Theory
How to think about workforce management and engagement through the lens of Deming.

Application
Pyromation will show us some of the ways they're creating engaged teams.

Groupe Discussion
We'll do some informal polling and have some discussion about how the current employment environment impacts business.

Big Picture
Northeast Indiana Works will talk about the issues facing workforce management for the entire region.
A Systematic Approach to Workforce Management

Presented by: Aaron Highley
Dr. W. Edwards Deming

engineer, statistician, professor, author, lecturer, and management consultant
The System of Profound Knowledge (SoPK)
Appreciation for a System

President

- VP Operations
  - Department Head
    - Team Lead
    - Team Lead

- VP Engineering
  - Department Head
    - Team Lead

- VP Quality
  - Department Head

- CFO
  - Department Head
Appreciation for a System

Suppliers of materials and equipment

A
B
C
D

Receipt and test of materials

Tests of processes, machines, methods, costs

Design and Redesign

Production assembly, inspection

Consumer Research

[1, 4]

Consumers

Distribution

Out of Crisis, page 4
Suboptimization
Knowledge of Variation

Unpredictable
(cause outside system)
  e.g., snow

Predictable
(cause within system)
  e.g., driving route

Process Behavior Chart / Control Chart
C Chart
Oji Intertech, Inc. Turnover from Jan 16 to Nov 17

- \( \bar{C} = 3.261 \)
- UCL = 8.678
- LCL = 0
- 24% Target

Turnover Count

Date

Theory of Knowledge

“The greatest obstacle to discovery is not ignorance – it is the illusion of knowledge.”

-Daniel J. Boorstin
LIFELONG SMOKERS HAVE A ONE-IN-TWO CHANCE OF DYING FROM SMOKING-RELATED DISEASE.

IT'LL NEVER HAPPEN TO ME.

THE ODDS OF WINNING THE POWERBALL LOTTERY ARE 80 MILLION TO ONE.

THIS COULD BE MY LUCKY DAY!
The PDSA Cycle

**PLAN**
- Define problem
- Understand objective
- Conduct problem analysis
- Develop hypothesis

**DO**
- Carry out experiment
- Document observations
- Record data

**STUDY**
- Analyze data
- Compare results to predictions
- Summarize what was learned

**Act**
- What changes are to be made?
- Next cycle?
- What is still not known
Turnover C/Ms

- Roll incentive pay into base wage
- Tenure increases
- Increase wages
- Focus groups
- Integrity assessment
- Referral program
- Monthly celebrations
- Adjust point system
- Battle of the businesses
- Company picnic
- TWI
“The greatest waste in America is failure to use the ability of people. ...Money and time spent for training will be ineffective unless inhibitors to good work are removed.”

Create systems that:

Respect people
Treat them as valuable team members and show them trust

Put people in positions to succeed
E.g., avoid incentives that encourage siloed thinking or playing different business units against one another, unnecessary tasks, etc.

Allow people to improve their work
Give people authority to make changes to their work.

Provide joy in work
Let people see how what they do impacts the customer.

Provide support
Make sure people have training, coaching, work instructions, etc. to support the accomplishment of the above.

Promote intrinsic motivation
We want motivation to come from inside the person, not outside.
Citations