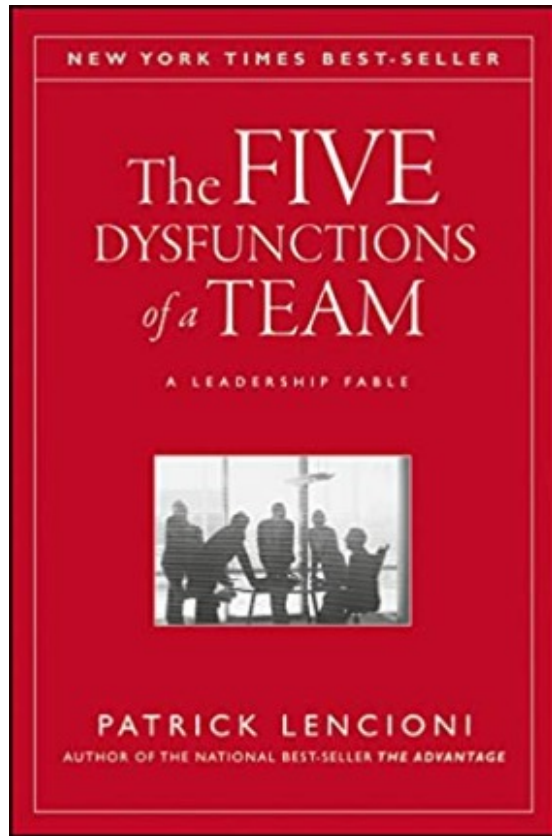


# Musings on Real World Experiences of Emotional Intelligence in the Brewery

Brian Faivre



# Vulnerability & Trust

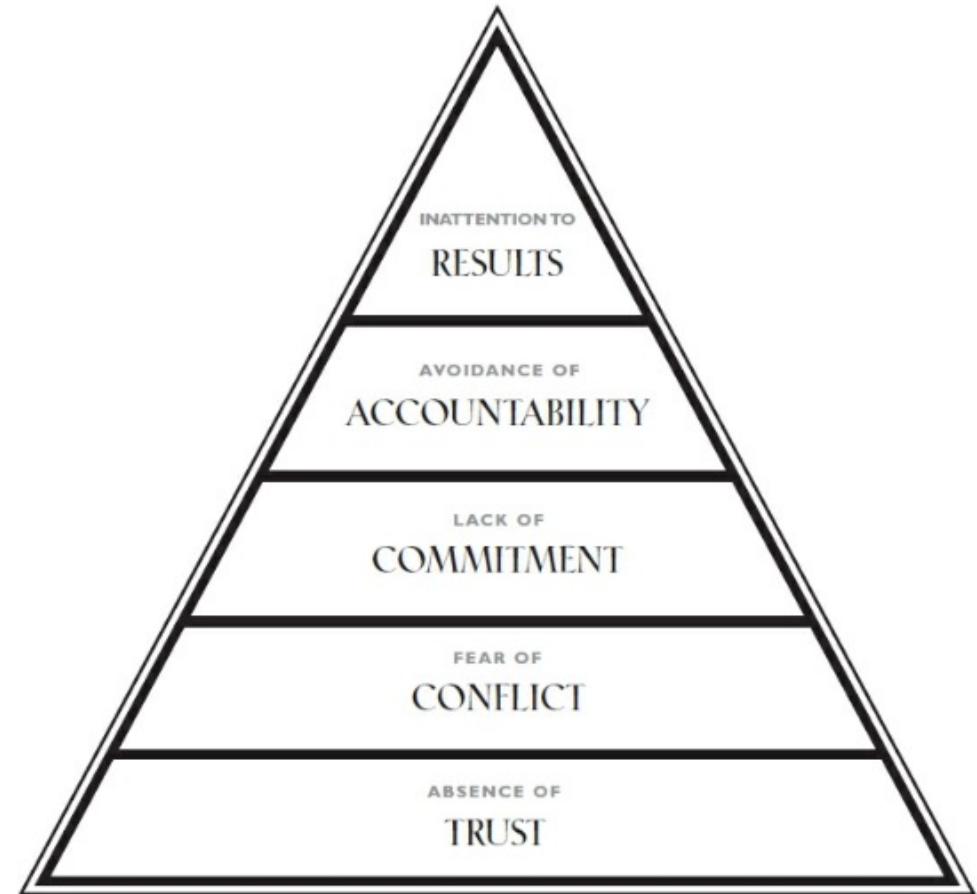


THE FIVE DYSFUNCTIONS OF A TEAM



# Exercises for Establishing Trust & Engaging in Conflict

- Personality Assessment
- Where did you grow up?
- How many kids in your family?
- What was the most difficult or important challenge of your childhood?
- Input on
  - 1 area you can improve on
  - 1 area you absolutely rock it



THE FIVE DYSFUNCTIONS OF A TEAM



# Personality Assessments

**DISC**



DOMINANT	INTERACTIVE	SUPPORTIVE	CONSCIENTIOUS
Decisive Competitive Daring Direct Innovative Persistent Adventurous Problem Solver Results Oriented	Charming Confident Convincing Enthusiastic Inspiring Optimistic Persuasive Sociable Trusting	Understanding Friendly Good Listener Patient Relaxed Sincere Stable Steady Team Player	Accurate Precise Analytical Compliant Courteous Diplomatic Detailed Fact Finder Objective

## Myers-Briggs

# What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type. For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

**True Colors**

<b>BLUE</b>	<b>GOLD</b>
emotionally driven seeks harmony in groups enthusiastic creative sympathetic	loyalty driven respects rules and authority responsible organized appreciative
<b>ORANGE</b>	<b>GREEN</b>
short-term driven welcomes change and variety adventurous competitive impulsive	logically driven independent thinker focused efficient analytical

### 1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer  
**E**  
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer  
**I**  
Introversion

### 2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer  
**S**  
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer  
**N**  
Intuition

**ISTJ**  
Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

**ISFJ**  
Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

**INFJ**  
Idealistic, organized, insightful, dependable, compassionate, gentle. Driven by their own original ideas to achieve improvements.

**INTJ**  
Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

**ISTP**  
Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

**ISFP**  
Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

**INFP**  
Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

**INTP**  
Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

**ESTP**  
Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

**ESFP**  
Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

**ENFP**  
Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

**ENTP**  
Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

**ESTJ**  
Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

**ESFJ**  
Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

**ENFJ**  
Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

**ENTJ**  
Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

### 3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer  
**T**  
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer  
**F**  
Feeling

### 4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer  
**J**  
Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer  
**P**  
Perceiving



slido



**Which Myers-Briggs type are you?**

ⓘ Start presenting to display the poll results on this slide.

# Compensation, Personnel Scheduling & Core Values

## Compensation

- Exempt vs. Non-exempt
- Craft Beer HR Group Salary Comp Survey
- Step Wage Program For each role define:
  - Min/Target/Max # of people
  - Skillset Required
  - Tenure
  - Lead Differential?
  - One Wage per Role
    - Reevaluate Frequency

## Personnel Scheduling

- 8s vs. 10s vs. 12s
- Shift Hour Schedule
- Rotate or Permanent
- Rotation Duration
- Shift Differential
- Hours/wk. Expectations
- Holidays, Company Events
- Algorithm

## Core Values

Use them to:

- Hire
- Fire
- Review
- Recognize
- Reward



# Craft Beer HR Group Salary Comp Survey Sample

## Job 29159: Brewing/Cellar Operator II

Brewing/Cellar

Primary responsibility for all or part of the brewing process including mixing and blending raw materials, water, and other necessary ingredients; monitoring fermentation; checking on the quality of wort/beer both before and after fermentation and filtration; cleaning and sterilizing the brew tanks, filtering and processing equipment; and sensory evaluation. SKILL/KNOWLEDGE: Possesses all basic and some advanced skills and knowledge. Basic to thorough understanding of the total process flow. DUTIES AND TASKS: Duties and tasks are varied but standardized. Works on assignments that maybe semi-routine or moderately complex in nature where ability to recognize deviation from accepted practice is required and where judgment is required in resolving problems and making recommendations. PERSONAL COMPETENCIES: Willingly shares skills and knowledge and sets a good example for others. Effectively gives and receives feedback and participates in continuous improvement. SUPERVISION GIVEN AND RECEIVED: May work under minimum supervision on routine work and receive detailed instructions on new assignments. Assignments maybe received in the form of results expected, due dates and general procedures to follow. (See Matrix B in Job Matrixes Appendix)

Exempt: 3% Non-Exempt: 97%	Rates Actually Being Paid								Rate Ranges			Annual Incentive/Target Bonus %					
	No. Orgs.	No. Empls.	Avg.	Wtd. Avg.	Percentiles Reported					No. Orgs.	Avg. Min.	Avg. Max.	No. Orgs.	No. Empls.	Wtd. Avg.	No. Org. Avg. %	
					10th	25th	50th	75th	90th							No. Org.	Avg. %
<b>Total Responses</b>	39	215								14			5	22	2,183	7	5.6%
<b>Employment Size</b>																	
Under 100 Employees	15	52								5			1	4	-	2	-
100 to 249 Employees	18	92								5			2	9	-	4	-
250 or More Employees	6	71								4			2	9	-	1	-
<b>Geographic Location</b>																	
Mountain	7	51								3			0			0	
North Central	8	37								3			3	14	-	2	-
Northeast	6	22								1			0			2	-
Pacific	12	65								4			1	4	-	2	-
South Central/Southeast	6	40								3			1	4	-	1	-
<b>2021 Projected # of Barrels</b>																	
Under 50,000 Barrels	16	54								5			1	4	-	2	-
50,000-149,999 Barrels	17	87								6			3	13	-	5	6.2%
150,000-249,999 Barrels	3	18	-	-	-	-	-	-	-	2			0			0	
Over 250,000 Barrels	3	56	-	-	-	-	-	-	-	1	-	-	1	5	-	0	



# Compensation, Personnel Scheduling & Core Values

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  - One Wage per Role
    - Reevaluate Frequency

## Personnel Scheduling

- 8s vs. 10s vs. 12s
- Shift Hour Schedule
- Rotate or Permanent
- Rotation Duration
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- Hours/wk. Expectations
- Holidays, Company Events
- Algorithm

## Core Values

Use them to:

- Hire
- Fire
- Review
- Recognize
- Reward





# Personnel Scheduling Algorithm

Have each employ rate their preference from 1 to n for each shift by rotation

For each rotation

1. Those who worked the least desirable shift last pick 1<sup>st</sup> for next rotation
2. Those who worked the least desirable prior to them pick 2<sup>nd</sup> and so on and so forth
3. Sum the preference value for each person by rotation selected

Tie Breakers Determined By:

1. Preference Sum
2. Tenure
3. Coin Flip



# Compensation, Personnel Scheduling & Core Values

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# Review with the People Analyzer™

From the book Good to Great  
by Jim Collins

Name	Core value 1	Core value 2	Core value 3	Core value 4	Core value 5	Get it	Want it	Capacity
Sally Jones	+	+	+	+	+	Y	Y	Y
John Smith	-	-	-	-	-	N	N	N
George Wilson	+/-	+/-	+/-	+/-	+/-	Y	N	Y
The Bar	+	+	+	+/-	+/-	Y	Y	Y



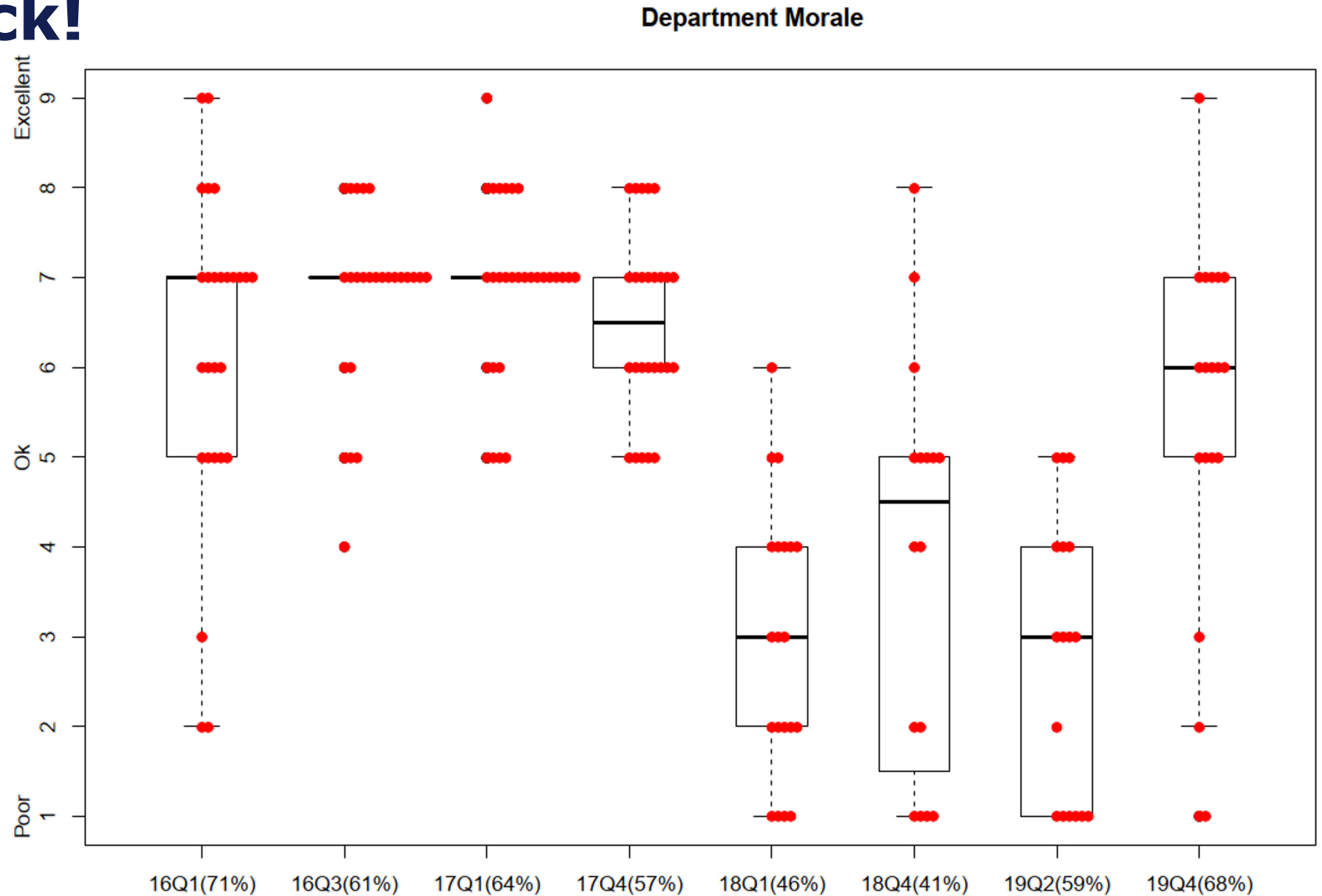
# Fixed vs. Growth Mindset Exercise

- What do we recognize and reward?
- What do we say is not ok?
- What do we focus resources (money, time, attention, etc.) on?
- How do we show up as leaders in the way that sets the standard for how other people should behave to be successful in our department?
- What are the unwritten rules in our department?
  
- Discuss current state, where to improve and what to eliminate.



# Get Feedback!

- Anonymous?
- Periodicity?
- Timing?
- Simplicity



# Recommended Books on Leadership & EI

- The Five Dysfunctions of a Team by Patrick Lencioni
  - A Leadership Fable
- Good to Great by Jim Collins
  - Why Some Companies Make the Leap...And Others Don't
- SCRUM by Chris Sims & Hillary Louise Johnson
  - A Breathtakingly Brief and Agile Introduction
- Can't Hurt Me by David Goggins
  - Master Your Mind and Defy the Odds
- The Subtle Art of Not Giving a F\*ck by Roger Wayne
  - A Counterintuitive Approach to Living a Good Life



# Resources

- 16Personalities
  - <https://www.16personalities.com/>
  - Free/short Meyers-Briggs Personality Assessment
  - Resources and information for each personality type
- Craft Beer HR Group
  - <https://www.brewersassociation.org/hr-third-party-resources/>
  - Contact information for membership

