**

**STAY THREE**   
**STEPS AHEAD**

**DELIVER WITH**   
**EXCELLENCE** 



# OUR GROWTH ACTION PLAN 2030



PURPOSE: BRIGHTEN EVERYDAY LIFE FOR ALL

GOAL: DELIVER BEST-IN-CLASS PERFORMANCE WITH MARKET-MAKING, UNMISSABLY SUPERIOR BRANDS

STRATEGY

## FOCUS

30 Power Brands  
24 Top Markets

## EXCEL

Unmissably Superior Brands  
Social First Demand Creation  
Multi-year scalable innovations  
Premiumisation  
Growth Channels

## ACCELERATE

Science & technology  
Lean agile supply chain  
Net productivity  
Scaled Artificial Intelligence

SUSTAINABILITY

## Climate

Towards Net  
Zero emissions

## Nature

Resilient and regenerative  
ecosystems

## Plastics

Work to end  
plastic waste

## Livelihoods

Enhanced livelihoods for  
people in our value chain

CULTURE

## Values

Pioneering, Respect,  
Integrity, Responsibility

## People

Best talent, Inclusive leaders, Truly  
diverse, Most engaged

## Behaviours

Care deeply, Focus on what counts, Stay  
three steps ahead, Deliver with excellence

# WINNING CULTURE

## Values

PIONEERING  
RESPECT  
INTEGRITY  
RESPONSIBILITY

## People

BEST TALENT  
INCLUSIVE  
LEADERS  
TRULY DIVERSE  
MOST ENGAGED

## Behaviours

CARE DEEPLY  
FOCUS ON  
WHAT COUNTS  
STAY THREE  
STEPS AHEAD  
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EXCELLENCE

# CARE DEEPLY

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We care deeply about how consumers experience our brands every day, everywhere; about our people's growth and development, and our impact on the planet.

We care about our performance, to a point where it hurts when we don't win.

It is not just about being nice, or avoiding honest conversations about performance and opportunity.

Shifts

Ambiguity about what true success is

Fairness and transparency in what it takes to succeed

Avoiding conflict

Positive tension for bigger outcomes

Performance OR purpose

Performance AND Purpose

# FOCUS ON WHAT COUNTS

(PRIORITISE RUTHLESSLY)

We ruthlessly prioritise what really, really matters, and so do fewer things brilliantly.  
We set clear & stretching goals and recognise maximum performance impact.

It is not about reducing ambition or effort; or running after the 'new & shiny'.

Shifts

Everything is a priority

Being busy with many things

Saying yes to every request

Fight for what matters most

Fewer, bigger things delivered to conclusion, & rewarded

Challenge & debate on the right choices

# GET THREE STEPS AHEAD

(STAY AHEAD)

We think boldly and creatively to make breakthroughs in performance. We are always curious and confident - anticipating and staying ahead of consumer needs and external trends to beat the competition.

It is not taking our eye off the 'here and now'.

Shifts

Reacting to consumers & competitors

Creating internal complexity

Delivering the short- term

Leading, shaping and disrupting the market

Resolve to think big, simplify and commit to make it happen

Building for the future AND delivering today

# DELIVER EXCELLENCE

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We deliver excellence in what we do at pace. We take personal ownership and hold each other to account - always finding a way to do what we said we will do.

It is not about analysing the inevitable roadblocks, admiring the problem or tolerating mediocrity.

Shifts

Pride in our thinking

Describing issues

Best on paper

Pride in our actions

Developing breakthrough solutions

Best in reality

# Introduction Activity

## Where is our starting point?

- In your groups
- Identify 6 words or phrases which you would use to describe your management style today
- Workbook Page 2



# A task focussed company

- management driven & controlled
- information limited to management
- Technical task not management of people based
- low focus on personal development
- no line management ownership of training
- tell & do
- Relies on quality of supervision



# A people based company

- shared aims and goals
- delegates ownership & decisions
- people focused management
- high profile for personal development
- involvement of all employees
- continuous improvement
- Empowerment and autonomy



# 4 behaviours for everyone in Unilever

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Performance AND Purpose

OUR 4 BEHAVIOURS THAT GIVE US OUR WINNING CULTURE

UNILEVER

CARE  
DEEPLY

FOCUS ON  
WHAT COUNTS

STAY THREE  
STEPS AHEAD

DELIVER WITH  
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## GET THREE STEPS AHEAD

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Building for the future AND delivering today

## FOCUS ON WHAT COUNTS

(PROMOTE RUTHLESSLY)

We ruthlessly prioritise what really, really matters, and so do fewer things brilliantly. We set clear & stretching goals and recognise maximum performance impact.

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# The Unilever Behaviours

## – Discussion

How well is our management style aligned with the Unilever Behaviours today?

Where do we need to focus our leadership development to influence the performance of Unilever in a more positive way?

Workbook Page 3



**“Employee engagement is all about maximizing employee productivity by creating the right conditions to motivate employees to contribute their maximum effort, skills, and knowledge.”**

**- Guy Ellis**



# Great Transformational Leaders

– What makes them Great?

# Being a great supportive transformational leader means:

- Having a vision and inspiring others to come with you
- Leading and influencing by example
- Respectfully challenging the status quo
- Actively seeking input from team members
- Generating a high level of **trust and credibility**
- Putting yourself in the shoes of another (**empathy**)

**Can you be that leader?**



As a Leader –  
What is your  
purpose?

purpose



# Activity Major Purpose and Impact

Workbook Page 4

Pairs Exercise

Individually consider the 4 questions

Why am I in this role?

What are the top priorities for my role?

What are the most important things Unilever needs me to accomplish in my role?

What fulfils me above all other things?

Then in pairs – share and discuss with each other

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What are the top priorities for my role?

What are the most important things Unilever needs me to accomplish in my role?

What fulfils me above all other things?

# Debrief – Purpose and Impact as a Front-Line Leader

1. Contribute to the overall success and efficiency of my factory's operations
2. Use my leadership skills, technical knowledge and problem-solving skills to improve the functioning of our processes
3. Build and maintain a cohesive and well-motivated team
4. Manage the people effectively
5. Resolve interpersonal issues
6. Create a positive working environment
7. Promote teamwork – with my team and across operations



# Activity - Unilever Behaviours

## My Development Plan Workbook Page 5

1. In Pairs
2. Share your SOL Assessment with each other
3. Discuss openly and support each other to identify development opportunities
4. Record your personal actions / focus areas



# Growing Autonomy – Intrinsic Motivation

Autonomy is the capacity of a rational individual to make an informed, uncoerced decision.

Doing it because you understand why, because it makes sense, you choose and want to do it – it's the right thing to do.



# Intrinsic Motivation – Daniel Pink + Seligman

## AUTONOMY

Ownership of the task,  
driving their own  
learning.



## MASTERY

Expertise & deep  
understanding of  
concepts & skills.



## RELATEDNESS

The desire to feel  
loved, connected, and  
meaningfully involved  
with others.



## PURPOSE

Knowing why, the  
rationale behind the  
task.



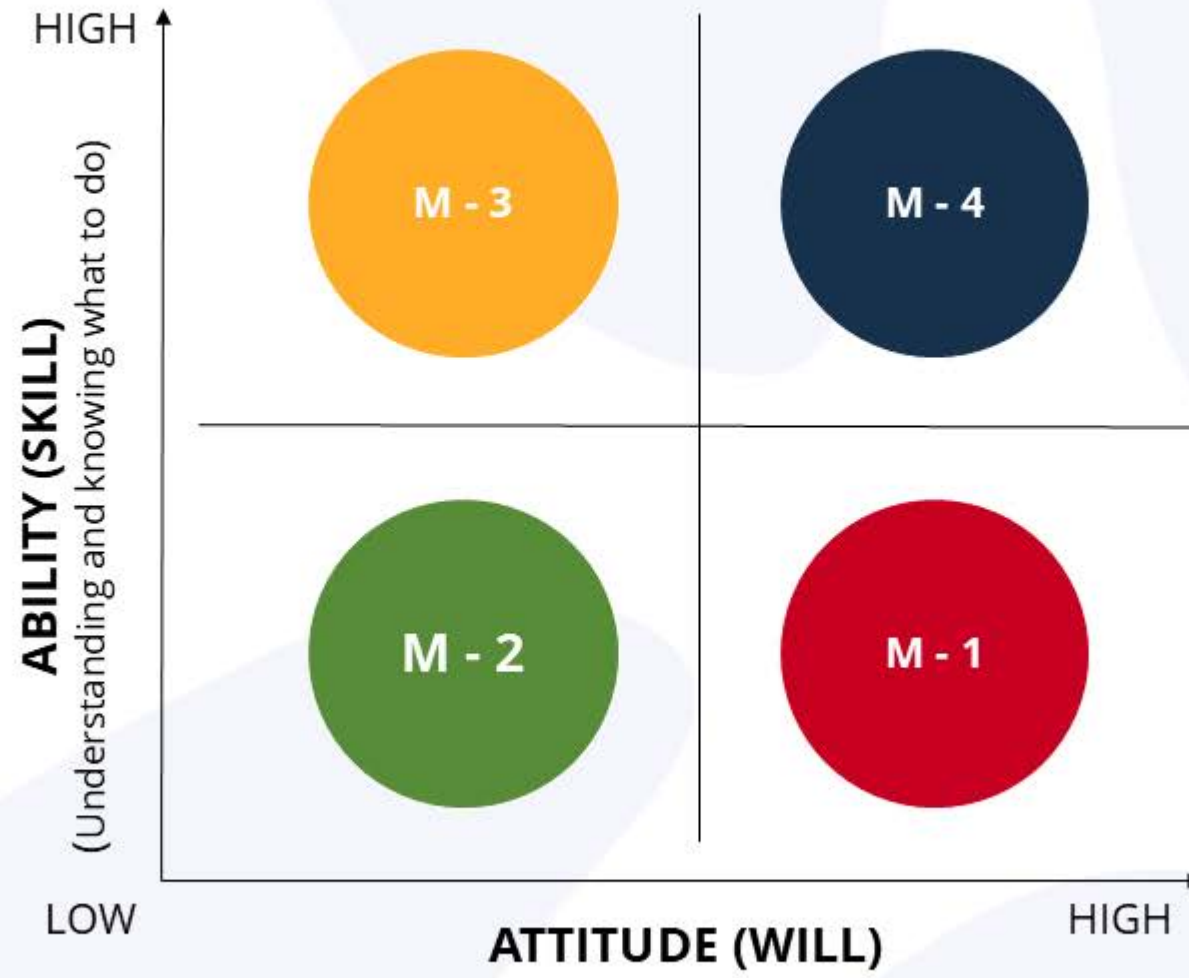
# Our Colleagues?

How can we measure maturity and motivation?

- **THE ABILITY (SKILL)** to do the Task (understand and know how to do it)
- **THE ATTITUDE (WILL)** to do the Task (want to do it)



# MATURITY LEVELS



# Activity Situational Leadership

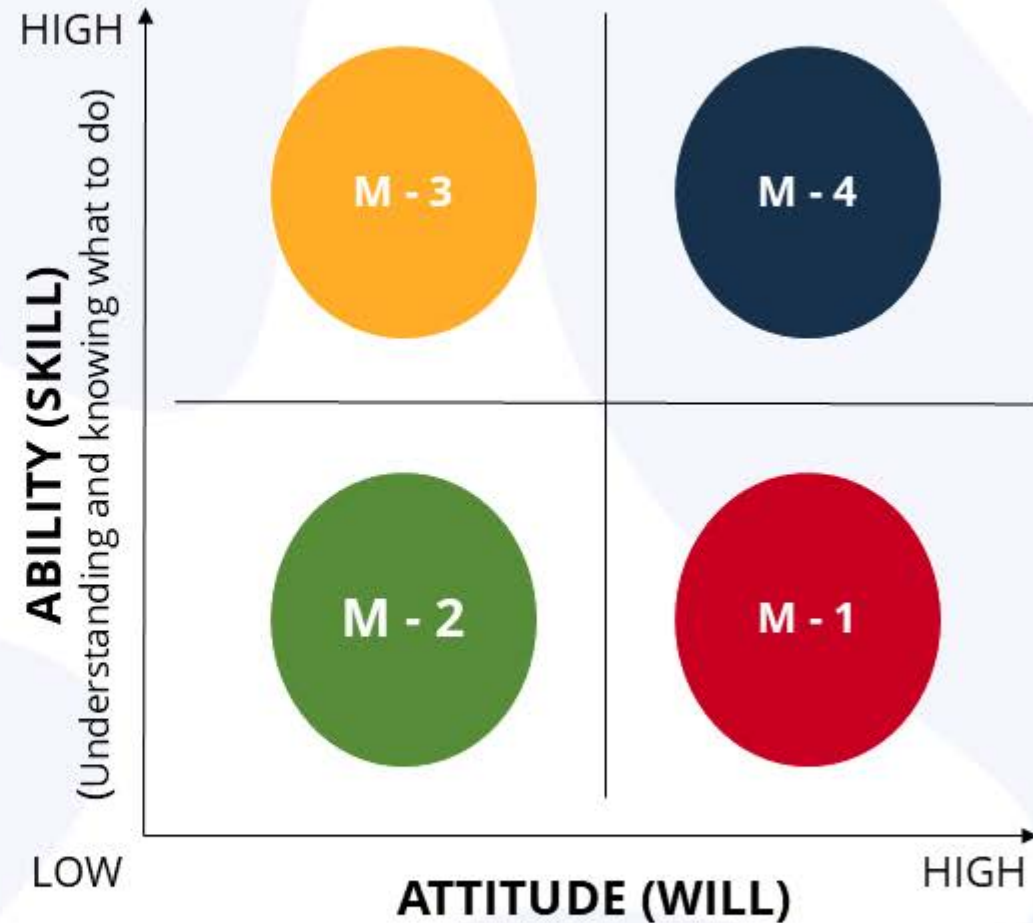
In groups

For your assigned quadrant(s) M-1 to M-4

What would be the indicators that a team member was at this stage of their development?

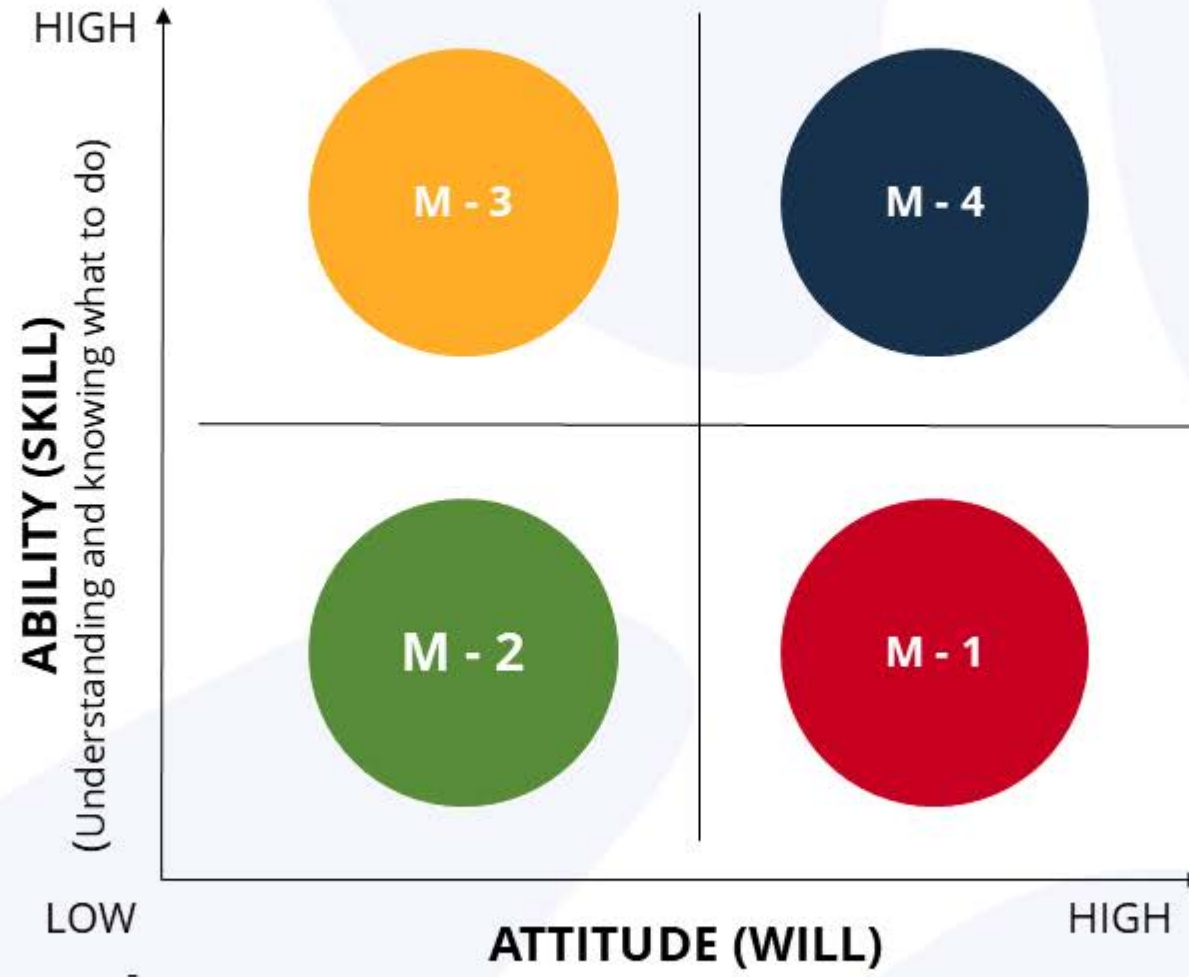
Which management behaviours would you use at this stage to support the development of your team member?

Workbook Page 5



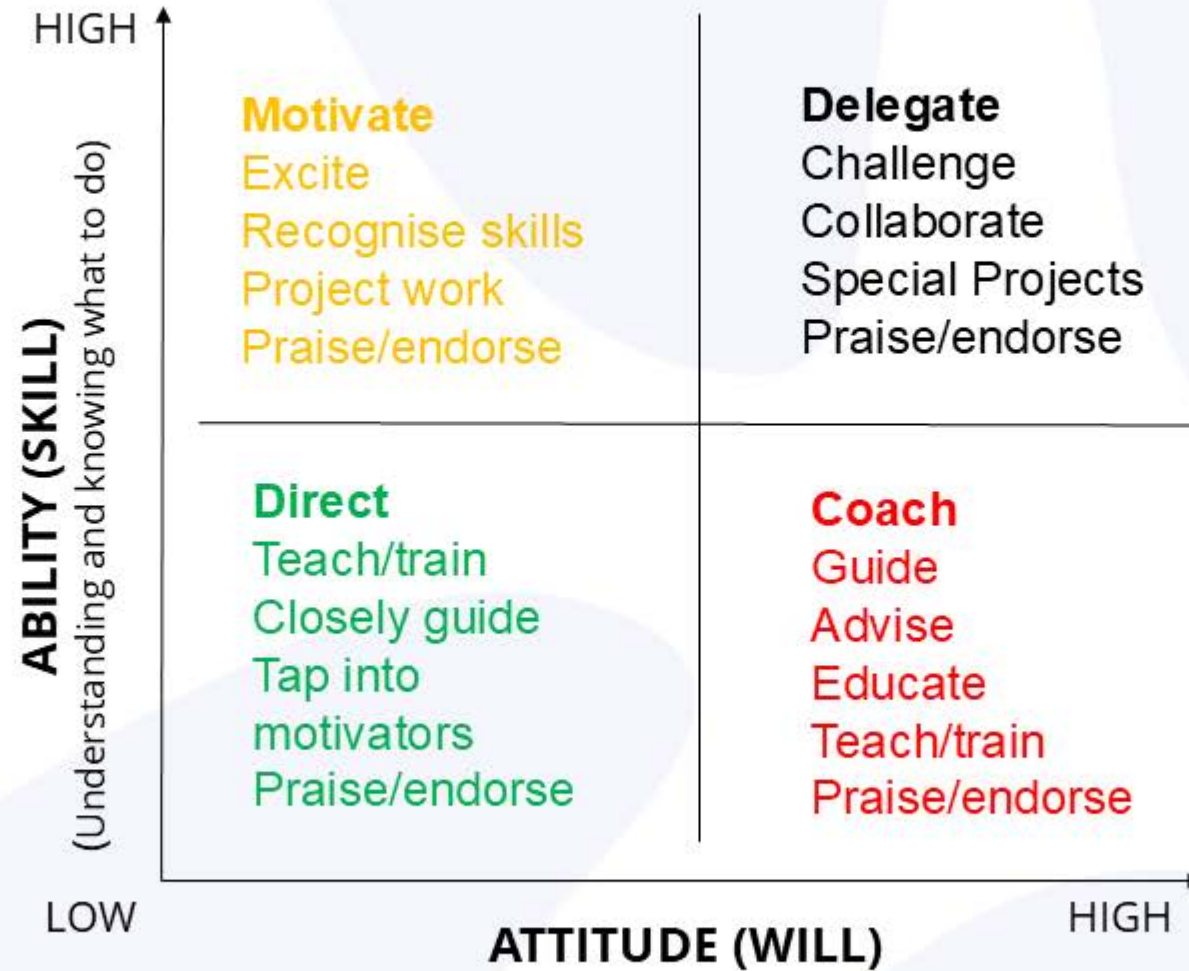
# MATURITY LEVELS

## Activity Debrief



# MATURITY LEVELS

## Activity Debrief



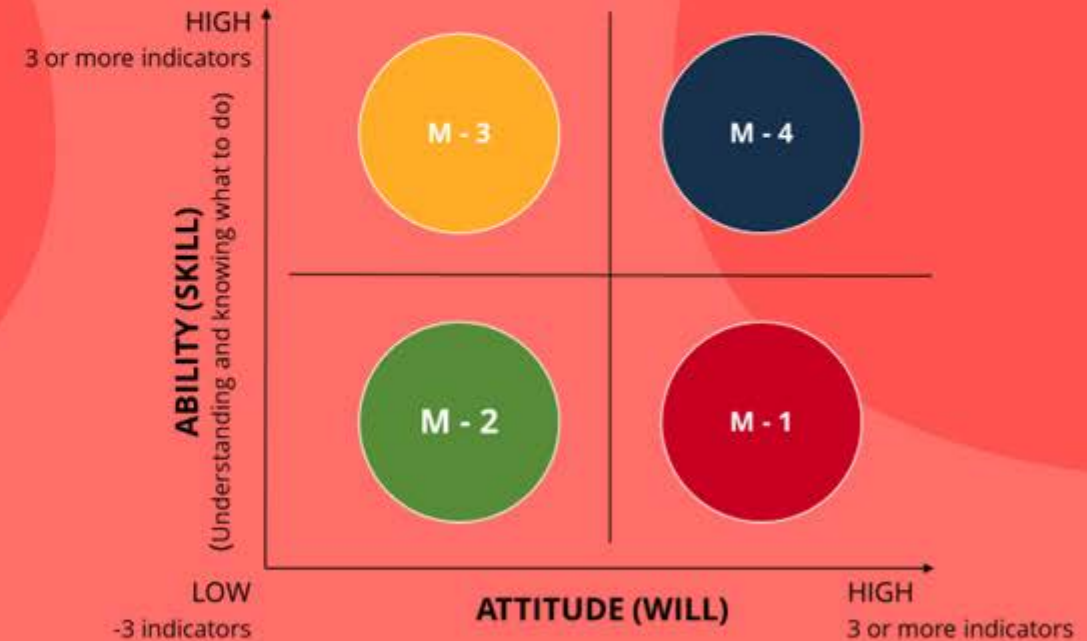
# Application Practice

This activity is for your application practice – to take your learnings into the daily routine.

Apply the skill / will matrix of situational leadership with someone in your team. What was the scenario? How did it go? What did you learn?

Workbook Page 6

We will review your feedback during our next session.  
Good luck!



# The Role of the Manager – Summary

## The Leader and Culture



## Understand what great people leaders do



## Intrinsic Motivation & Situational Leadership



# ***COMMIT TO ACTION***

## ***STOP START CONTINUE***

One thing I should stop doing / do less of

One thing I would like to start doing / do more of

One thing I should continue doing

Workbook Page 7

