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Leadership in Manufacturing

Culture is Key to CI Success

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What is Culture?

- A workplace culture is **the shared values, belief systems, attitudes and the set of assumptions that people in a workplace share**
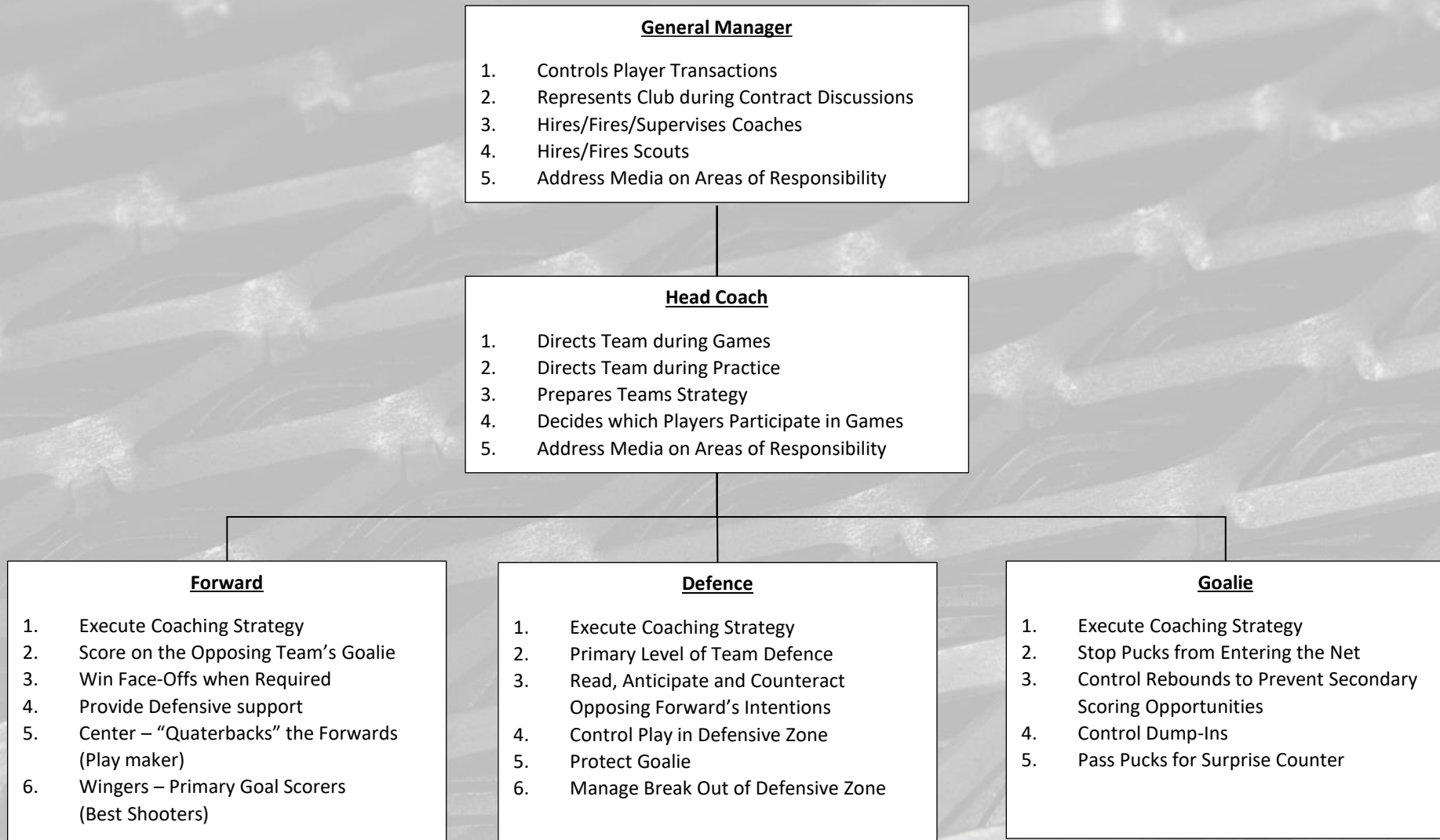
What did we do to change?

- Made sure the right people were on the bus and in the correct seats

- Created a chain of command structure through the workplace with proper authority

- Trained individuals to those roles and understand that they are not only a Manager, but also a Leader

- Clearly defined Vision and Direction

- Communication utilizing Lunch and Learns, Town Halls, Shift Huddles

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Sample Jets Role/Responsibility Chart

General Manager

1. Controls Player Transactions
2. Represents Club during Contract Discussions
3. Hires/Fires/Supervises Coaches
4. Hires/Fires Scouts
5. Address Media on Areas of Responsibility

Head Coach

1. Directs Team during Games
2. Directs Team during Practice
3. Prepares Teams Strategy
4. Decides which Players Participate in Games
5. Address Media on Areas of Responsibility

Forward

1. Execute Coaching Strategy
2. Score on the Opposing Team's Goalie
3. Win Face-Offs when Required
4. Provide Defensive support
5. Center – "Quaterbacks" the Forwards (Play maker)
6. Wingers – Primary Goal Scorers (Best Shooters)

Defence

1. Execute Coaching Strategy
2. Primary Level of Team Defence
3. Read, Anticipate and Counteract Opposing Forward's Intentions
4. Control Play in Defensive Zone
5. Protect Goalie
6. Manage Break Out of Defensive Zone

Goalie

1. Execute Coaching Strategy
2. Stop Pucks from Entering the Net
3. Control Rebounds to Prevent Secondary Scoring Opportunities
4. Control Dump-Ins
5. Pass Pucks for Surprise Counter

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Who Participated in Culture Change

- All Leaders(Starts from the top)

- Continued Coaching is Important. Mistakes happen, own it, apologize. Nobody is perfect. Positivity becomes infectious

- Be the culture you want to build and remember when bad days do occur, you are not alone, you have a team to help

When should coaching be used?

Coaching is an excellent way to communicate directly to your employees.

Prior to Coaching, there are 4 questions to ask yourself (UCOW):

Understanding – Does the employee understand what needs to be done?

Capabilities – Does the employee have the capability to do what needs to be done?

Obstacles – Are there any obstacles holding them back?

Willingness – Is the employee willing to do what needs to get done?

If you answered *No* to Understanding and Capability, and *Yes* to Obstacles… this is on you as a leader.

Procedures and training steps can be part of the coaching.

If the employee is *not* willing to do what needs to get done… this is solely on the employee.

This is where corrective discipline then comes in.

*This content was shared by Linten Sellen from his Leadership Plus Training workshop. I highly recommend   that all leaders take Linten's eye-opening course.

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Each of these steps can include coaching
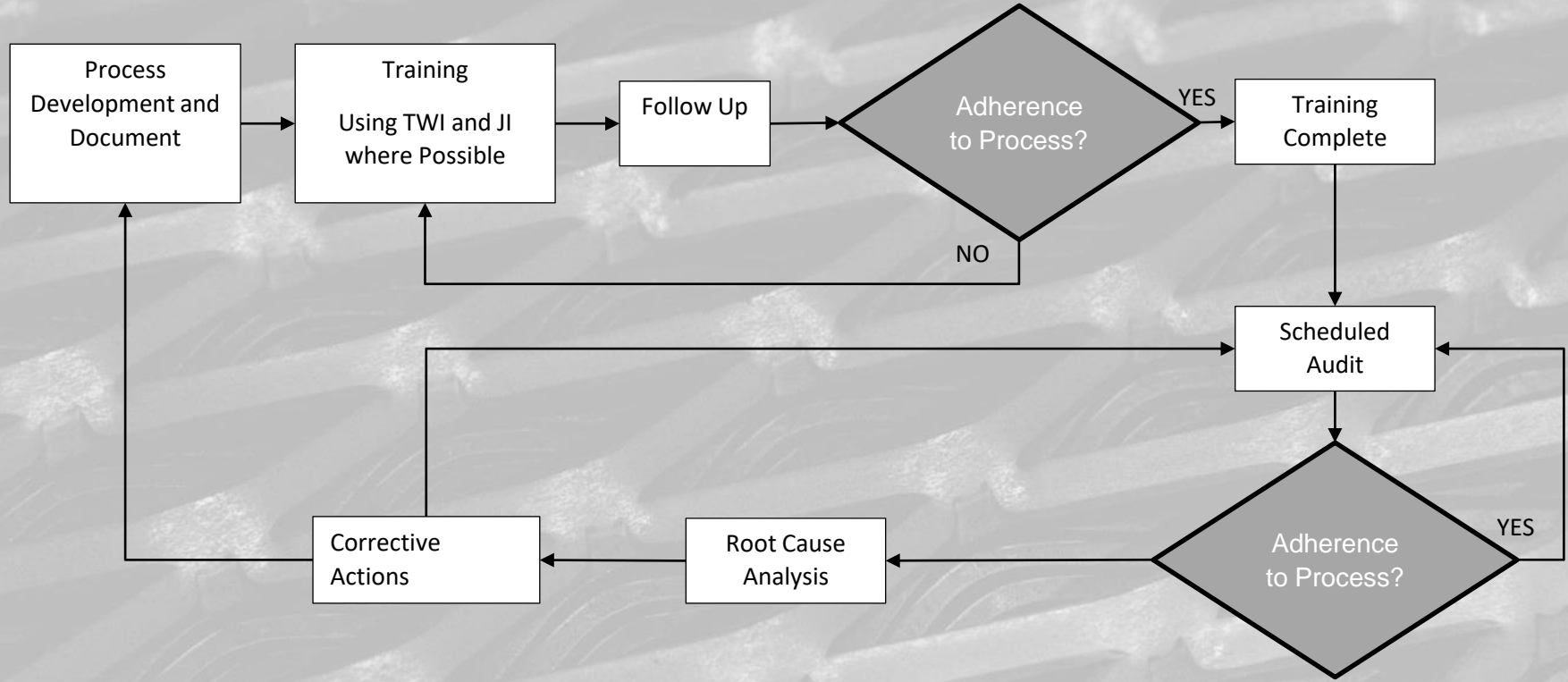
When Should You Start

- Don't over complicate with terminology or programs. Live what you want your culture to be

- When our Leaders are positive, it becomes infectious and runs through the facility

- Change is challenging, worry in private and be confident in front of your staff

- Have fun at work

- Listen to your staff

- Start now

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Where Do You Start

- Any interaction with staff

- Understand emotional intelligence and realize that all people are different and learn how to interact with everyone

- As a leader understanding different personalities allows you to bridge the gaps between people

Why is a Positive Culture Critical

- Great Culture + lots of great ideas = Sustained Continuous Improvement

- CI is owned by all instead of one individual(CI Leader)

- Better decisions are being made with a positive culture and people want to stay

- Collaborative problem solving is key to success. Have the key stake holders in the room

Basic Concept 6 Sigma Problem Solving/Collaboration – The Define Measure Analyze Improve Control Approach (DMAIC Approach)

1. Include all Stake Holders.

2. Define the issue you are trying to improve.

3. Use data to measure the impact of the problem.

4. Analyze all factors that impact the problem.

5. Determine how to improve the problem.

   • Come to a consensus and execute the new (this does not mean that everyone agrees).

6. Control the improvement through audits.

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Before

Before

After

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Before

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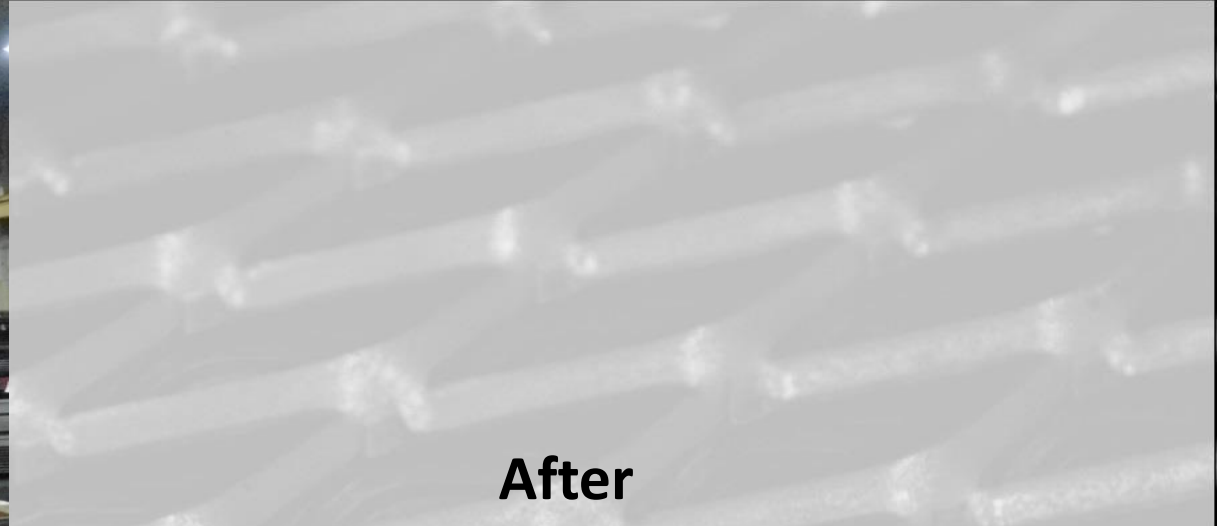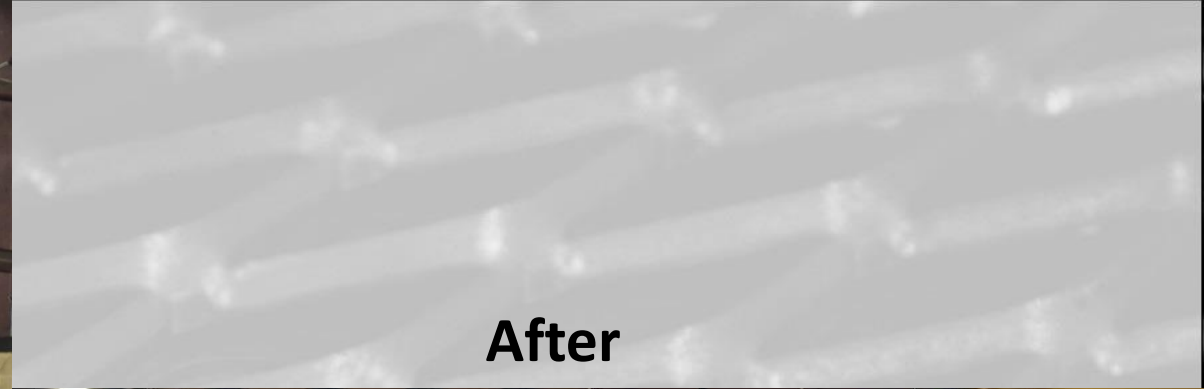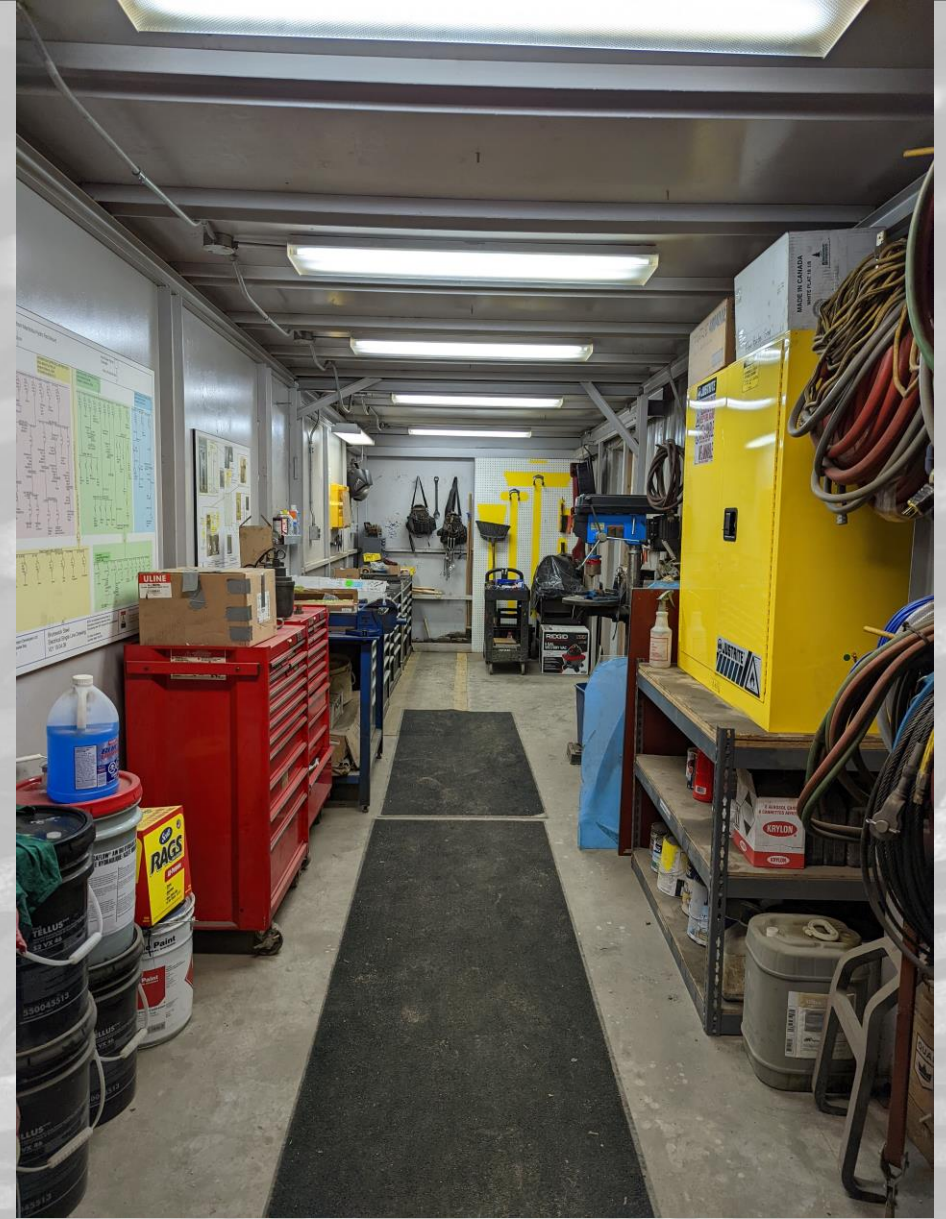
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5 Basic Steps to Creating a Positive Dynamic Culture with CI driven goals (With a limited budget)

A positive cultural change is challenging to create, but the concepts are very simple to live by.

People need to be heard and know that their ideas will contribute to the company's success.

1. Create a way of keeping an open dialogue with your team. (Effective Listening is Key)
   - This, along with using emotionally intelligent techniques, will help in becoming your daily approach. This will also help you understand the strengths and weaknesses of your team.
2. Develop a way for ideas to be presented. (Quick and Easy Kaizen)
3. Share the companies strategic goals.
   - Lunch and Learns are a great way to make the whole team aware of the companies direction, and challenge them to contribute to the improvements.
4. Run a monthly newsletter or memo to all staff.   (make it fun to read)
5. Have planned social events for your team to celebrate company wins.

How Do We Measure Culture

- Employee Surveys
- Turn out at Social Events
- Engagement in problem solving activities
- Social Media Responses(Indeed)

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What Else Have We Done

- We recognize people for the great work they do
- People are part of the solution
- We always try to remain positive
- Chili Cookoffs, Lunch and Learns, BBQ's, Bowling, Escape Rooms, Christmas Parties, etc
- Company Swag

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Lessons learned

- Be careful of Japanese Terminologies
- The ideas like Kata, TWI, and problem solving, make them your own so they make sense to you as a company
- Listen to your people
- Bite size chunks for improvements. To big of a leap can make it difficult to sustain
- It's a journey, not a sprint. Culture needs to be in all aspects of the business