

# Harrigan Solutions - What We Do

**BIG IDEA:** Trustworthy Contract Sanitation Teams work like a pit crew in race – continuously improving safety, reliability, and speed.

**GO DEEPER:** We engage our Trustworthy Teams in continuous improvement that improves the safety, reliability, and speed of the work we do. Our Crew Chiefs lead our crews using the personally transformative system we've developed to engage unique individuals, many of whom have faced obstacles to success. The improvement doesn't stop there, in the Harrigan System, our Crew Members thrive, and in their words, "live the American Dream."

**MOST IMPORTANT:** Work is a vehicle to accomplishing life's goal. Work not only brings income, it also brings dignity, self-reliance, and a sense of belonging. Harrigan Solutions is a deliberately developmental business that focuses on helping individuals succeed on their own terms. Each team member has a PVS (Personal Vision of Success) and we all work together to achieve those goals.

**BOTTOM LINE:** Based on research, the "Harrigan Way" creates the conditions for individuals to grow. We believe that intrinsic motivation surfaces with the identification of a clear PVS (Personal Vision of Success) and applying our unique God-given strengths in helping others. At Harrigan Solutions, the work is the people, and the rest takes care of itself.





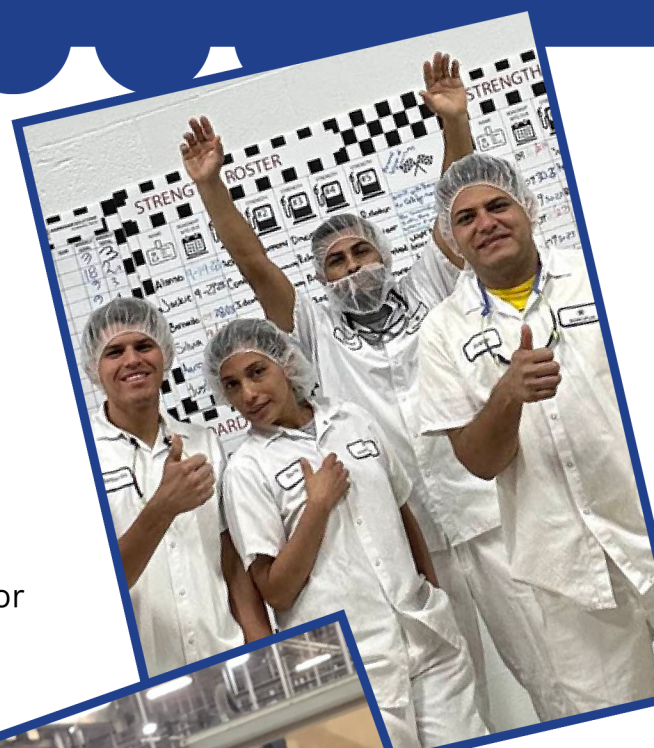
# Role Descriptions

## Crew Member

Our Crew Members use their unique strengths to improve how we work & the lives of our people. The Job to be done is to perform food plant sanitation much like a pit crew in a race, where speed and reliability win the race. Doing the work safer, faster, or easier provides more production time for our customers.

Crew members are the experts that perform sanitation work. And as a team of experts, they identify opportunities for improvement & solve problems by:

1. Participating in huddles using a scoreboard, focusing on the day's objective & giving input on how to best do the work.
2. Performing the days work, owning the results, and making observations on how the work might be done safer, faster & easier.
3. Being part of Race Planning Meetings: Utilize your unique strengths as part of an elite team using a step-by-step continuous improvement process to identify & solve important challenges.
4. Meet with company owners regularly in a PVS (Personal Vision of Success) meeting to set and accomplish your personal goals with the company's support.



# Role Descriptions Cont'd

## Crew Lead

A Team Lead is like a captain on a Trustworthy Team. They use their leadership skills to get the engagement of our crew members.

1. **Builds Trust:** Many of the people come to work, based past experiences of being told what to do, that their ideas aren't welcome, & that they won't have impact on company success. Harrigan Solutions is different, and our Crew Leads build trust and show them the Harrigan Way.
2. **Understands & leads the team in adhering to Core Behaviors.** Leaders must clarify the expected behaviors at Harrigan Solutions. The Crew Lead primes good feelings using a strengths-based approach, explains why our work matters, & drives positive emotions.
3. **Leads team huddles:** Holds brief team meetings at the beginning & end of a shift at which a Crew Lead focuses the team on the work to be done & why it is important, and how each individual is needed to bring their unique strengths to get work done.
4. **Provide feedback using a Spotter Card:** Individual's behaviors can range from "limit testers" who purposely create drama, to "watchers" who will follow the crowd, to "self-directed" who will perform at a high level whether being watched or not. Crew Leads provide feedback using the Spotter Card to quickly celebrate or discourage behaviors in a very effective way.
5. **Perform Race Planning Meetings:** Step-by-step continuous improvement process that enables Leaders to lead, & Crew Members identify & solve important challenges.

## Crew Chief

Our Crew Chiefs are the key to our success as they, most of all, are developers of people. They create an environment where learning, improvement, interdependence, and healthy competition are the norm. We like to say that working for Harrigan is more like playing for the Green Bay Packers than working for the man, and so, the Crew Chief is like the best coach you've ever had - a disciplinarian with a heart of gold, a teacher, a facilitator, a mentor, a leader.

1. **Achieves though people:** Experienced in developing a group of people that may have life obstacles into a high performing team that gets results.
2. **Builds Customer Relationships:** Able to take a customer's mindset into account when planning or taking action. Good at building customer relationships.
3. **Comfortable in a food manufacturing environment:** Food sanitation experience is welcome.
4. **Capable of implementing the Harrigan System** as a way to both continuously improve our work and improve the lives of our people.
5. **Is bilingual:** Speaks English and the language dominant on their team.
6. **Drive performance:** Uses deliberate practices to prime good feelings, manage meaning & drive positive emotions.