

Management By Design

Skills and Toolsets of Successful Managers

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Leadership vs. Management

Leadership

- Sets vision
- Establishes mission
- Leads by example
- Contributes to culture
- Coaches when needed

Management

- Establishes KPIs
- Develops protocols
- Builds infrastructure
- Provides resources

Professional Development of Direct Reports



Key Thought: A leader may not have formal authority of those they lead. An individual can be both a manager and a leader at the same time.

Core Management Processes

Each of these processes are ongoing at the strategic, tactical and operational levels within the organization

- Planning – setting goals and objectives as well as the methods for attaining them
- Organizing – structuring the organization and the work to be done, obtaining and allocating resources in order to carry out the plans
- Staffing - acquiring and placing the right people for the right jobs as well as further developing their competencies
- Directing – guiding members of the organization to achieve the mission, plans, and objectives of the organizational work unit
- Controlling – monitoring activities and results to ensure that desired outputs and outcomes are obtained.

Key Skillsets & Characteristics

Characteristics

- Leadership
 - Lead by example
- Team management
 - Development
 - Support
 - Cohesion
- Self Awareness
- High EQ
- Organized and meticulous

Skillsets

- QMS Expertise
- Strategic Thinking
- Project Management
- Technical
- Technology
- Soft Skills
- Quality & CI Tools

Scientific Method

Systematic observation, measurement, and experiment, and the formulation, testing, and modification of hypotheses.

Scientific Method

- Why thinking scientifically is important
- Please read aloud what you see

• Can you read this?



Scientific Method

- Why thinking scientifically is important
- Please read aloud what you see

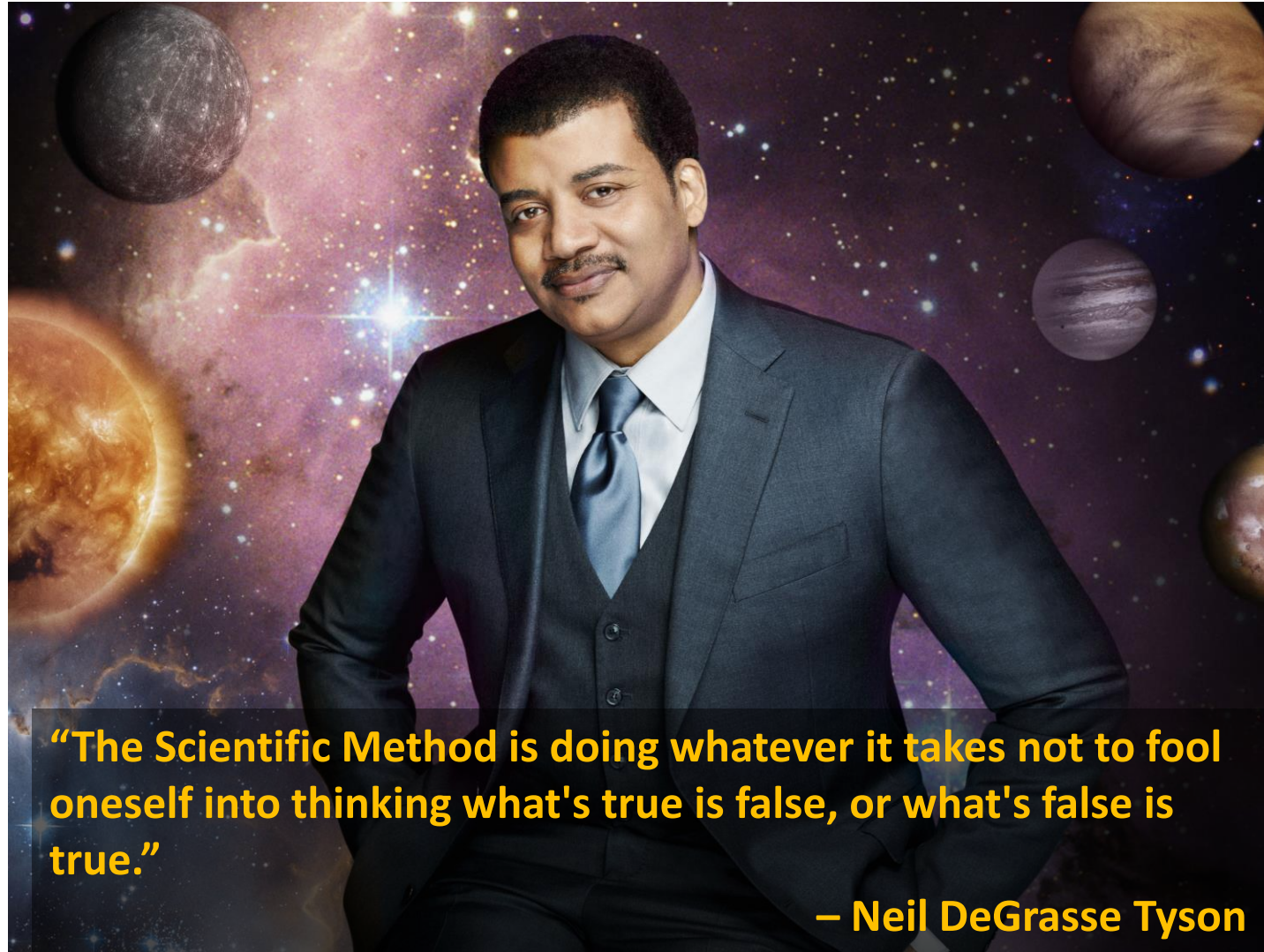
JUMPING TO CONCLUSIONS



Brain Illusions

- ✓ Your unconscious mind interprets and builds explanations
- ✓ Often this is a needed talent
- ✓ Other times, this causes errors
- ✓ This happens without your input

Scientific Method



“The Scientific Method is doing whatever it takes not to fool oneself into thinking what's true is false, or what's false is true.”

– Neil DeGrasse Tyson

Critical Thinking

A systematic process for evaluating the accuracy and relevance of information, taking into account potential bias and other brain illusions

Critical Thinking - Bias

Bias is a disproportionate (based on available facts) inclination for or against something. Three often seen types of bias are

- ❑ Confirmation – more credence given to facts that support our opinion
- ❑ Clustering – seeing patterns where there aren't any
- ❑ Availability heuristic – overestimate the likelihood of events that come easily to mind
- ❑ Recency – events which have occurred recently are given more weight than appropriate

To Facilitate Critical Thinking

- Question any assumptions related to conclusions drawn
- Verify any conclusion based on data utilize sound statistical principles
- Verify that there is a logical thought chain supporting any conclusions drawn
- Verify information sources are both credible and unbiased

Tips & Tricks

- Running an Effective Meeting
- Tips from the Top

How to Run a Meeting – Before Meeting

Is a meeting really required?

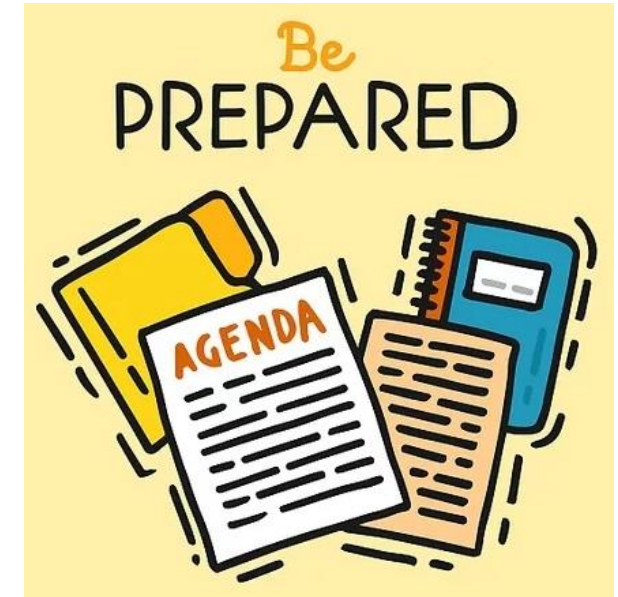
How long should my meeting be?

Who REALLY needs to attend?

What is the most considerate meeting time?

Create an Agenda (can develop a template)

1. Purpose, desired outcome
2. Topics of discussion with owners and time allotted
3. What equipment, material, pre-reading, or pre-work is required



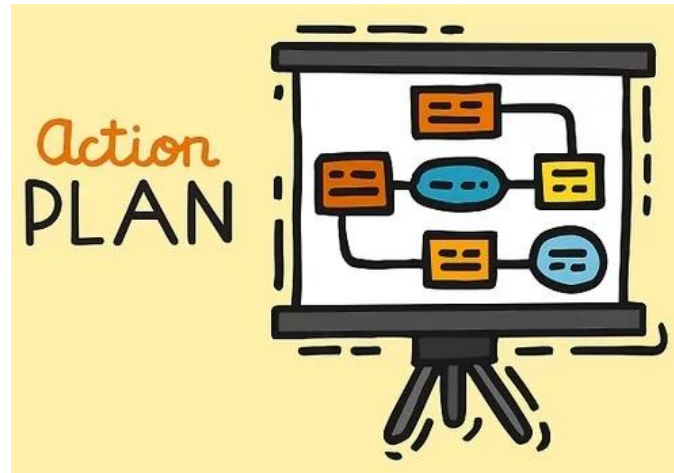
How to Run a Meeting – During Meeting

1. Start on time
2. Introductions as required
3. Review the purpose of the meeting make sure to include the desired outcome
4. Take notes / timekeeper
5. Participation
6. Restate follow-up actions with owner and due date
7. End on time



How to Run a Meeting – After Meeting

- Send out meeting minutes
 - This should include any conclusions or decisions made
 - Follow up actions with owner and due date
- Accountability
 - To ensure action items are complete a project planner can be used



Leading and Managing Teams

1. Be vulnerable. You don't have all the answers. You will not always be right. You will make mistakes. And most importantly, acknowledge these and admit these to those you touch.
2. Use your team. Collective intelligence will always outperform individual intelligence. Be humble in knowing that you don't have all the answers and use your team to come up with new ways to solve problems.
3. Clearly define your guiding principles as a leader and share those to align and inspire your team. Also ensures you are aligned with your organization's direction.
4. Communication – I would go as far as to say MOST/ALL problems are rooted in communication gaps or lack of alignment. As a leader, however much you think you should communicate with your team, do it more! Good news, bad news, expectations, successes, failures...keep the communication flowing so everyone knows where they stand.

Leading and Managing Teams

5. Relentless pursuit to build an 'AA' team – develop plans, make the investments, and embrace feedback and coaching to make your team better today than they were yesterday.
6. Get to know your leaders and their strengths and weaknesses. Get to know their preferences – ***make them comfortable being themselves / servant leadership.***
7. Empathy – Always start from the perspective that people are doing their very best work. When issues occur seek to understand what went wrong and have empathy for the individual. You'll most often find that, when issues occur, the root of the problem is not as simple as you initially think.

Optimizing Quality Management System

1. QSM – Become a steward of your Quality System not an enforcer. Create an environment of stewardship for your team and bring your colleagues along for the ride. With this approach they will learn to take ownership and pride in upholding compliance to the QMS.
2. ...speak with data. Properly use facts and trends to help share the situation. This reduces emotion and allows people to focus on the process.
3. Design for the audience. Build file structures, procedures and forms using input from the people that will use it. Just because you can find it or fill it out doesn't mean it's efficient for those that it's intended to help.
4. Don't make enemies out of better and best. Incremental improvement is better than no improvement while waiting for perfection.
5. Look for ways to simplify the QMS processes and more importantly invest adequate time to be deliberate in the design of quality records, forms and templates. Drive clarity in these quality records to foolproof them from a GDP standpoint. If the quality records are not in order, every thing falls apart with respect to compliance. Don't include elements that are not required and don't add value. Lastly, make sure these records "stand on their own" and do not require an SME to explain.

Going To Gemba

1. Spend a lot of time at where the work which adds value is being done, what we call the "Gemba." Get to know the people working there, build relationships with them, show respect for the work they are doing and the knowledge and experience they have doing it. Ask a lot of questions as to why things are done the way they are. Listen for "because we have always done it that way." Observe their struggles and their problems and understand that these are strong indicators of improvement opportunities. Once you have built that foundation of relationships and respect, they will appreciate your guidance in helping them improve their processes.
2. Learn the **order-to-cash process of the business**. Start at the beginning with the order, hit the offices & shop floor to fully understand each of the tasks. ***Nothing gets made in a conference room or office.***
3. Turn your organizational chart upside-down. The more you advance in an organization, the more you can be removed from where the value added processes take place. As such, trust that those closest to where the actual work gets done are in the best position to made decisions.

Tools of The Trade



- A3
- Quad Analysis
- Leader Standard Work
- Inverse Ishikawa Diagram
- Career Kata

A3 OVERVIEW

A3 GUIDELINES

- A good A3 should “tell a story” about a proposal, project, problem, or process.
- It balances words with graphics to tell the story.
 - Find the most effective graphics to emphasize your ideas, plans, and/or results.
- Every word or graph on the A3 should mean something.
- Use underlined or bold text to focus attention on key points.
- Color is expensive to print, so if you choose to use color you should ensure that it adds value.
- It takes *many* iterations and leadership feedback sessions to make this process successful!
- This entire process is about *how* we get results and the thinking process, not just the end result.
- Use as a mechanism to develop the people!

A3 OVERVIEW

A3 GUIDELINES (cont.)

- A3 decision making should use consensus
 - 80% agreement with 100% support
 - Built on the principle of respect
- This is not meant to be a bureaucratic, slow process...it can and should go fast!
- The approval boxes are very important on the A3 document to get commitment.
- Approval with signatures should not take place until the final version is approved with the team and management.
 - When you sign off...you commit 100%!
 - When the boss signs off...you have 100% support!

A3 Components

Steps to Implementing A3

1. Craft problem statement
2. Provide background
3. Identify team leader and members
4. Describe current state
5. Describe desired future state
6. Determine root cause
7. Develop action plans
 - Improvement initiatives
 - Countermeasures
 - Metrics
8. Assess risks and ROI
9. Follow up

Key point: Whenever possible each step should be supported by data and direct observation

- Were targets achieved?
- Were desired results achieved?

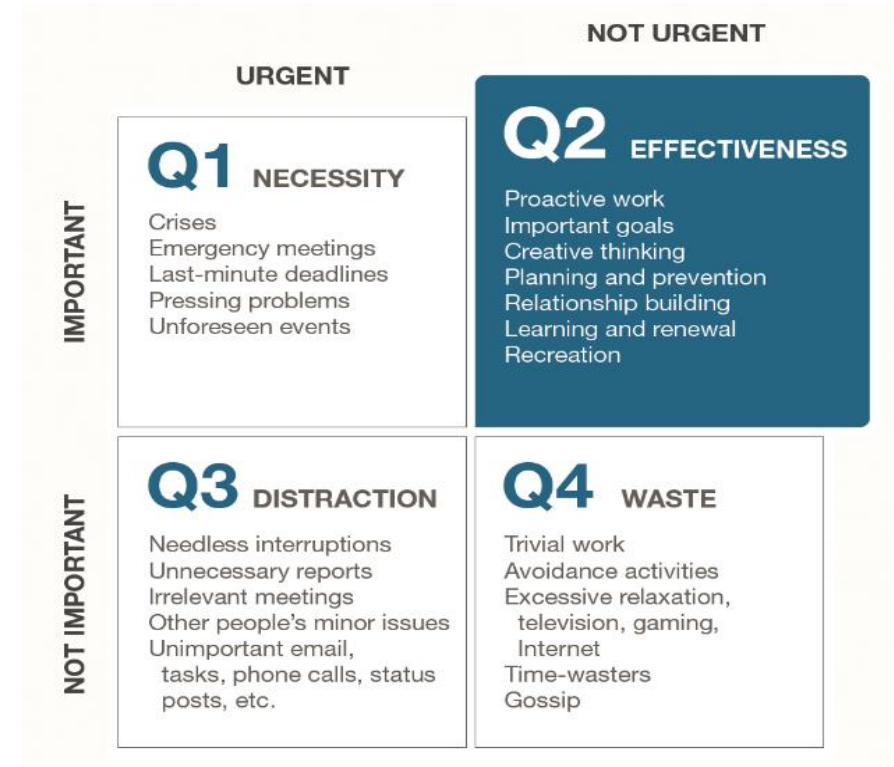
Working from Quad 2

- Distinguish the difference
 - **Urgent** tasks are those that have to be dealt with immediately
 - **Important** tasks are those that contribute to true goals or company mission

For maximum effectiveness, aim for only working on important tasks and prevent “fire fighting”. This allows you to control the work rather than the work controlling you.

How to determine task placement

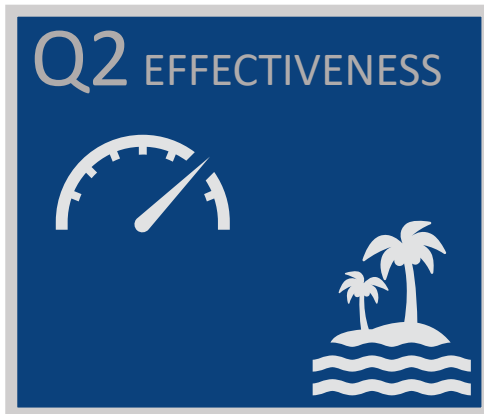
- Categorize tasks proactively based on importance, then urgency
- Similar to the 8020 philosophy used at higher business level, day-to-day tasking can be classified with importance as to how it impacts business needs
- Urgency can be classified based on time-bound needs for those important tasks, particularly as they relate to your position



Working from Quad 2

Effective work is a planned, proactive and positive experience

OPTIMIZED AND BALANCED



Think about the impact to the business when you are operating in Q2...

- Everything you are doing has real value
- Everyone is engaged due to content and environment
- You have time to accommodate creative thinking
- You can be more relaxed and fulfilled

To ensure you can operate in the effectiveness quadrant...

- ✓ Be proactive and create a plan with achievable goals
- ✓ Stay focused and actively manage your time
- ✓ Establish relationships and credibility
- ✓ Teach others how to help themselves
- ✓ Hold everyone accountable **including yourself**
- ✓ **Learn the power of “no”**

Simply put, before you work on any effort, establish it's importance then it's urgency, eliminate the non-critical and knock out the crises so you can focus on effective, impactful work

Standard Work for Leaders

Name: _____		LEADER STANDARD WORK	
Date: _____		NOTES	Tasks
TIME	✓	ACTION	
8:00			
8:15			
8:30			
8:45			
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16:45			
17:00			



Standard Work for Leaders



Lead



Visual Standard + SW



Supervisor



Weekly 5S Audit + Lead SW4L



Manager



Supervisors SW4L

Standard Work for Leaders



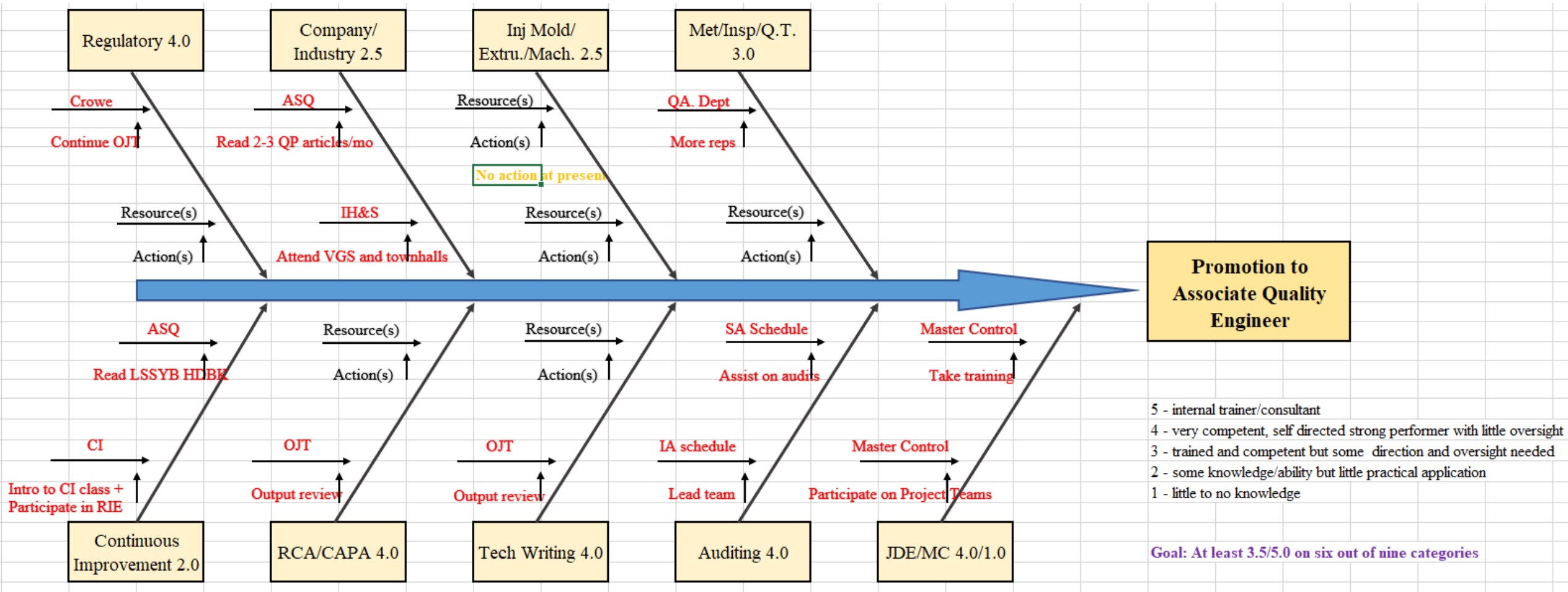
Leader Standard Work

NAME: Lance B. Coleman

Date: 03-FEB-2022

Daily			Issues/Interruptors/ Follow ups	Weekly			
✓	Time	Task		✓	Day	Time	Task
	6:45AM	Check and respond to email	close audit 7 report		Mon		
	6:45AM	Check calendar for the day			1	10:30AM	Illumina BCA Meeting
	7:00AM	MB-MDI			1	11:00AM	Code of Culture Meeting
	8:00AM	Print out NCMR and complaints info			1	2:00PM	Review aging data
	8:00AM	Check daily dispatch			1	2:30PM	Sr. Staff Meeting (BiWeekly)
	8:15AM	Review p.o. and QCBD approvals needed			Tue	9:30AM	Weekly Department Stand-Up
	8:30AM	Update SW4L			1	10:30AM	1:1 w Scott (bi-weekly)
	9:00AM	Update WIP Matrix			1	1:30PM	1:1 w/Mike (bi-weekly)
	9:00AM	Daily Management			1	2:00PM	1:1 w/ Kerry (bi-weekly)
					1	2:30PM	1:1 w/ Candace (bi-weekly)
					1	3:00PM	1:1 w/ Chris (bi-weekly)
					Wed	10:00AM	Concur
					1	10:30AM	Review QAA Log & Follow-up if necessary
					Thur	9:30AM	Gembawalk
					Fri	10:00AM	1:1 w Victor (bi-weekly)
						10:30AM	1:1 w Anita (bi-weekly)
						11:00AM	1:1 w Rob (bi-weekly)
						2:30PM	Review and update task assignments
						3:00PM	Develop plan for following week
						3:30PM	Kronos Timecard Review
					Monthly		
					By the 3rd	TBD	Bowler Submittal to Scott/Keith
					2nd Tu	TBD	Middleboro MBR
					2nd Wed	9:30AM	Mid-month Spend Review
					By the 3rd	TBD	Submit QA Data for MBR
						TBD	Monthly Business Review (MBR)
					2nd Wed	2:00PM	Molding NCMR Review
					3rd Wed	3:00PM	CRB Meeting
					Quarterly		
					1st Mon	TBD	COTO Log Review
					1st Mon	TBD	QMR
						TBD	COTO Log Review
						TBD	QMR
					1st Mon	TBD	Site Townhall

Inverse Ishikawa Diagram



Inverse Ishikawa

It is important to note that Ishikawa diagrams can be used to point us towards how to bring about a positive occurrence as well as to determine how an adverse event came about.

1. Identify those skills that are essential to a successful Quality Engineer; used internal job description and ASQ CQE body of knowledge categories.
2. Established a ranking scale from one to five with one meaning little to no knowledge/experience and 5 being internal trainer/consultant.
3. Set a goal for each. In this case the goal of being 3.5 or higher in six of nine categories and no less than 2.5 in any of the categories.
4. Finally, I added to the fishbone, what inputs (classes, training, self-study etc.) are needed to drive towards the goal.
5. Evaluated progress every six months.

Career Kata

Set a three year professional goal(s). It can be specific – be promoted to XYZ position, get my black belt, finish my degree. Or it can be more general – gain more experience leading teams, substantially increase my CI understanding and tool usage. Then at the start of each year ask yourself two things

- Do at least some of my goals for this year drive me towards my three- year target?
- Does the three year target need to be adjusted?

Thank You

Questions???



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