

As a LEADER, you are either COMING OUT of a storm...



- Sources:
- TrainsandTravel.com
 - kbcnews.go.com
 - RescueandRestoration.com
 - rehabitat.com
 - StarAdvertiser.com

You are **IN** a storm...



Sources:

- [Youtube.com](https://www.youtube.com)
- [Cdn.images.express.co.uk](https://cdn.images.express.co.uk)
- [Static01.nyt.com](https://static01.nyt.com)
- [Worldatlas.com](https://www.worldatlas.com)



www.holidify.com

Or you are **GOING INTO** a storm

SACK Defense LLC



Please allow me to help
you prepare.

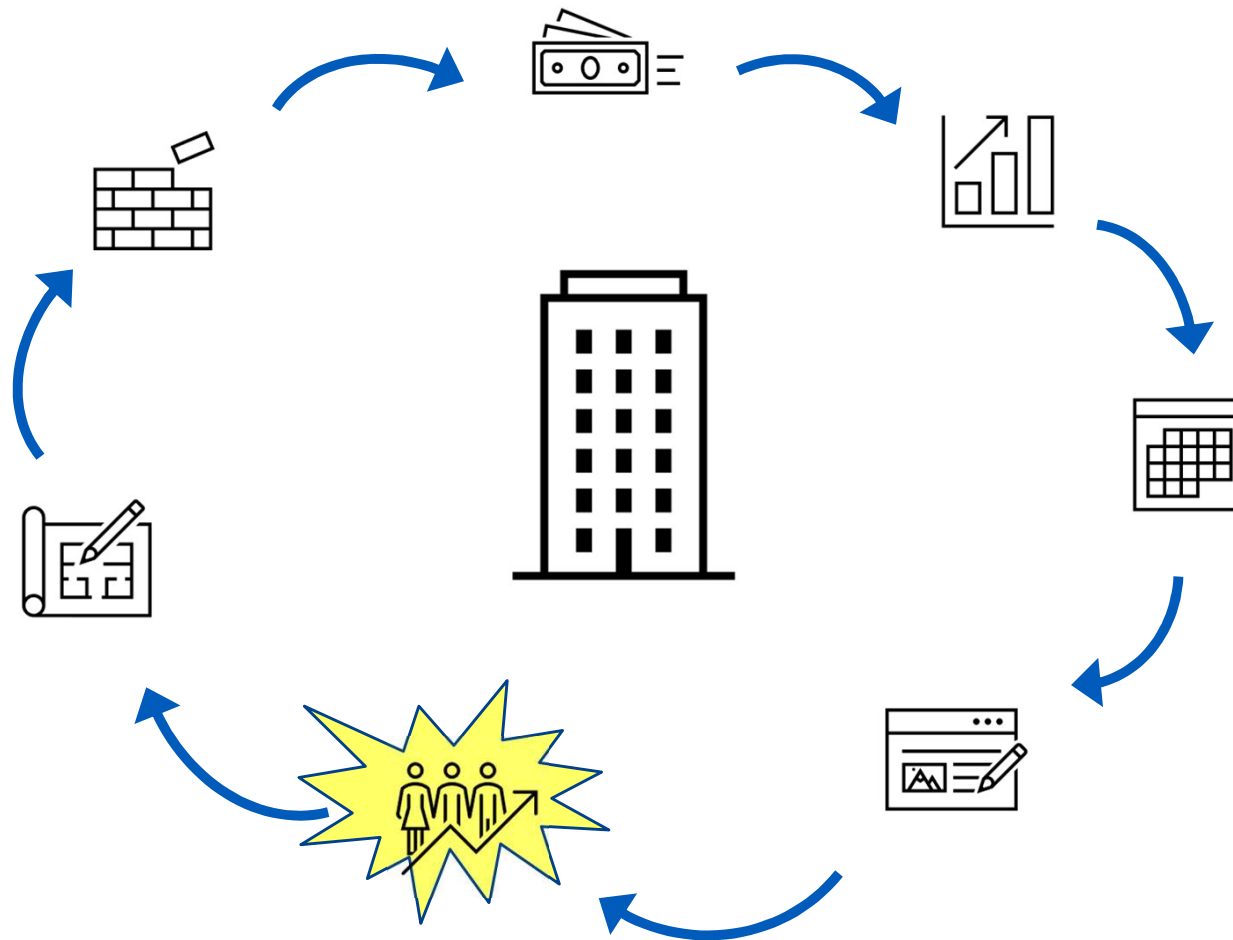


Stephen T. Sasaki

SACK Defense LLC

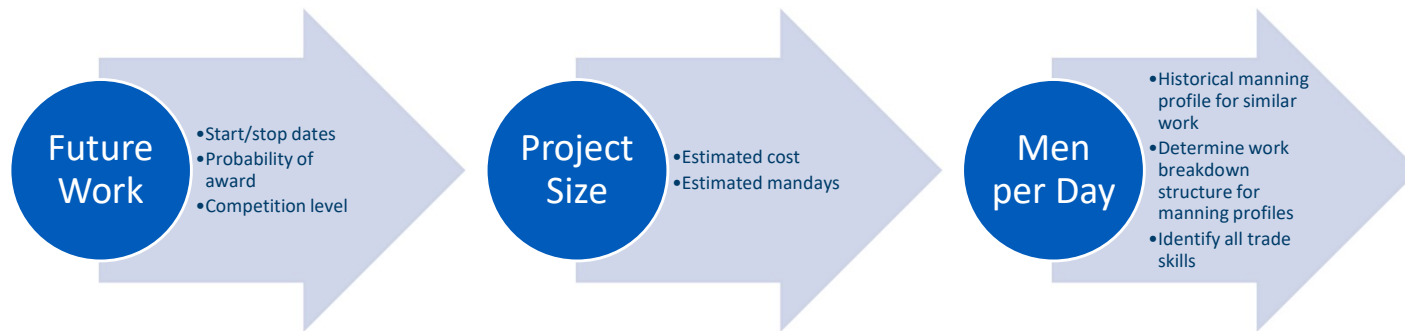


HUMAN CAPITAL STRATEGIC PLAN



HUMAN CAPITAL STRATEGIC PLAN

Determining Future Workload & Future Manning



1. Determine projected DIRECT LABOR requirements:

$$\text{LABOR}_{\text{Direct}} = \text{LABOR}_{\text{Straight Time}} + \text{LABOR}_{\text{Over Time}} + \text{LABOR}_{\text{LOE}} + \text{LABOR}_{\text{Contract}}$$

2. Project the DIRECT LABOR requirements through the planning period (e.g., CURRENT YEAR, CURRENT YEAR+1, etc.).
3. Use DIRECT LABOR to determine the personnel END STRENGTH numbers (i.e., DIRECT LABOR doesn't include benefits).
4. Perform gap analysis between the CURRENT YEAR and FUTURE YEAR requirements to determine END STRENGTH manning surplus/deficit for each of the upcoming years.
5. Implement contingency plans for deficit manning profiles.
6. Execute hiring plan.
7. REPEAT

HUMAN CAPITAL STRATEGIC PLAN

Perform an Annual Strategic Planning Session – SWOT



1. Determine your **Total Manning Levels** for coming years
2. Continue to build “**Strengths**”
3. Improve on “**Weaknesses**”
4. Take advantage of “**Opportunities**”
5. Have risk mitigations for “**Threats**”
6. Apply all past **Lessons Learned**:
 - a. Validation of assumptions
 - b. Poor quality issues
 - c. Late delivery / schedules
 - d. Poor safety (TCIR/DAW)
7. Develop & maintain **Action Plan**
8. Ensure **Key Indicators / Metrics** are established & Red/Yellow/Green trip points are established
9. Create metric dashboard

HUMAN CAPITAL STRATEGIC PLAN

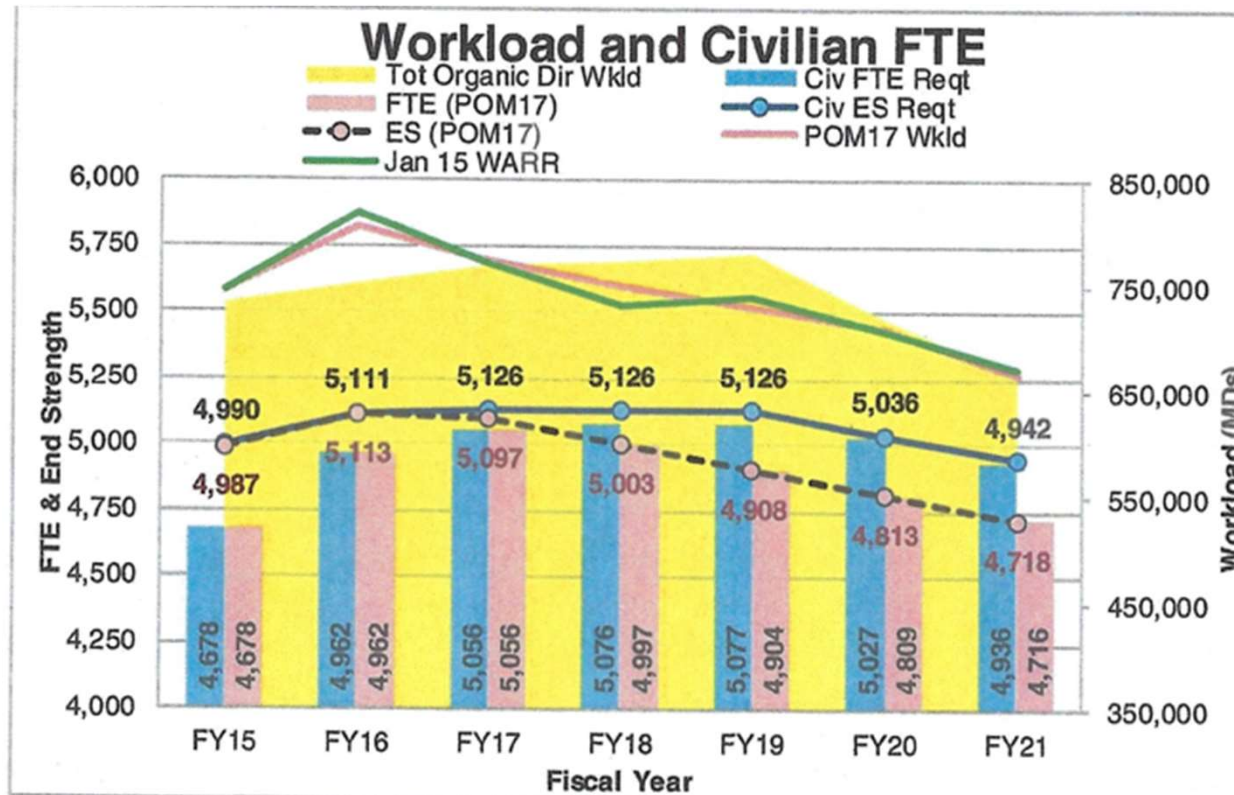
Determining Future Workload & Future Manning

Workload and Civilian FTE Calculation	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Grand Total Wkld	760,677	766,291	785,499	788,620	793,821	725,393	672,564
Tot Organic Dir Wkld	733,395	751,833	769,041	772,965	780,166	718,738	665,909
Bor/Contracts Wkld	27,282	14,458	16,458	15,655	13,655	6,655	6,655
Civ FTE Reqt	4,678	4,962	5,056	5,076	5,077	5,027	4,936
FTE (POM17)	4,678	4,962	5,056	4,997	4,904	4,809	4,716
Civ ES Reqt	4,990	5,111	5,126	5,126	5,126	5,036	4,942
ES (POM17)	4,987	5,113	5,097	5,003	4,908	4,813	4,718
Civ DLI %	56.3%	57.0%	57.5%	58.0%	58.3%	54.6%	51.4%
Civ Dir OT %	17.8%	12.2%	12.8%	12.0%	12.0%	10.0%	10.0%
Hires	755	341	235	220	220	130	126
Attrites	270	220	220	220	220	220	220
Net	485	121	15	0	0	(90)	(94)



HUMAN CAPITAL STRATEGIC PLAN

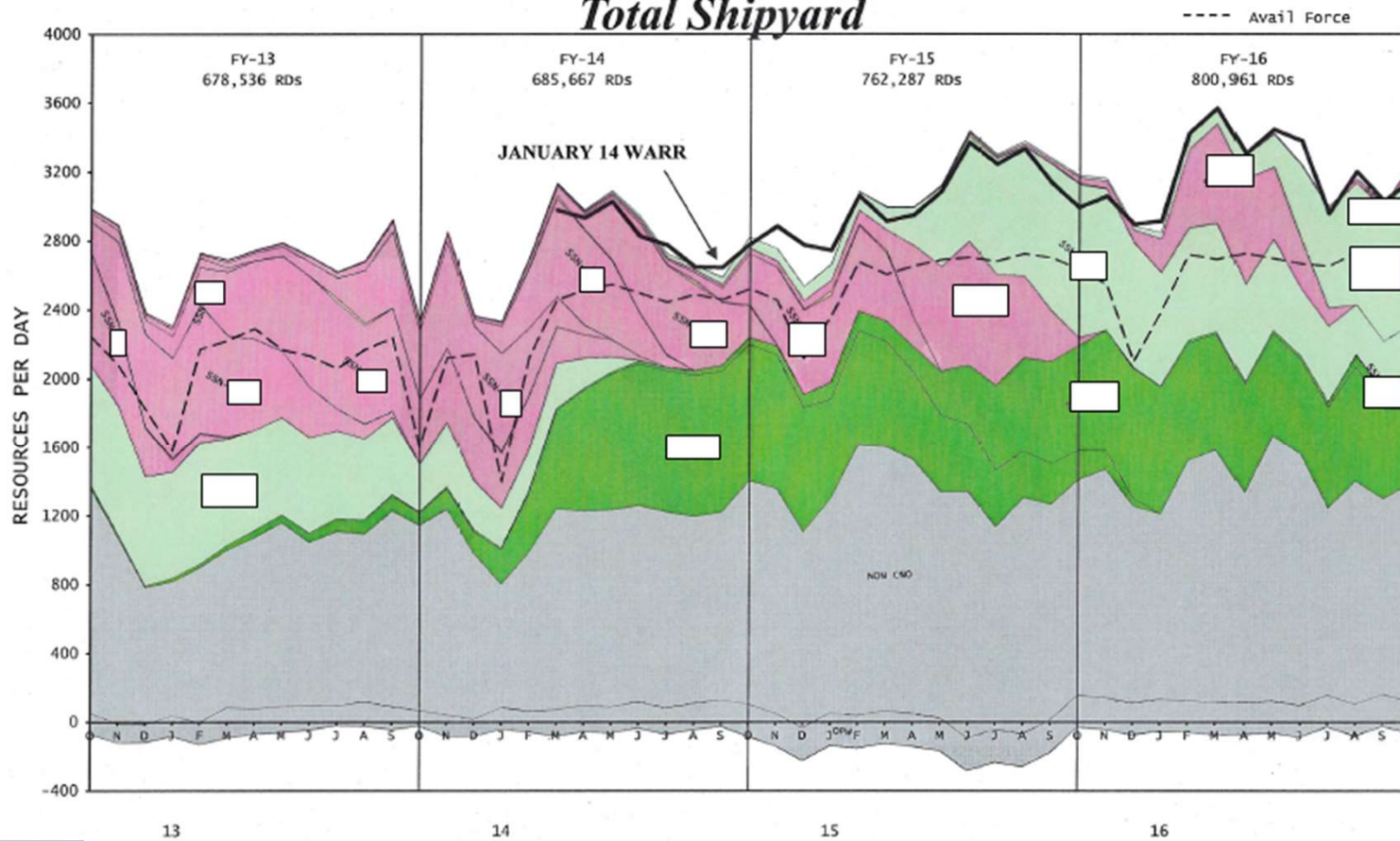
Determining Future Workload & Future Manning



HUMAN CAPITAL STRATEGIC PLAN

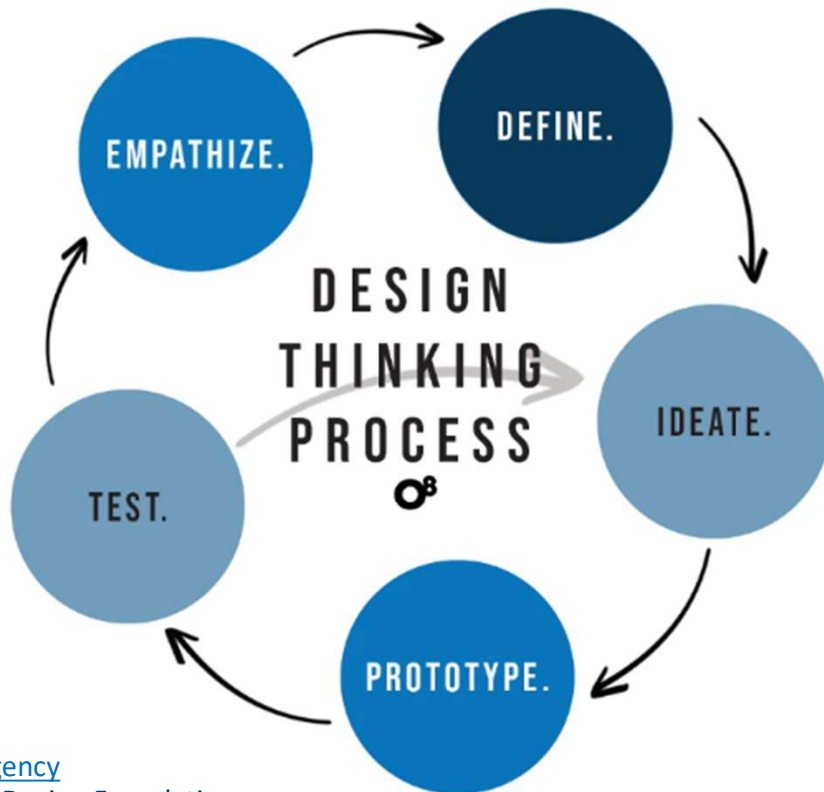
Determining Future Workload & Future Manning

Total Shipyard



HUMAN CAPITAL STRATEGIC PLAN

Perform an Annual Strategic Planning Session – DESIGN THINKING



1. Non-linear, iterative process, ranging from 3-7 phases
2. Dynamic approach to develop and launch innovative ideas
3. Tenets of DESIGN THINKING:
 - a. QUAD1 vs. QUAD2
 - b. Leader vs. Manager
 - c. To know is to LEAD
 - d. The WHAT vs. the HOW
 - e. Science vs. Art
 - f. Technical vs. Marketing
4. Create collaborative, meaningful solutions

Sources:

- www.o8.agency
- Interactive Design Foundation

RECRUITING & RETENTION

Get Ready for the RATE of Change

revolution in evolution

Highlights from the Journey to 1 Billion PCs

1,000,000,000
900,000,000
800,000,000
700,000,000
600,000,000
500,000,000
400,000,000
300,000,000
200,000,000
100,000,000



1971 - Intel, founder of Intel® Microprocessors, introduces the Intel® 4004, the world's first microprocessor.

1974 - Intel introduces the Intel® 8080 microprocessor, which was used in the first commercially successful personal computer, the Apple II.

1976 - Apple Computer, Inc. introduces the Apple II, the first personal computer with a graphical user interface.



1978 - Intel introduces the Intel® 8086 microprocessor, which was used in the first commercially successful personal computer, the IBM PC.

1982 - Intel introduces the Intel® 386 microprocessor, which was used in the first commercially successful personal computer, the IBM PC.

1985 - Intel introduces the Intel® 486 microprocessor, which was used in the first commercially successful personal computer, the IBM PC.

1989 - Intel introduces the Intel® Pentium microprocessor, which was used in the first commercially successful personal computer, the IBM PC.

1993 - Intel introduces the Intel® Pentium Pro microprocessor, which was used in the first commercially successful personal computer, the IBM PC.

1997 - Intel introduces the Intel® Pentium II microprocessor, which was used in the first commercially successful personal computer, the IBM PC.

2000 - Intel introduces the Intel® Pentium III microprocessor, which was used in the first commercially successful personal computer, the IBM PC.

2002 - Intel introduces the Intel® Pentium 4 microprocessor, which was used in the first commercially successful personal computer, the IBM PC.

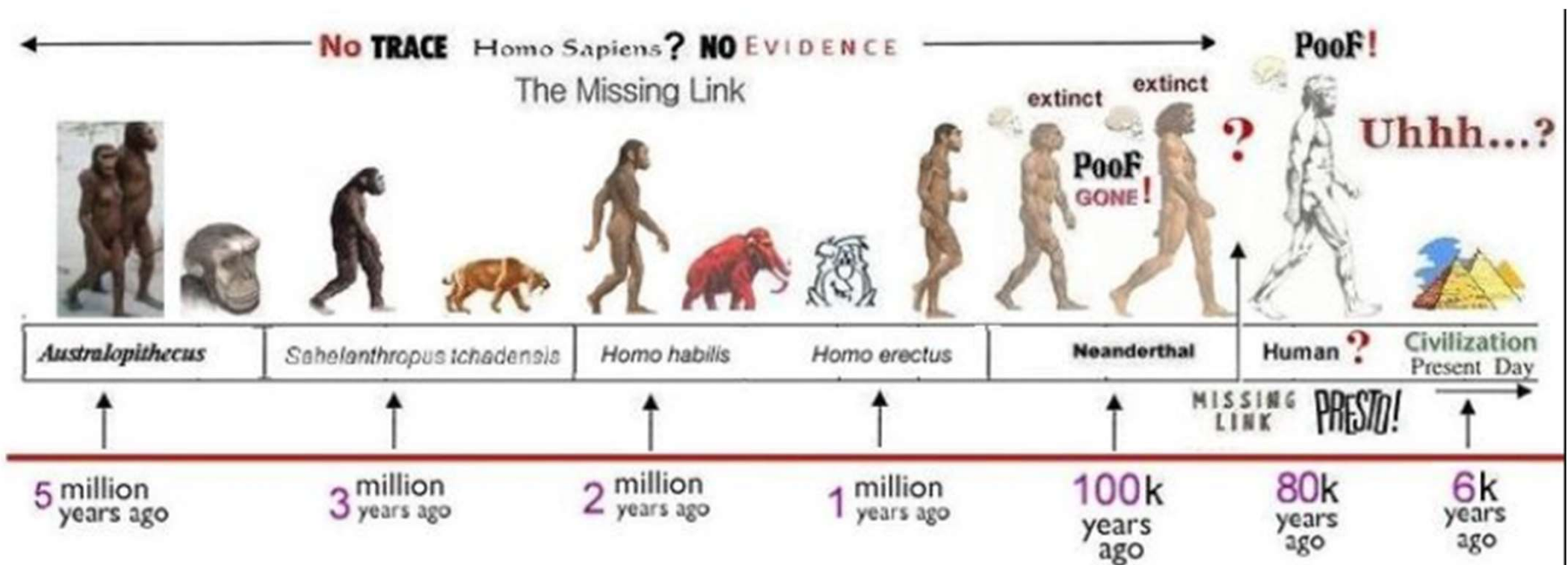
2003 - Intel introduces the Intel® Pentium D microprocessor, which was used in the first commercially successful personal computer, the IBM PC.

For more information, please visit <http://www.intel.com>

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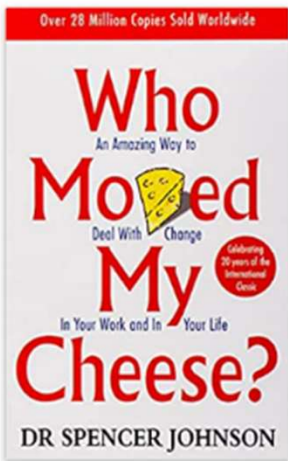
RECRUITING & RETENTION

Get Ready for the RATE of Change

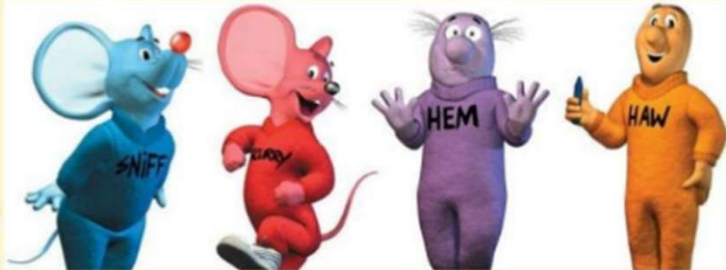


RECRUITING & RETENTION

Get Ready to Move Your Cheese



The 4 Protagonists Which one are you???



Sniff
- sniffs/looks ahead;
anticipates change

Scurry
- scurries ahead and bumps into change

Hem
"To discuss, deliberate, or contemplate rather than taking action or making up one's mind. (e.g., *If you hem and haw long enough, someone else will do it first.*)" - Wiktionary

Haw

- Create your Road Map
- Don't be blinded by past practices
- Seek opportunities by understanding social, media, & process norms
- Understand who & what are trending
- Identify as many risks as possible
- Be prepared for (positive & negative) unintended consequences

RECRUITING

Achieve SUCCESS Using a Change Management System

- Review hiring practices to achieve **OKG** long term employment
- Create an employee referral incentive program
- Be networked with on-line services (e.g., ZipRecruiter, LinkedIn, Indeed, etc.)
- Recruit at colleges & schools
- Determine changes to promotion & compensation structure
- Participate in job & career fairs
- Determine who will lead & manage the transformation



EMPLOYEE RETENTION

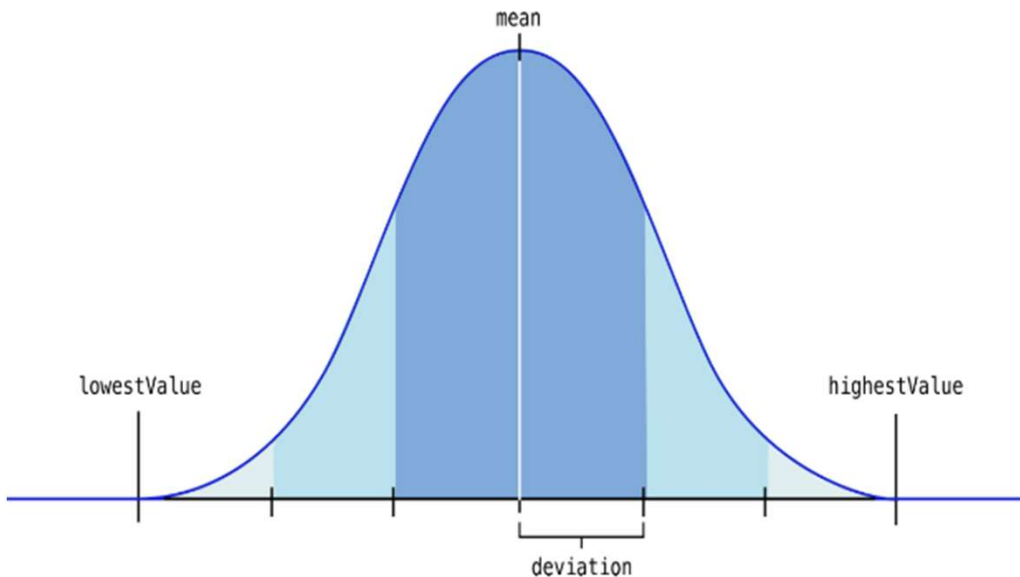
Motivate & Retain!



- Hire **OKG** candidates that will be the right fit for your company
- Set clear standards & expectations
- Ensure your employees are **HAPPY & ENGAGED**
- Mature career development plans
- Develop a collaborative & interactive employee evaluation system
- Invest in training & coaching managers to engage their team members

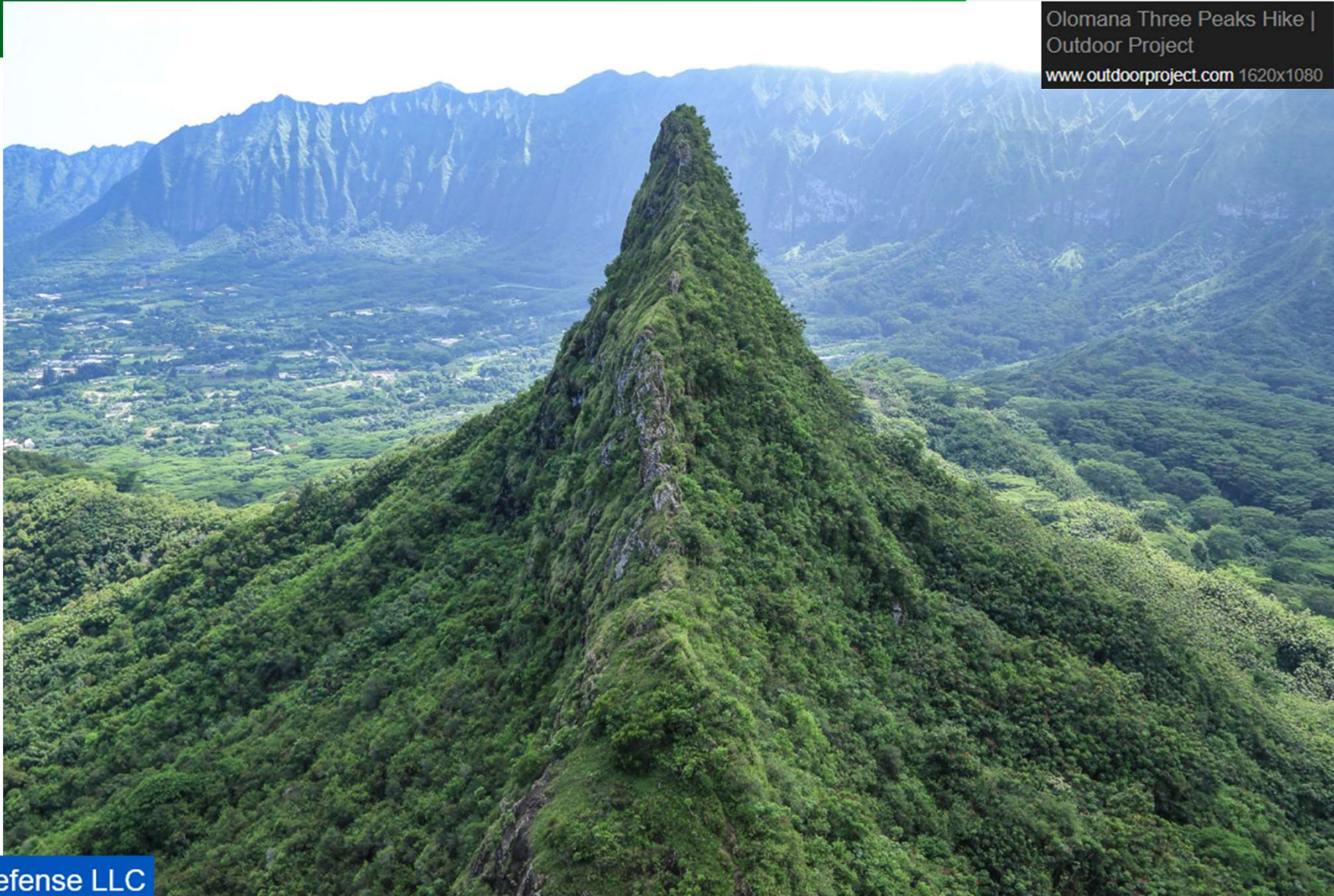
EMPLOYEE RETENTION

Motivate & Retain!



- Determine a plan for keeping employees engaged
- Ensure employees know YOU as a person & not only as a BOSS
- Understand the needs of your employees
- Recognize your employees but always be SAFE!

Olomana Three Peaks Hike |
Outdoor Project
www.outdoorproject.com 1620x1080



EMPLOYEE RECOGNITION



"The Most Dangerous Hike on Oahu" Pu'u Manamana - YouTube
[www.youtube.com 1280x720](https://www.youtube.com/watch?v=1280x720)

EMPLOYEE RECOGNITION



TEAM ASSESSMENT REPORT

Based on the Model in the Best-Selling Book
THE FIVE DYSFUNCTIONS OF A TEAM



the source for organizational health | www.tablegroup.com

THE MODEL

Like it or not, all teams are potentially dysfunctional. This is inevitable because they are made up of fallible, imperfect human beings. From the basketball court to the executive suite, politics and confusion are more the rule than the exception.

But the power of teamwork is great. The founder of a billion dollar company best expressed that power when he once said, "If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time."

Whenever a group of leaders hears this adage, they immediately nod their heads, but in a desperate sort of way. They seem to grasp the truth of it while simultaneously surrendering to the impossibility of actually making it happen.

Fortunately, the causes of dysfunction are both identifiable and curable. However, they don't die easily. Making a team functional and cohesive requires extraordinary levels of courage and discipline.

The following section provides an overview of the five behavioral challenges all teams must continuously work to avoid.

TEAM ASSESSMENT REPORT

Based on the Model in the Best-Selling Book
THE FIVE DYSFUNCTIONS OF A TEAM



Model: The 5 Dysfunctions

- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
- Inattention to Results

TEAM ASSESSMENT REPORT

Based on the Model in the Best-Selling Book
THE FIVE DYSFUNCTIONS OF A TEAM



TEAM SUMMARY

- HIGH (3.75 AND ABOVE)**
- MEDIUM (3.25 TO 3.74)**
- LOW (LESS THAN 3.25)**



Your assessment scores indicate that results, accountability, commitment, conflict and trust are areas of likely concern for your team.

TEAM ASSESSMENT REPORT

Based on the Model in the Best-Selling Book
THE FIVE DYSFUNCTIONS OF A TEAM



Recommendations for: **The 5 Dysfunctions**

- **Absence of Trust**
 - Use a personality instrument
 - Spend more time together
 - Personal histories exercise

TEAM ASSESSMENT REPORT

Based on the Model in the Best-Selling Book
THE FIVE DYSFUNCTIONS OF A TEAM



Recommendations for: **The 5 Dysfunctions**

- **Fear of Conflict**
 - Use a personality instrument
 - Set expectations / rules of engagement
 - Improve meetings

TEAM ASSESSMENT REPORT

Based on the Model in the Best-Selling Book
THE FIVE DYSFUNCTIONS OF A TEAM



Recommendations for: **The 5 Dysfunctions**

- **Lack of Commitment**
 - Define the worst case scenario & establish contingency plans
 - Achieve clarity and closure...use cascading communication
 - Set thematic goals

TEAM ASSESSMENT REPORT

Based on the Model in the Best-Selling Book
THE FIVE DYSFUNCTIONS OF A TEAM



Recommendations for: **The 5 Dysfunctions**

- **Avoidance of Accountability**
 - Set goals & standards
 - Review progress against thematic goals
 - Use team effectiveness exercise

TEAM ASSESSMENT REPORT

Based on the Model in the Best-Selling Book
THE FIVE DYSFUNCTIONS OF A TEAM



Recommendations for: **The 5 Dysfunctions**

- **Inattention to Results**
 - Set team priorities
 - Ensure goals are aligned & make public commitments to complete
 - Team based rewards

TEAM ASSESSMENT REPORT

Based on the Model in the Best-Selling Book
THE FIVE DYSFUNCTIONS OF A TEAM



Lessons Learned

The 5 Dysfunctions:

- Be HUMBLE
- Get in “SHAPE”
- Be FLEXIBLE
- Have a MODEL
- Know your CORE VALUES
- Understand STRENGTHS & WEAKNESSES
- Have a LARGE TOOLBAG
 - Five Dysfunctions of a Team
 - The Birkman Method
 - Myers-Briggs
 - Working Genius

TEAM ASSESSMENT REPORT

Based on the Model in the Best-Selling Book
THE FIVE DYSFUNCTIONS OF A TEAM



Retest for
The 5 Dysfunctions
(5 months later):

Team RETEST
results...

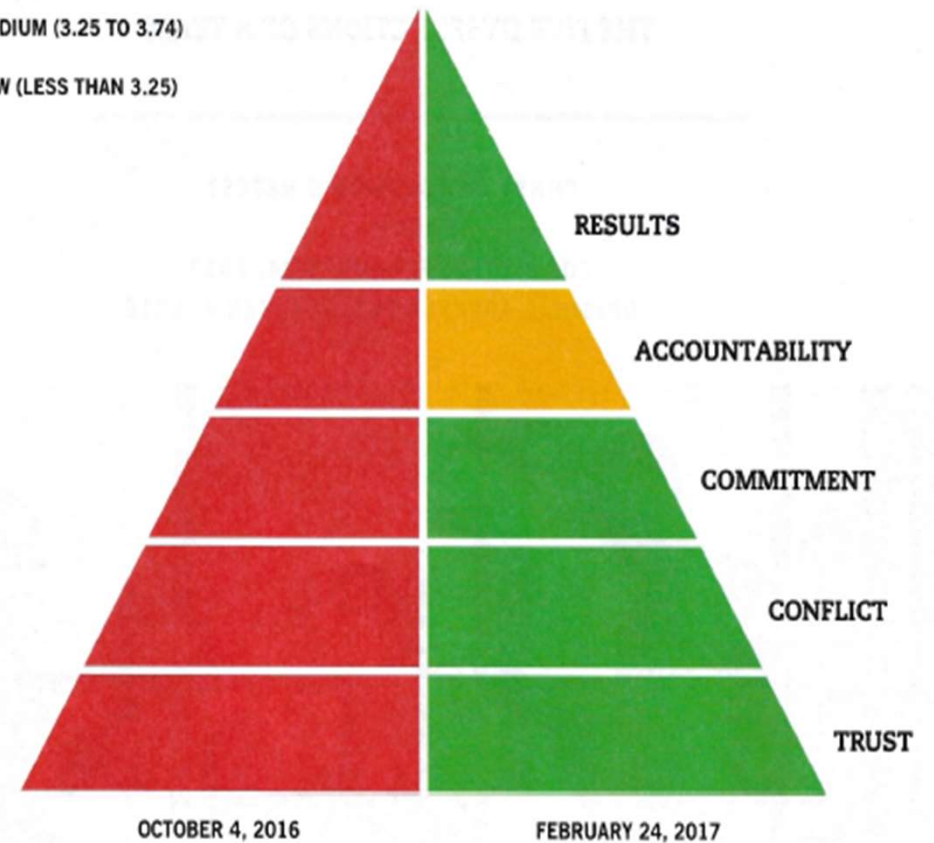
TEAM ASSESSMENT REPORT

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TEAM SUMMARY

- HIGH (3.75 AND ABOVE)
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- LOW (LESS THAN 3.25)



GENERATIONAL DIFFERENCES & WORKPLACE DIVERSITY



Despite MIKE's effort to make changes by completing 5 Dysfunctions of a Team and the impending results of SARAH's career decisions, CHRISTINE is still frustrated and undecided on her future.

She explains to MIKE that she will continue to apply for other positions.

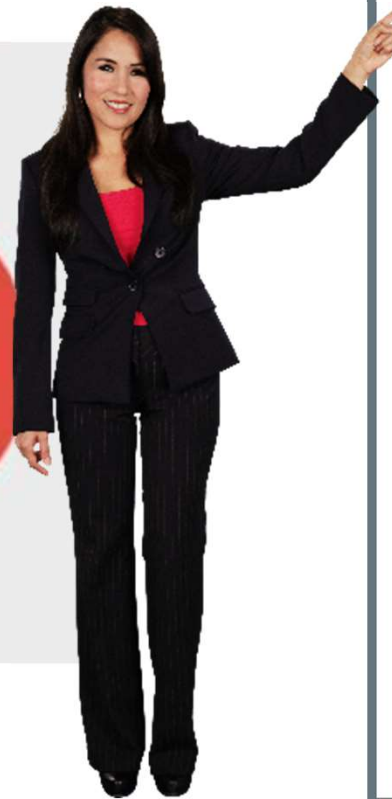
LEADING WITH...

Emotional
Intelligence

What does **Emotional Intelligence** look like now?



www.ethozgroup.com



PERSONAL COMPETENCE

Self Awareness:

- ✓ Knowing thy self
- ✓ Accurately self-assessing
- ✓ Having self-confidence

Self Regulation:

- ✓ Integrity
- ✓ Emotional self-control
- ✓ Driving to achieve better
- ✓ Adaptability
- ✓ Identifying innovation
- ✓ Initiating opportunities
- ✓ Owning the learning attitude

What does **Emotional Intelligence** look like now?



www.ethozgroup.com



RELATIONAL COMPETENCE

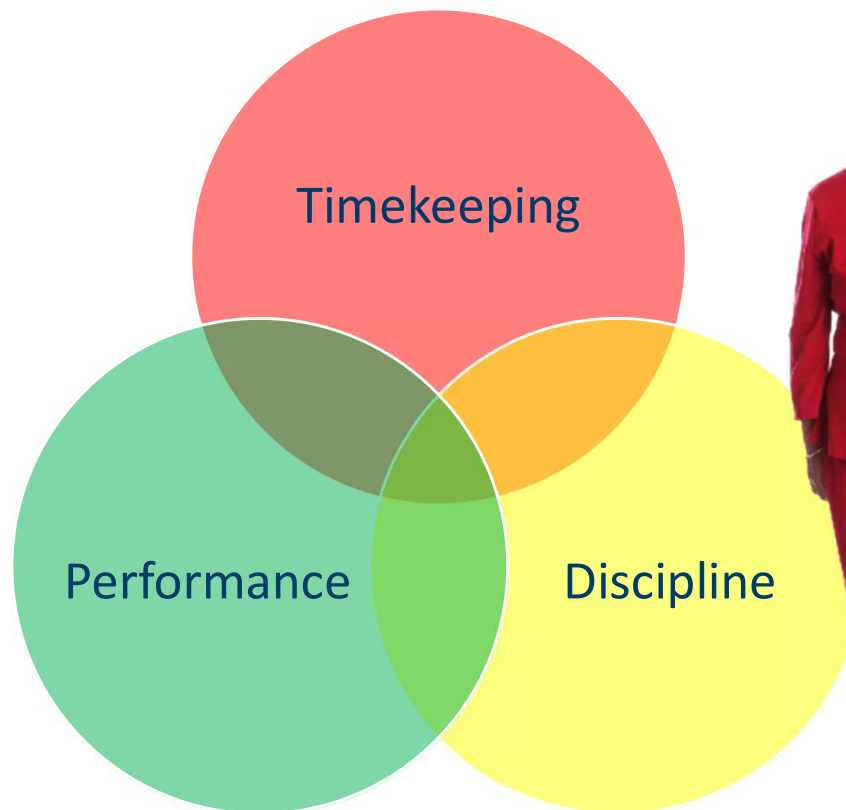
Awareness of Others:

- ✓ Empathizing
- ✓ Servicing orientation
- ✓ Organizational acumen
- ✓ Appreciating diversity

Building Relationships:

- ✓ Effectively communicating
- ✓ Developing others
- ✓ Driving team performance
- ✓ Managing conflict
- ✓ Mastering change management
- ✓ Influencing others
- ✓ Inspiring all

What did **Emotional Intelligence** look like?



"OLD SCHOOL" E.I.

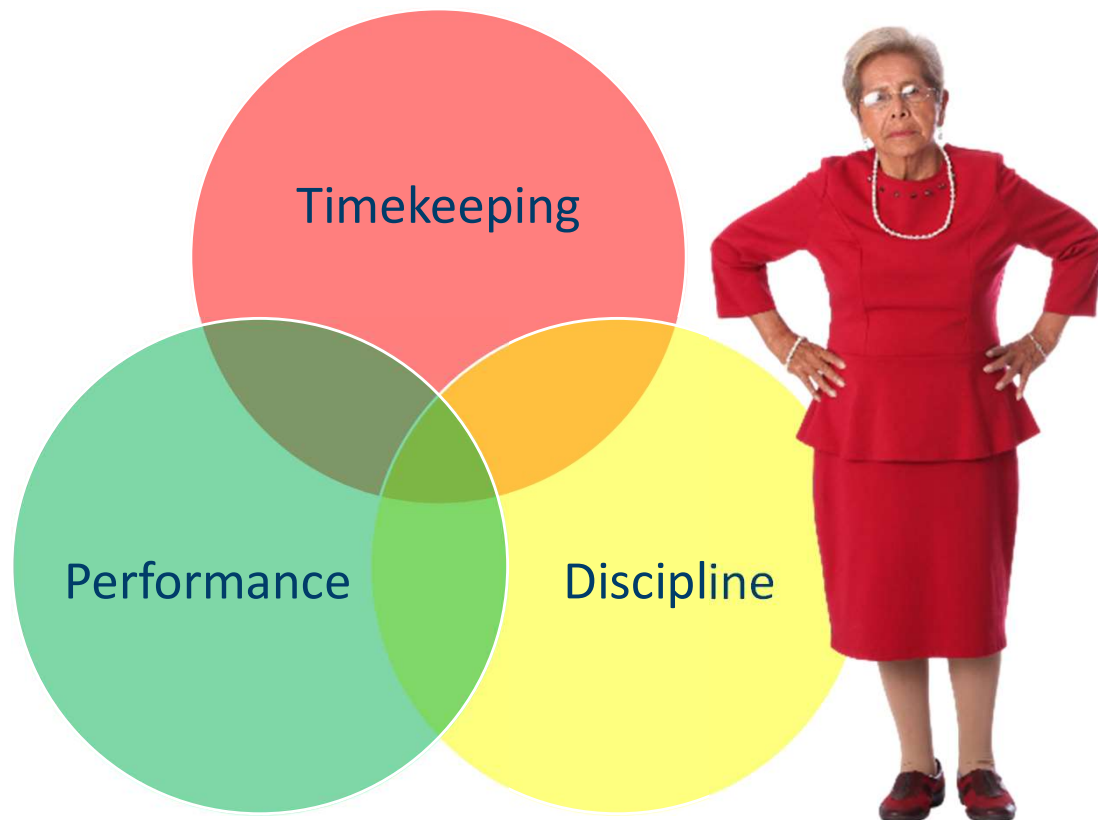
Self Awareness:

- ✓ Knowing thy self as supreme
- ✓ Self-assessing not required
- ✓ Too much self-confidence

Self Regulation:

- ✓ Integrity, but tell it like it is
- ✓ Lack of emotional self-control
- ✓ Driving to achieve results
- ✓ Not adaptable
- ✓ Not changing...we've always done it this way!

What did **Emotional Intelligence** look like?



"OLD SCHOOL" E.I.

Awareness of Others:

- ✓ No empathizing
- ✓ Organizational acumen
- ✓ Diversity does not exist

Building Relationships:

- ✓ Wonder what the boss is thinking?
- ✓ Learn on the job
- ✓ Driving team results
- ✓ If you have a problem...
- ✓ My way or the highway
- ✓ Influencing others by yelling

What is the IMPACT of not mastering Emotional Intelligence ?

Impact to the Workplace...

- Poor company performance:
 - ✓ **90%** of the top performing leaders have high EI
 - ✓ **58%** of EI is part of your performance
 - ✓ **83%** perceive themselves as motivational leaders
 - ✓ Yet **47%** are rated as challenged in one or more of the four areas
 - ✓ Only **1%** were rated as strong across four areas
- Poor morale
 - ✓ Hybrid work schedule abuse
 - ✓ Sick leave abuse
 - ✓ “Earn & burn” time-off mentality
 - ✓ High employee turnover
- Operational priorities change to conflict resolution & employee complaints
 - ✓ Grievances
 - ✓ Employee “burn-out”

Sources:

* Contentsparks, Talentsmart@focusingfuture.com

* Pinterest.com

What is the IMPACT of not mastering Emotional Intelligence ?

The Bottomline...

- High turnover:
 - ✓ Increased OT
 - ✓ Increased training costs
 - ✓ Decreasing health due to stress, anxiety, lack of sleep, etc.
 - ✓ Loss of family days
 - ✓ Loss of productive days
 - ✓ Coffee abuse
- Leaders with high EI make **\$29,000/year** more
- **70%** of Fortune 500 companies set aside funding for training

Possible Causes (5 whys?)...

- Inadequate training
- Lack of organizational commitment
- Organizational arrogance
- Need for change not a priority
- Did not experience a catastrophic event (yet)

Sources:

* Contentsparks, Talentsmart@focusingfuture.com

* Pinterest.com

What are MIKE's next steps
towards Emotional Intelligence excellence?



- Commit to the JOURNEY of CONTINUOUS IMPROVEMENT
- Subscribe to a self-assessment tool
- Review the results with a SME or a coach
- Understand strengths & develop weaknesses
- Develop & resource:
 - ✓ Self development action plan
 - ✓ Human capital EI training action plan
 - ✓ Human capital resource manning plan
 - ✓ Yearly performance goals

What are MIKE's next steps
towards Emotional Intelligence excellence?



- Improve effectiveness of meetings
- Seek coaching opportunities
- Schedule one-on-one meetings
- Commit to process development
- Set clear standards & expectations
- Perform MBWA
- Use measurement system to define progress
- Document intended results
- Prepare & assess unintended consequences
- Understand the lessons learned

What are MIKE's next steps
towards **Emotional Intelligence** excellence?



***FYI: For Your Improvement,
Fifth Edition***

***FYI: For Your Improvement
for Teams,
Second Edition***

Provides specific “on the job”
development tips. Simply select the
competency that needs improvement
& each chapter provides:

- An unskilled, skilled, and overused definition of the competency
- Possible causes for why there is a development need in this area
- A map explaining why the competency is important
- 10 or more tips for building the competency

LEADERSHIP
Performance Systems, Inc.
Accelerating Individual and Organizational Effectiveness

SACK Defense LLC

What are MIKE's next steps
towards **Emotional
Intelligence** excellence?

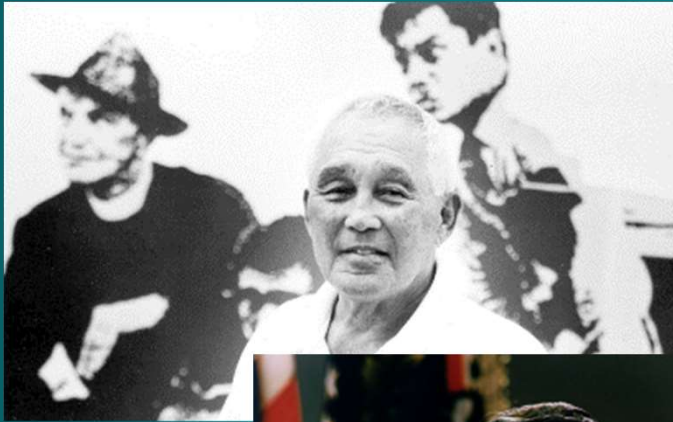


MIKE made time in his busy schedule to meet with CHRISTINE. Provides specific "on the job" development tips, examples he got from FYI, Second Edition. Although MIKE is much older, they found that they both have relatives in Maui, Hawaii and both enjoy pickle ball. As a result of this meeting, MIKE has committed to CHRISTINE to have more one-on-one meetings with the rest of his employees.

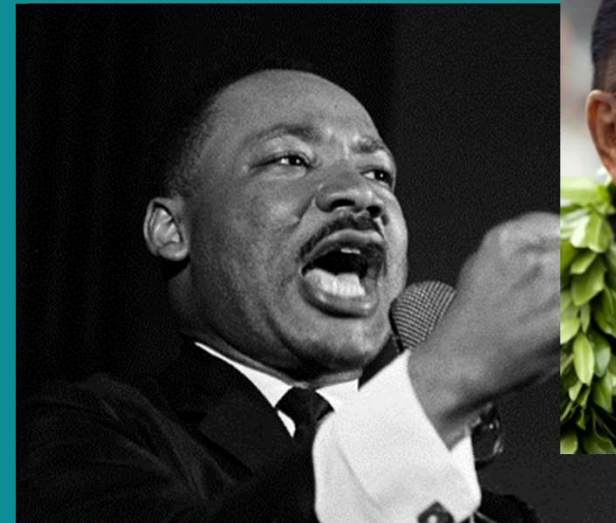


Who is on your Hall of Fame?

WHY?



Moilili Market Ltd.
2020 Annual New Year's Dinner



- Sources:
- www.iolanigivingday.org
 - listproducer.com
 - www.bostonglobe.com
 - why.org
 - Islanddigitalimaging.com

Leading with ALOHA

Akahai

- Kindness & gratefulness
- Expressed with tenderness

Lokahi

- Unbroken unity
- Expressed with harmony

Olu'olu

- Gentle & agreeable
- Expressed with pleasantness

Ha'aha'a

- Humility
- Expressed with modesty

Ahonui

- Patience & waiting for the moment
- Expressed with perseverance



Pono Shim

The Selfless LEADER



Leading with ALOHA...



Pono Shim
1963-2022

Thank You
&
ALOHA!!

