QUALITY THROUGH PEOPLE

Presented by
Daniel Cornagey, CM
Cornagey Management Consulting
All quality problems can be categorized as:

- PEOPLE PROBLEMS
- PROCESS PROBLEMS
- EQUIPMENT PROBLEMS
EXAMPLES OF PEOPLE PROBLEMS

- If I only had the right person
- If I only had ten more like him/her
- If I only had enough people
- If they would only follow directions
- If they would just stop making mistakes
- If they would just show up for work
- If they would just give an honest days work
- If they could just get along
- If they would just stay here (lower turnover)
- If they could only learn this job
- If they could just stop getting hurt on the job
EXAMPLES OF PROCESS PROBLEMS

- Clear Specifications (What does Quality look like)
- Methods (Un-written skills of the job)
- Procedures, SOPs, Guidelines (Who, what, when, where, why, and how is the job to be performed)
- Preventive Maintenance and Maintenance
- Effective Training
- Tools
EXAMPLES OF EQUIPMENT PROBLEMS

- Equipment that cannot meet repeatable specifications
- Equipment that breaks down
- Equipment that falls out of adjustment or calibration
WHAT IS REALLY THE PROBLEM?

- When you drive deeper into corrective action, how many equipment or process problems are actually people problems?
- The best equipment or the perfect process will not provide quality without top quality people.
- How do you get people performing Right things Right (i.e., quality)?
- Answer: People problems are a function and responsibility of the “Lead” area of management (Lead, Plan, Organize and Control). Notice also that continuous quality improvement (CQI) is also a “Lead” function of management.
LEAD

- Build trust, build teamwork, inspire best performance, lead by example, and follow Standards for Success
- Demonstrate integrity
- Show respect and recognize/reinforce effective performance
- Communicate effectively
- Use a participative/team-oriented approach
- Care about and support each others’ well-being and success

CAUSE CONTINUOUS IMPROVEMENT
The “Positive Proactive Approach”

How do you change performance? – Positive – Proactive

Positive – look for positive performance and immediately reinforce. Build on “strength not weakness”.

Proactive – it does not happen on its own

Walk your plant first, looking for all the things that are going right, and you will see a lot of good stuff is happening

Let people know – provide feedback

Don’t wait for quality to happen

Make it happen at every step by doing Right Things Right

If you build it in correctly, you now have positive feedback

If you wait to find out it is wrong, all you have left is Negative Feedback

Quality requires Action every day, every hour
The “Positive Proactive Approach” Cont.

- People love success, and success breeds more success. Positive reinforcement works at a factor of 10. Negative works at a factor of 1. Do you want to do things the easy way or the hard way?
DEVELOP A SERVANT ATTITUDE-
YOU ARE THERE FOR YOUR
PEOPLE’S SUCCESS

- They succeed - you succeed
- What does each person need to develop to a higher level? Find out and provide
- Listen to their challenges
- Walk in their footsteps
- See problem through their eyes
- Develop your staff two deep for every position
LEADERSHIP TRAINING

- Leaders do not learn this on their own. They have to be trained and mentored.
- Promote leaders who have both technical and people skills.
REJOICE WHEN PROBLEMS OCCUR

- There is only one thing worse than a problem – not knowing there is a problem. Finding a problem early could save your company.
- A manager’s job is to solve problems. If your staff could solve the problem, they would not be coming to you – this is your job.
- Turn a problem into an opportunity – positive pro-active.
- Facilitate the problem solving with your staff. You don’t know it all, and you develop your staff at the same time.
HAVE EVERY INTERACTION WITH AN EMPLOYEE END UP BETTER AT THE END THAN HOW IT STARTED

- This takes work and practice to learn how to get a win-win
NEVER HAVE TO FIRE AN EMPLOYEE

- Drug & Alcohol Policy and Attendance Policy will easily move the un-employable out
- Great Supervisor
- Great Training
- Coach for Success
- What do they need to develop to a higher level?
- Clear SOPs, Standards, Specifications
- Build on a person’s strengths, not their weaknesses
- Develop a team – the team will help solve the weakness
- Everyone will not perform at the same level – build the job around the employee
UNWRITTEN RULE

- Unwritten Rule – It is not what you say, but what you do
  - Do you follow the rules?
  - What do you reward and reinforce?
Effective Progressive Discipline - Positive proactive

- Deal with small problems before they become big
- Have a mindset that people can change and be successful
- Discipline only after repeated coaching for success fails
- Spend more time developing a *Plan for Improvement* with the employee, instead of focusing on getting rid of them

Most people will change or find another job. You will almost never have to fire a person for work performance issues.
As you grow from small to large, share profits with all levels of your staff – even if it is a token to begin with
QUALITY STARTS WITH PEOPLE

- Solve your people problems through leadership
- You will never have Successful Lean Manufacturing, Kaisen, etc., until you solve your people problems.
- It starts with your Leadership.
WHAT WILL YOU GET

- Flat horizontal organization
- Multi-talented, multi-skilled employees that are a perfect match for a Matrix Team
- Organization that is quick to respond
- Organization that can flow and flex vs. lock step slow and rigid
- Organization that “Builds Quality In” vs. “Inspecting It In”
- No longer have to advertise for new hires – employees will recruit them
- Low employee turnover
- Profit maximization / Growth
NOW YOU ARE READY TO BUILD THE WORLD CLASS MANUFACTURING MODEL:

- Employee involvement at all levels - Participative Management
- Total Quality Management
  - Customer supplier relationship
  - First - internal customers
  - Second - external customers
  - What does your customer need, want, or desire?
  - What else does your customer need, want or desire?
Now you are ready to build the world class manufacturing model (continued):

- Factory automation – (Includes Lean Manufacturing) To reduce costs and add quality
- Quick to re-tool and respond – Beat the competition
- Just in Time – Effective use of limited resources
- Outsourcing – Do what you do best