Linking Workforce Engagement to People First

- Best Practices FSO Institute

ENGAGEMENT FRAMEWORK©

EMPOWERMENT		ENABLEMENT		CONNECTION	
DESIRE	AUTHORITY	SKILLS	RESOURCES	FIT	COMMUNICATION
Meaningful Work	To Take Responsibility *(self)*	**FUNCTIONAL *(capabilities)***	Tools	Role	Inspirational Vision
Team Contribution	To Hold Accountability *(self & others)*	Technical	Processes	Interest	Strategic Plan
Recognition	To Make Decisions	Management	Provisions	Culture	State of Business
Emotional Equity	To Lead	Leadership	Information	Recruitment	Goals & Objectives
	To Make a Difference	Financial/Business	Technical Support	Aptitude	Performance Meetings
	To Give Input & Challenge the Cultural Norm	Communication	Customer Requirements	Team Orientation	Metrics/KPIs
	To Take Risks	**INTERPERSONAL *(responses)***		Attitude	Visual Controls
	To Take Action	Perceptiveness		Assimilation	Standard Procedures
	To be Flexible	Self Awareness			Standard Work
		Empathy			
		Collaborative Thinking			
		Systematic Thinking			
		Adaptability			

MISSION / VISION / PURPOSE

VALUES

LEADERSHIP

- Improving the Work Environment
- Improving Working Conditions
- Schedule & Compensation
- Career Pathing in Operations Jobs
- Sourcing & Recruiting
- Career & Benefits Education

EMPOWERMENT DESIRE MEANINGFUL WORK

SITUATION

People have a genuine need to know that their work has meaning. People must feel their role and effort is adding value to the group and organization.

Traditional	Beginner	Intermediate	Advanced
In a traditional work environment, people are expected to follow regimented processes and procedures under direct supervision. People serve as labor and have limited or even no permission to improve the work. As a result of the environment that has been created, people have limited belief in the importance of their work. People feel they are just a number. Roles are clearly defined, but restricted. The culture is do what you are told and do not think beyond executing the tasks as they have been defined for you.	People begin to understand that their unique contribution adds value to their area, department or line. People are encouraged to use their hands and their minds to perform and improve their job duties, but lack the courage to take the risk to improve their work. People are beginning to understand that they can bring a broader impact to the organization, but are unclear or afraid of how to execute without support. People want to make a difference in the organization. They are being told that they have a unique and meaningful contribution, but have not translated the words to a true belief of importance. There may still be behaviors that do not reinforce the encouragement that is being verbalized. There is a desire to have variety in the work, but skills may be lacking, inhibiting one's ability to bring variety to the job. A cross-training program does not formally exist	People are beginning to incorporate variety into their jobs. Skills are growing, allowing enhanced job duties and variety that supports motivation or desire. The leadership willingly supports a formalized cross-training program. People are not only aware, but believe that their unique contribution is important to the team. The value of their contribution is understood by both the organization as well as the individual. They are starting to take on a level of ownership that transcends personal gratification and have concern about not letting co-workers, the team or the leader down. People not only believe, but begin to understand the importance of their unique contribution to the organization. People know that they can make a difference in the results and take actions to support performance improvements. People fully comprehend and appreciate how they contribute to the team, group and company.	In the advanced stage, people fully understand that their unique contribution is critical to the overall success of the team. The leadership supported the development of a comprehensive cross-training matrix and has facilitated a plan to support expansion of core competencies. The associates or technicians take responsibility and hold leadership accountable for ongoing training and education. Motivation is driven by personal pride as well as a need to ensure the team and the leadership is well supported. The success of the team supersedes personal success. People make significant and lasting positive impacts on the organization's performance. People are not only willing to make a difference, but actively pursue opportunities to contribute to making an impactful difference in team performance. The culture is one of peer to peer accountability, shared ownership and shared equity. All levels of the organization are viewed as peers to each other. People routinely fill multiple jobs and roles. People actively take on any job or role that is required at the time for the team to succeed. People take great pride in their contribution to the team, group and company.

LEADERSHIP GUIDANCE

The leader must first generate awareness of how people contribute to the team, department and broader organization. Emphasizing the importance of the role, specifically when it is executed well is a significant driver of bringing meaning to the person. Leaders must express through words and especially through actions that people are relevant and not simply a replaceable number. Leaders must genuinely create a culture of understanding regarding the unique contribution that people make. The effort should be focused on one on one communication combined with team, department and organization awareness generation. Recognition is a significant component of leadership's effort to develop a cultural awareness of meaning.

3. Schedule & Compensation

FIT

- Role
- Interest
- Culture
- Recruitment
- Aptitude
- Team Orientation
- Attitude
- Assimilation

4. Career Pathing in Operations Jobs

RESOURCES

- Tools
- Processes
- Provisions
- Information
- Technical Support
- Customer Requirements

SKILLS

FUNCTIONAL (*capabilities*)

- Technical
- Management
- Leadership
- Financial/Business
- Communication

INTERPERSONAL (*responses*)

- Perceptiveness
- Self Awareness
- Empathy
- Collaborative Thinking
- Systematic Thinking
- Adaptability

COMMUNICATION

- Inspirational Vision
- Strategic Plan
- State of Business
- Goals & Objectives
- Performance Meetings
- Metrics/KPIs
- Visual Controls
- Standard Procedures
- Standard Work

AUTHORITY

- To Take Responsibility *(self)*
- To Hold Accountability *(self & others)*
- To Make Decisions
- To Lead
- To Make a Difference
- To Give Input & Challenge the Cultural Norm
- To Take Risks
- To Take Action
- To be Flexible

Training Document - Processes



Using the above attached document please provide a training document based on the attribute "Processes" on how a manager can use this data. Please write it at a 12th grade reading level.

Training Document: Optimizing Work Processes

Streamlining steps unlocks potential. Managers should coach associates to scrutinize processes. This material discusses analyzing procedures through metrics and direct observation. In the past, only leaders refined repetitive tasks. Engage associates to advance with fresh eyes.

Here are ways to boost process expertise in associates:

- Assign associates to chronicle current workflows and note unnecessary wait times.
- Encourage associates to brainstorm how popular consumer apps simplify tasks for inspiration.
- Suggest associates survey customers and coworkers to prioritize process pain points.
- Have associates map supply chains and suggest modernizing antiquated links.
- Invite associates to model optimizations virtually before implementing savings.

With practice identifying inefficiencies, associates gain savvy streamlining frustrations. A process-oriented team excels through constant refinement and innovation and maximum results.

Tier 1 Meetings

Floor Management Development System (FMDS)
aka Managing for Daily Improvement (MDI.





"By use of the Tier Meetings FSO helped our partner deliver a $6MM run rate savings in less then a year"

- **Plant Manager**

Summary

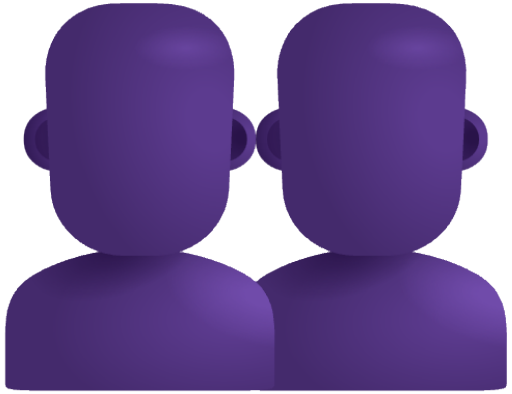
In conclusion, Tier 1 Meetings play a vital role in promoting continuous improvement at the grassroots level of operations. By directly engaging associates and front-line supervisors where work happens, problems can be rapidly identified and addressed before significantly impacting production output or quality. This ongoing collaboration at the point of work helps drive out waste and inefficiencies through small, incremental changes.

Information flows seamlessly up and down the tiers as well. Issues escalated from Tier 1 are given proper context and prioritization at higher level meetings where the leaders can help remove barriers only they can.

What is Tier 1 meeting?

A Tier 1 Meeting refers to regular stand-up style meetings conducted on the shop floor/production line level with associates and front-line supervisors. These meetings occur daily or weekly and focus on operational issues, problem solving, planning and standard work.

Note: Depending on the size and layout of your facility, you may also have daily department meetings (Quality, Warehouse, Maintenance, etc.). You should also have a daily plant meeting.



Why is this meeting important?

- They promote continuous improvement by directly engaging operators in identifying issues and proposing/acting on solutions. This helps drive out waste and improve productivity.
- Clear communications and problem visibility is improved by discussions at the point of work. Issues get resolved faster and major issue can be escalated quickly.
- Planning and standard work gets reviewed to ensure conventions are being followed and adjusted if needed. This promotes consistency.



How does the company benefit?

- Increased focus on achieving the strategic plans if appropriate KPIs are being tracked.
- Increased productivity and efficiency through waste elimination and process refinements.
- Improved quality and reduced defects by engaging operators in problem prevention.
- Better alignment of planning with reality of the shop floor operations.
- Faster resolution of operational issues before they significantly impact production.



How does the associate benefit?

- Associates feel empowered to directly influence their work through participation and solution proposals.
- It gives associates a voice via the escalation process to higher level meetings.
- Supervisors and other leadership get real-time visibility into challenges and can support operators better.
- Process standardization promotes safety and consistency for operators.
- Relationship building between supervisors and operators is enhanced

