

yin-Roto-*yang*

a traveller's tale

Paul Nugent
ARM Annual Meeting
Denver, Colorado
3-Nov-2015



Overview

- Hard Rotomolding *(yang)*
- Soft Rotomolding *(yin)*
- Deadly Sins
- Heavenly Habits
- Balance in All Things



yin-Roto-*yang*

- Many Consulting Projects Relate to the 'Hard' Side
- 'Soft' Side is Often More Important
- Assessing Plants is a Natural Side-Effect
- The 'Mind of the Manager' is on Clearly on Display
 1. Good Systems Allow Good People to Flourish
 2. Good Managers Develop their People



Hard Rotomolding

(yang)



Some Things Have Answers

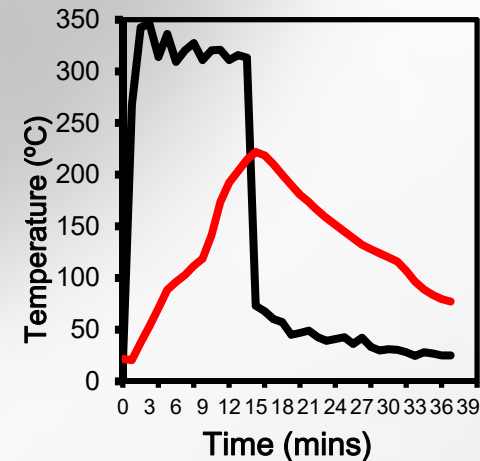
1. Process Control



Good



Better



Best

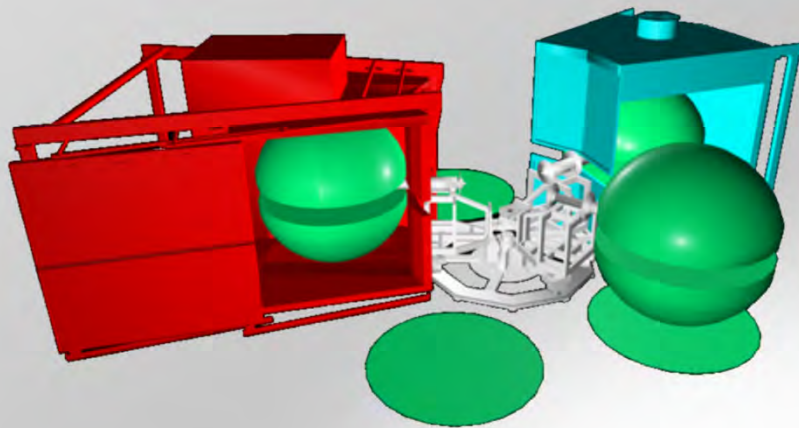
'It's All About the Trace'

(Terry Gillian, EZLogger)

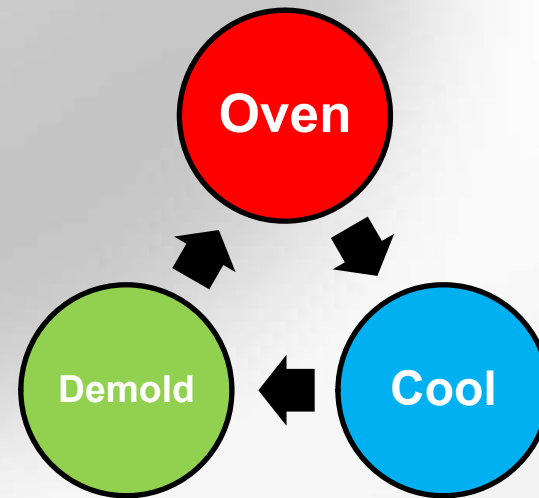


Some Things Have Answers

2. Cycle Balance



Rhythm = Quality



Never Ending Cycle of Improvement

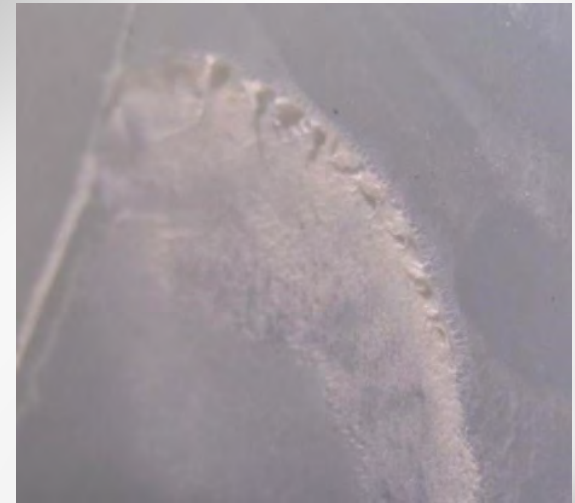
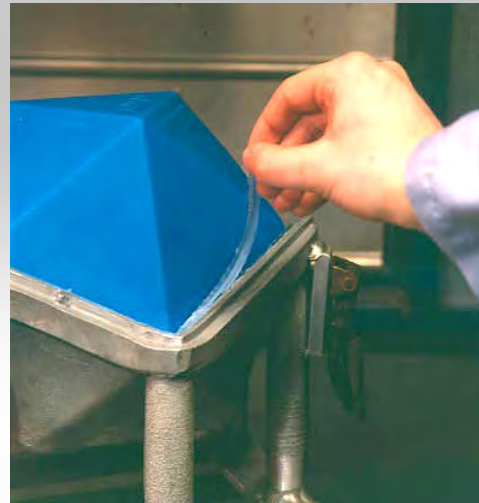
Balancing
Operator
Workload is
the Key



Some Things Have Answers

3. Release Agent

- The Basics: Right and Wrong Way to Clean Molds



- Light Mold Release & Strong Mold Release
- Good Habits for Parting Lines
- Bad Consequences for Ignoring Release



Some Things Have Answers

4. Demolding & Mold Care

Choose Your
Weapon!



Pay the
Price...



Soft Rotomolding

(yin)



Soft can be Hard

Corporate Culture

Morale

MOOD

Team Spirit

- Factories are Living Entities with Emotions
- Grow, Evolve, React
- Demeanor of a Company is Often Defined by Owner/Manager



Culture Matters

- Management Styles May Differ Based on a Local Approach:
 - Asia - Non-Confrontational
 - Scandinavia - Reserved
 - USA - Outspoken
 - Middle East - Unspoken
 - South America - Machismo?
 - German - M&Ms



Common Issues

- High Turnover
- Lack of Order & Cleanliness
- High Scrap Rates
- Absenteeism
- Excessive Mold Damage
- Surly Staff
- Variable Quality & Productivity

Similar Needs

- People Around the World Respond to the Same Basic Things:
 - Respect
 - Recognition
 - Opportunity
 - Fair Pay
- Quality of Supervision is Often Key



Finding People

Hire the Right People **Difficult**

- Hard to Assess 'Fit' During an Interview
- Rotomolding People Filter
- Young People's Work Ethic
- Orientation Process is Key
- Give them Confidence in What is Expected
- Drug Test or Not?



Fire the Right People **Essential**

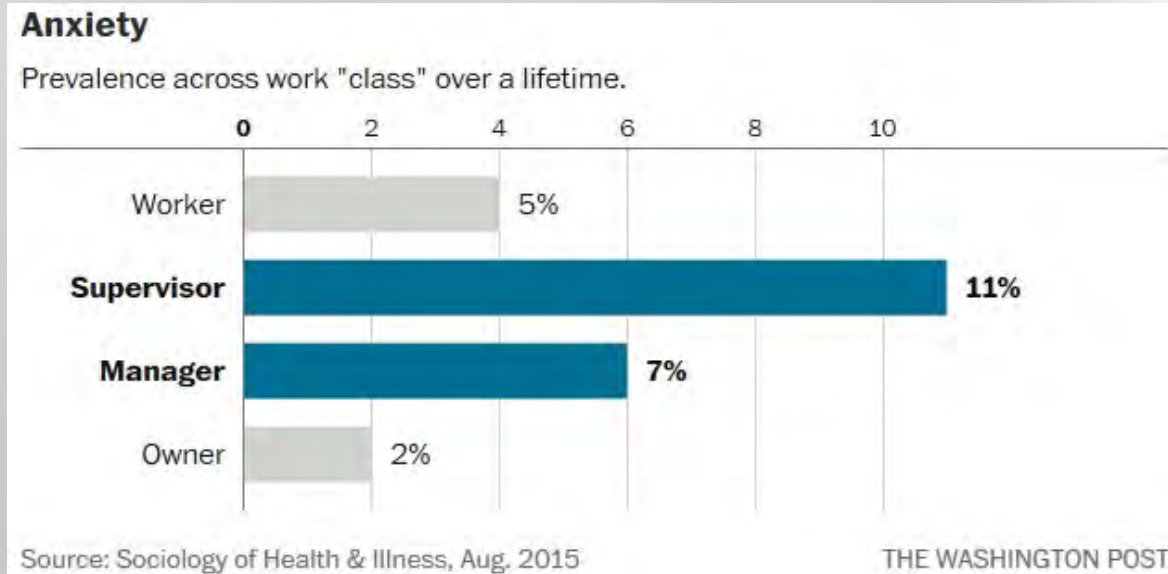
- Bad Apples Affect Whole
- People Like to Follow
- Make Sure they Follow You
- Good Employees Need Management to Act



Deadly Sins



Squeezed in the Middle



Stress is Highest for Middle Managers

Temperamental Owners +
Surly, Ungrateful Staff +
Demanding Customers
= Nicotine, Whiskey or Cocaine



The Boss

HORRIBLE BOSSES



What Type of Boss do You have?
What Type of Boss are You?



21 Types of Boss (Monster.com)

- The Martyr Boss
- The ~~Screamer~~ Boss
- The Fearmonger Boss
- The Manipulator Boss
- The **Bumbler** Boss
- The Clueless Boss
- The ~~Old-School~~ Boss
- The God Boss
- The Teflon Boss
- The 'What' Boss
- The *Paranoid* Boss
- The World-On-His Shoulders Boss
- The **Buzzword** Boss
- The Buddy Boss
- The Two-Minute Boss
- The Patronizing Boss
- The **Idiot** Boss
- The Lone-Wolf Boss
- The Perfectionist Boss
- The Eccentric Boss
- **The Great Boss**



Management Style



- Too Hard a Management Style can Suppress Ideas
 - People Toe-the-Line but Less Creatively
- Soft Management can be Equally Dangerous
 - Laissez-Faire Until a Problem Occurs and then Over-Reacting



Interfering Boss

Action

- Responds to Gossip & Rumor Impulsively
- No Chain of Command
- By-Passes Middle Management with Employee Decisions
- Acts Without Involving Managers

Re-Action

- Creates Fear in Managers & Supervisors
- Stifles Action
- Drives Good People Away
- Creates CYA Managers



Know-It-All Boss

- Only One who can do the Job Properly
- Smartest Guy in the Room
- Always has the Answers
- Ultimately Discourages Dissent or Alternate Ideas
- Those who Stay become Compliant
- Good People Often Leave



Uninformed Boss



- Not Stupid, Just Doesn't Understand
- Decisions Sometimes Don't Make Sense
- Employees Lose Respect
- Needs to Spend Time in the Operation & Listen



Passive Aggressive

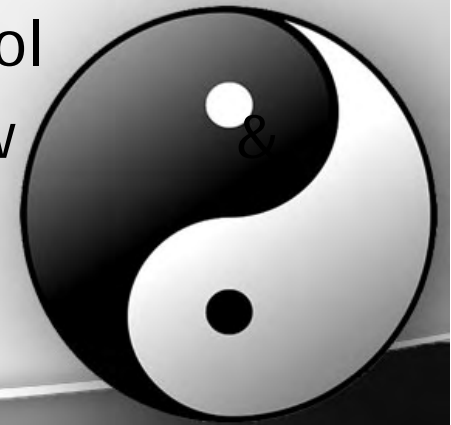
- Destructive Behavior at Any Level
- Frustrating to Manage - Can be Exhausting

Action

- Intentional Ineffectiveness
- Feels Unappreciated
- Resents Authority
- Lacks Accountability
- Blames Others
- Grumpy
- Creates Mini-Empires

Re-Action

- Understand He is Wary of Conflict & Feels Inferior
- Point Out the Problem Behavior
- Give Choices to Allow Sense of Control
- Regular Review & Feedback



Too Much Profit

- Some Companies Make Too Much Money
- Encourages Waste - Inefficient Processes are Masked
- Can Make Managers Lazy - Poor Decisions Lost in Profit



- "We've Run Out of Money,
Now it's Time to Think" Winston Churchill



Heavenly Habits



Strength & Confidence

- Not Hard & Tough
- Confident in Knowledge
- Accepts Challenges & Dissent as Opportunity
- Encourage Diversity with Respectful Disagreement - much More Effective
- Recognize they Don't need to be Smartest Person in the Room
- Boldly Goes Where No Manager has Gone Before...



Get Out of the Way!

- Choose Competent, Capable people
- Define Clear Responsibilities and Tasks
- Not Micro-Management - Clarifying Expectations
- Provide the Necessary Resources & Authority
- Regular Reports on Progress
- Stop Meddling & Help



Public Praise & Constancy

- Encourage People's Pride in Their Work
- Edwards Deming was Absolutely Right!
- Managers' Actions Shape their People
- Highlight & Praise the Good Things - People Will Pay Attention to them
- Ignore Problems & they're Accepted as the Norm
- Constant Criticizing Will Stifle
- Managers' Reactions Affects the Way People Respond to Them in Future



Be A Great Boss

- Be a Supportive Motivator
- Treat Everyone Fairly Regardless of Politics
- Communicate, Keep a (Partial) Open Door Policy and Encourage Others to Follow Suit
- Lead by Example
- Provide Superior Training and a Positive Work Environment
- Have Vision, Don't be Afraid and Don't Scream!
- Coach Staff for their Future Beyond Your Doors



Balance in All Things



Balance in All Things



Balance Takes Practice
Visualize the Outcome



yin-Roto-*yang*

- Not too Hard, not too Soft
- Technology is Essential but People Make it Work
 - Check the Effect of Hard Decisions on Your Soft Assets
- Run Hard
 - Let Your People Catch-Up
- Set Objectives
 - Allow Time
- Load Machines
 - Allow Time
- Develop People
 - Allow Mistakes
- A 100% or 0% Approach is not Always Good
 - Think Like a Machine Burner
 - High Fire When Needed
 - Throttle Back for the Long Stretch



Thank You!



paulnugent.com

Practical. International. Advice. Training.