

Manufacturing Employees: Are They Thinking Employees and How Many Might You Have?

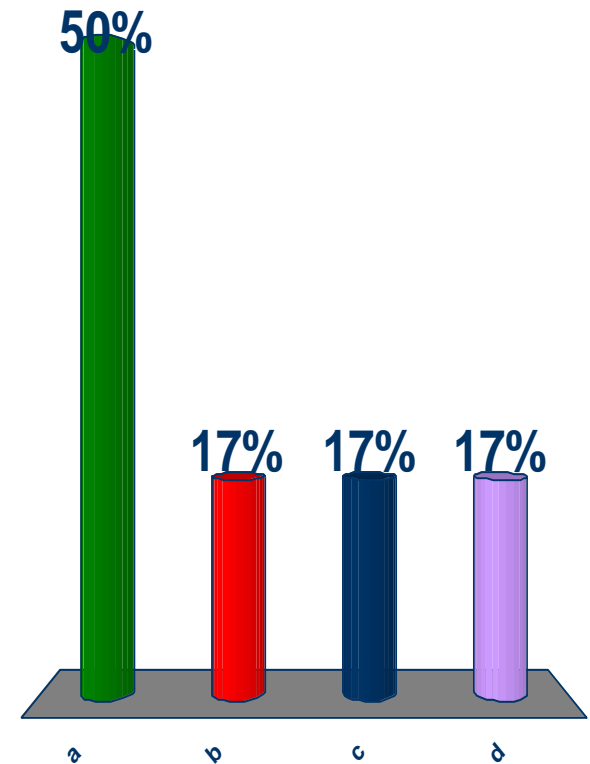
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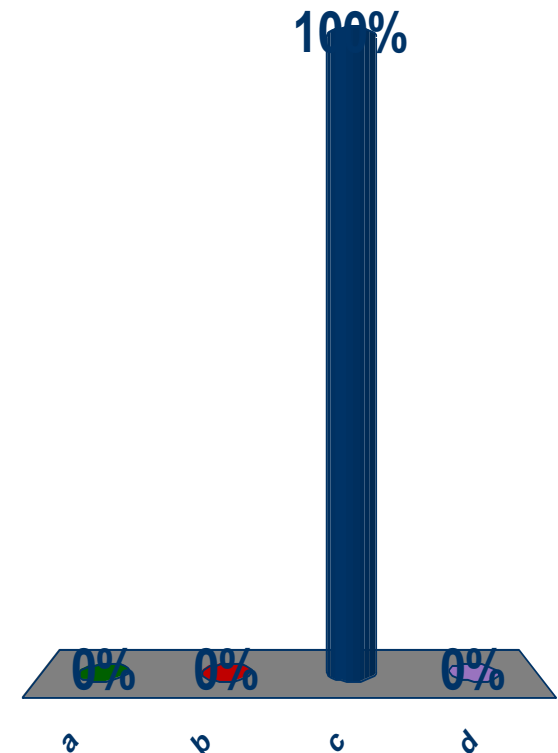
An A 3 report is:

- a. An 11 x 17 piece of paper
- b. A PDCA problem solving tool
- c. A strategic plan
- d. A tactical plan




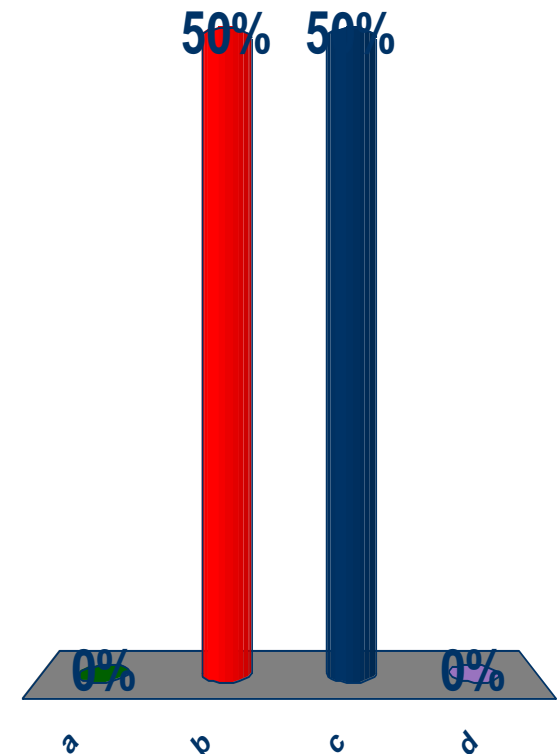
A worker is said to be in a “state of self-control” when:

- a. They do SPC charts
- b. They have achievement knowledge, goal knowledge, & means of regulating performance
- c. They perform inspection
- d. They do 5 S's



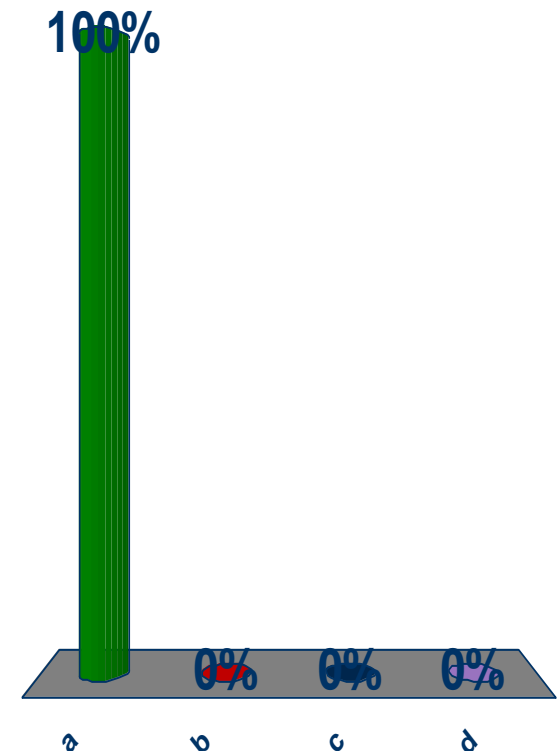
Empowerment happens when:

- a. Work is delegated to lower level employees
- b. The boss is on vacation
-  c. Non-managerial employees receiving the power
- d. Employees decide dress codes and compensation policies



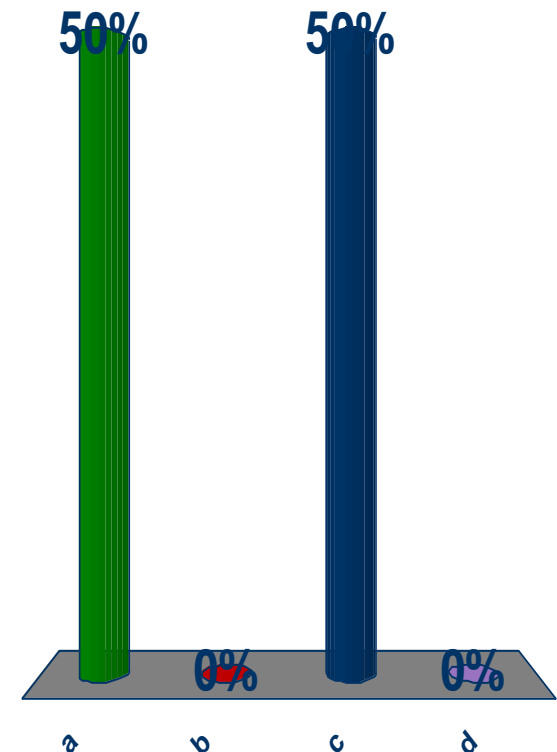
The eighth waste is:

- a. Excess inventory
- b. Waiting on material
- 😊 c. Not using human capital
- d. Being at this meeting while the Rays are winning



When fostering employee involvement, managers should

- a. Inform workers of decisions
- b. Seek workers input on decisions
- c. Tell workers of decisions
- d. Define limits for worker decisions



Key Messages Today

- Empowerment:
 - The thinking worker:
 - Culture change:
- What do these really mean?

The eighth waste: human capital

Company Objectives



Key Questions

- As managers are we ready to empower and allow thinking workers?
- As workers are we ready to be empowered to apply our thinking and accept the responsibility

Workers

- Skills
- Attitude
- Capabilities
- Career development
- Life long learning

Culture Change

- Command and Control
 - Separates planning from execution
 - IE studies
 - Narrow jobs
 - Assignment of work by supervisors
 - Inspection for quality
- Self-Control
 - Achievement knowledge
 - Performance knowledge
 - Means to effect/regulate performance

Contributions

- Command and Control
 - Standardize work
 - Reduced cycle time
 - Time and motion studies
 - Process Improvement (measurement and analysis)
- Self-Control
 - Standardize work
 - Workers have been educated in using improvement tools
 - Worker controllable
 - The “Thinking” worker

Workers

Workers at different levels have

- Achievement knowledge
- Performance knowledge
- Means to effect/regulate performance

The state of worker self-control is the opposite of the traditional command-and-control approach of scientific management.

The Goal of Culture Change

- Enable workers at all levels to have full mastery over the attainment of planned results and to be held responsible for the results.

Empowerment Benefits

- Trusting decision making authority to lower level workers within the organization
- Encourages the feeling of ownership and responsibility
- Cultivates the workers to be part of the thinking process within an organization
- Applies to individuals and groups

A Few Principles for Achieving Self Control

- Education and training
- Worker participation
- Job design
- Team involvement
- Empowerment
- Appraisal

Empowerment

- Without changes in the ways of working and workplace values, empowerment is not firmly rooted and sustainable.
- The transfer of supervisory tasks and responsibility to workers

Empowerment Critical Success Factors

- Policy is shaped by management
- Continuous two-way feedback
- Workers develop the skills, attitude, and capabilities
- Goal setting is collaborative
- Mistakes are tolerated and become lessons learned

Education and Training

- Needs to result in either a change in behavior and/or improvement in job performance and worker flexibility

Thinking Employee

- Lead a team
- Think clearly and logically
- Solve problems
- Articulate results
- Designs standard work
- Grasp the situation

Two Popular Improvement Tools

- DMAIC
- PDCA

The Seven Basic Quality Tools

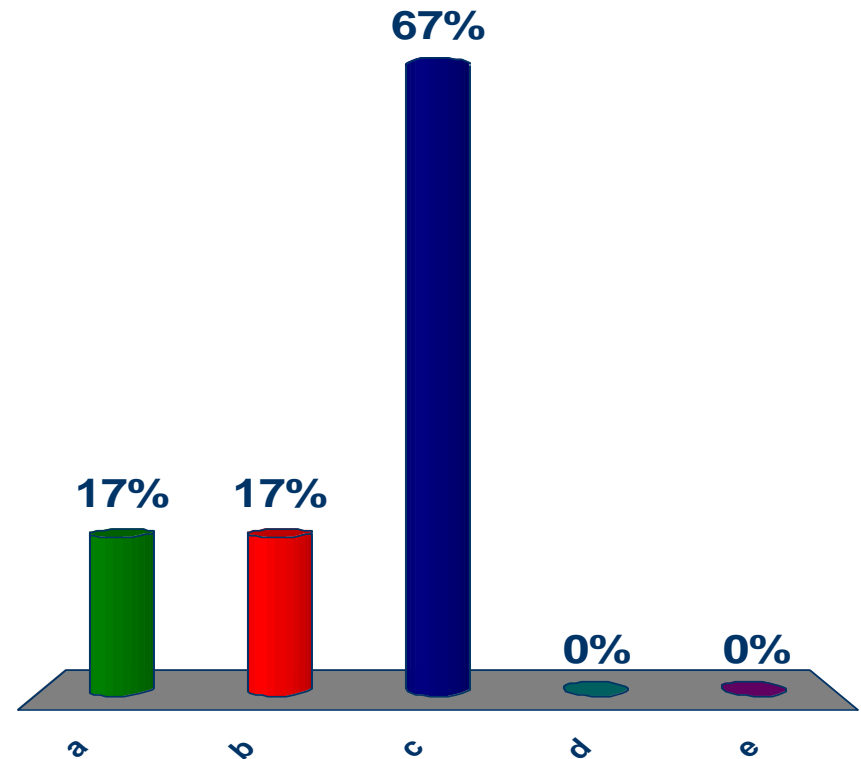
- Check sheet
- Histogram
- Pareto chart
- Cause and effect diagram
- Scatter chart
- Control chart
- Process map

Teams

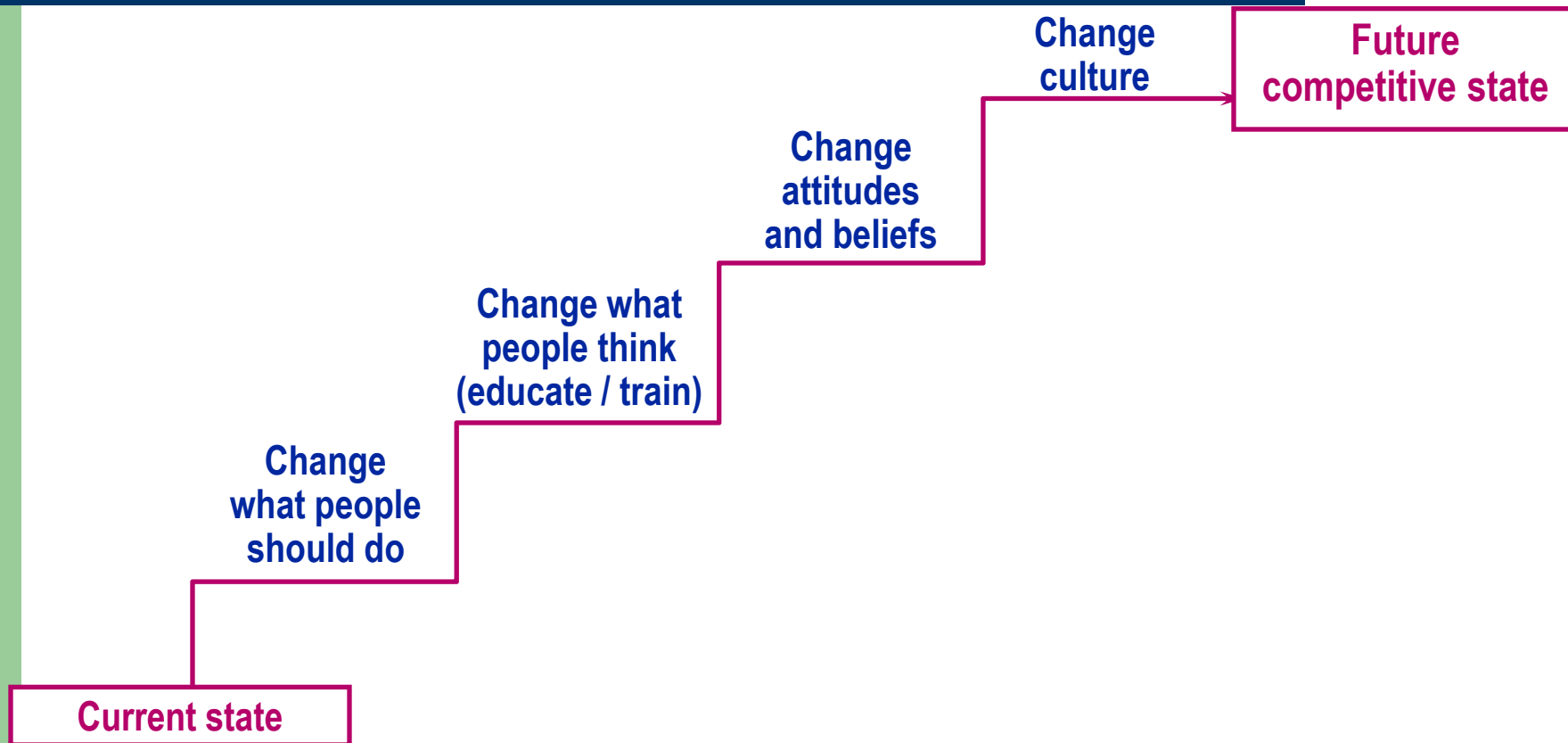
- Objectives:
 - Quantifiable savings
 - Positive change in behavior and attitudes
- Problems types
 - Within own department
 - Clear and measurable savings
 - Improve worker well-being
 - Improve internal and external customer quality

How many thinking employees might your company have?

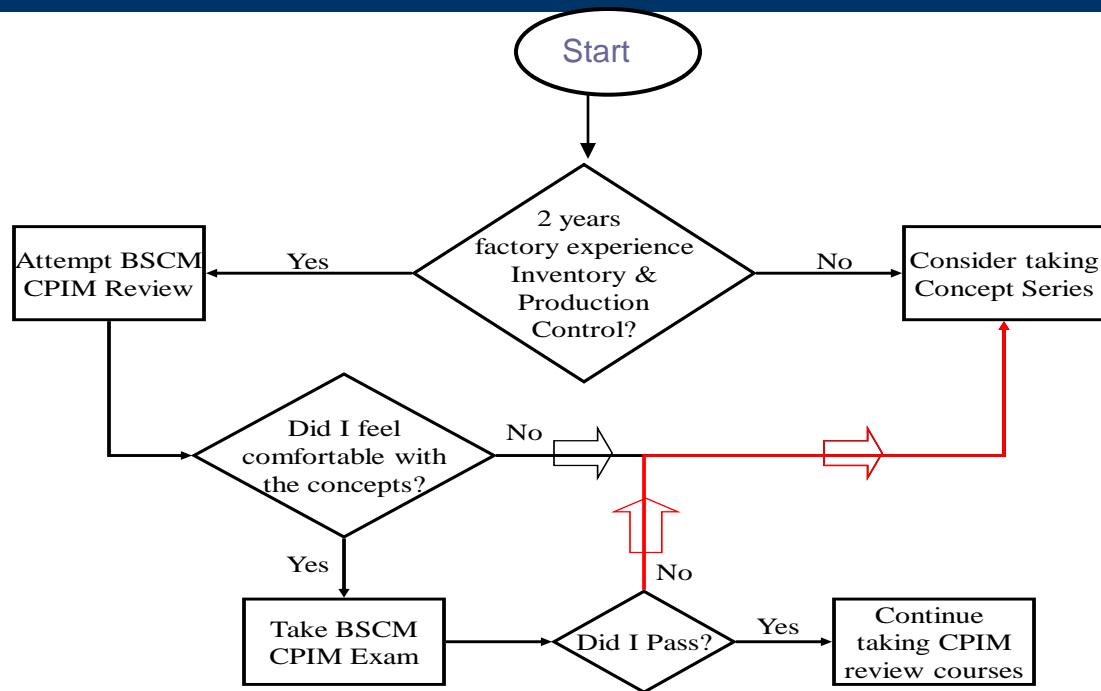
- a. 0
- b. A few
- c. Many
- d. All
- e. Don't know



Manage Transition



Choose Your Path



A few quotes

“The true power is a deep cultural change whereby everyone in the business exercises problem-solving skills, habitually and relentlessly. To get the benefits from our continuous improvement programs, we must create an empowered culture obsessed with improving the current state.”

Alan Nicol

If your business has a continuous improvement program of any kind, answer these questions

- Do improvements take place naturally, as a matter of day-to-day activity, or do you schedule events to plan and make improvements?
- Do people make improvements because they want to, or because they are told to?
- Can anyone in your business drive an improvement? Do improvements indeed come from anyone and everyone?

More questions

- Does the assembler on the third cell of product line X know that he/she can suggest and lead an improvement? Would he/she know?
- When was the last time that someone walked up to you with a suggestion to reduce waste? Was it tried or implemented?
- If you want to make an improvement in your office or on your line, how many people have to approve it?

The End

- Thank You!

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