Put People First: The First Step in OpEx Success
Tim Healey

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Specializes in teaching the principles of Operational Excellence in the business process sector in areas such as product development, finance, HR, engineering, and marketing. He has worked globally with organizations such as Parker Hannifin, United Technologies Corporation, Bayer Healthcare, and Curtiss Wright. Prior to joining the Institute, Tim served in various sales and marketing roles at H.J. Heinz and British American Tobacco.
How To Reach Us

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Next Month’s Episode

We will discuss the need to address to the gender disparity to close the gap in STEM fields and help businesses thrive – the goal of OpEx. We will learn:

• Why diverse businesses are outpacing those that lack diversity
• How progressive companies help women thrive in manufacturing
• Steps towards equality that will attract and retain talent in the industry

Jonna Gerkin
Manager of Manufacturing Engineering, Pratt & Whitney
President, Society of Women Engineers
Live Training Events

3-day manufacturing event
Atlanta > April 23-25, 2018
London > May 14 -16, 2018
Portland > June 11-13, 2018
Chicago > Sept. 24-26, 2018
Austin > Nov. 5-7, 2018

1-day office event
Atlanta > April 26, 2018
London > May 17, 2018
Portland > June 14, 2018
Chicago > Sept. 27, 2018
Austin > Nov. 8, 2018

2-day event for any organization
Hartford > August 9-10, 2018
Chicago > October 1-2, 2018
Implementing Operational Excellence: Process, Culture, Leadership
Hosted by: Kevin Duggan
Date: May 1, 2018
Time: 10:00 AM EDT
Duration: 60 minutes

Implementing Operational Excellence: Process, Culture, Leadership
Hosted by: Kevin Duggan
Date: May 24, 2018
Time: 2:00 PM EDT
Duration: 60 minutes

Can’t attend live? Register and we’ll send you a video re-play the day after the webinar runs.
On with the show!
Today’s Topic – Put People First

We will discuss how company-wide support is crucial to building a culture of OpEx that will drive autonomy - and business growth, including:

• Common corporate culture challenges to OpEx
• The importance of employees to program success
• How to move people along the change continuum
• The benefits of building a foundation of autonomy

Gina Mendelez
Plant Manager, Angelica
Take it away Gina!
PUT PEOPLE FIRST: THE FIRST STEP IN OPEREX SUCCESS

Gina Melendez
Plant Manager, Angelica
BACKGROUND

- BS Mechanical Engineering from Worcester Polytechnic Institute
  - SHPE Member and E-Board Experience
- MS Management, Operations Management from Rensselaer Polytechnic Institute
- Manufacturing Engineering Development Program, Pratt & Whitney (PW)
  - Hispanic Leadership Forum Member and E-Board Experience
  - SHPE Professional Chapter Member and E-Board Experience
- Cell Leader, PW
- Continuous Improvement Specialist, PW
- Site Lean Leader, Parker Hannifin Corporation
  - Toastmasters
- Operations Manager, Parker Hannifin Corporation
- Plant Manager, Angelica
AGENDA

- Common corporate culture challenges to OpEx
- The importance of employees to program success
- How to move people along the change continuum
- The benefits of building a foundation of autonomy
Each and every employee can see the flow of value to the customer, and fix that flow before it breaks down.
COMMON CHALLENGES

- Lack of understanding of vision
- Lack of understanding of the state of the business
- Lack of understanding the need for change
  - Too much corporate jargon and goals stated at corporate level
- Lack of understanding of lean/continuous improvement tools and how they apply to their day to day tasks
- Lack of understanding of what drives the employees to help address all of the above!
COMMON MISCONCEPTIONS

Are you sure??
Have you ??

“They don’t need to know that much…”
“I don’t have time to explain it…”
“They just don’t/won’t get it…”
“They just need to do their job…”

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THE IMPORTANCE OF THE EMPLOYEES

- Have the most knowledge on how the product/service is delivered to the customer – WHERE THE VALUE IS CREATED
- Live in the day to day tasks – SEE THE WASTE AND HAVE IDEAS ON HOW TO IMPROVE
- Out number the management/leadership team – THE POWER IS IN THE MASSES!

Each and every employee can see the flow of value to the customer, and fix that flow before it breaks down.
CONNECTING TO THE EMPLOYEES

- Understanding the people
  - Why they come to work
  - Why they chose the company
  - What motivates them
    - Doesn’t always to be about the $$$
  - What talents and skills do they have

- Let the people get to know you (transparency)
  - Why you come to work
  - Why you chose the company
  - What you hope to contribute to the organization
DON’T FORGET THE MIDDLE LAYERS!

- Spend time with the leadership team and understand them
- Understanding the people
  - Why they come to work
  - Why they chose the company
  - What motivates them
    - Doesn’t always to be about the $$$
    - What talents and skills do they have
- Let the people get to know you (transparency)
  - Why you come to work
  - Why you chose the company
  - What you hope to contribute to the organization
  - How can you leverages the talents and skills
- Develop them to take the same approach (might require some tough decisions with moving people out of positions)
HOW TO MOVE PEOPLE ALONG

▪ Build off of what you have learned about the employee
▪ Every interaction does not have to be business related
▪ Communicate the state of the business, vision, and need for change (group setting)
▪ Start to connect their daily actions to core processes to bottom line results (department/employee setting)
▪ Use a team approach – get a mix of early adopters with those that need a little nudge
  ▪ Start with simple lean tools (process mapping, 5S, problem solving)
  ▪ When introducing more complex tools, don’t lose the intent of the tool
▪ Communicate the results and positive impact to the business
RESISTANT ➔ WILL GET ON BOARD ➔ CHANGE AGENT

SOME TIPS

- Educate the people on consensus – not all employees will agree on the direction that the company/departments may need to go in but they cannot sabotage.

- Patience is key – in many cases there are dozens of places to start, it might not be someone’s highest priority but communicate the need to balance long term and short term gains.
  - Take a moment to step back and acknowledge that progress is being made and will continue to spread.

- May need to make tough decisions – moving employees into different positions (better suited to skills) or changing out personnel completely.
BUILDING AUTONOMY

- Reduces the burden on layers of management to direct the employees
- Requires clear vision on the areas of focus for the organization
- Key is to teach enough about the business so that the right decisions are made without management intervention
  - Establish clear boundary conditions for each level of the organization – Go, Go & Tell, Ask, Then Go
SOME EXAMPLES

- Transition from implementing corporate lean system to learning the tools and self deploying (change agents)
- Standard Work creation across multiple functions (Office and Manufacturing)
- VS Transformations (Office and Manufacturing)
- Visuals for key processes with clear escalation plans
- Office Takt Time Planning across various functions
IN SUMMARY

- Get to know the people
- Let the people get to know you (transparency)
- Take to time to connect the employees to the business
- Balance the connection with running the business
- Align the right lean tools to address the areas of focus
- Consensus & Patience
- Communicate, communicate, communicate!
- Reward & Recognition
That’s a wrap!

But it doesn’t have to end here. Visit www.instituteopex.org for free resources on how to achieve OpEx including articles, case studies, white papers, videos and more.