



The Addictive Nature of Action Teams

Through the years there have been multiple Action Teams stories published in the TMG News. We have also written up many Action Team stories that have only been used internally by the various organizations that we work with. There is one thread that runs true with all of them—working together as a cross functional team on a successful defect elimination project is addictive. We believe several factors contribute to this addiction. It could be the recognition by others in the organization of a job well done. It could be the personal satisfaction of knowing that you made a significant contribution to making your and other’s jobs easier and more enjoyable. Maybe it is the relief felt after years of frustration caused by seeing defects and breakdowns mounting up with no attempt to get to the root cause of those defects.

When people are only working functionally with others it’s often heard, “We’re engineers, we only work on the major problems, let someone else handle the small stuff”; “We are in the IT department, we are only called in to handle computer glitches” or “We are the administrative staff, we’re not out in the field every day, how can we possibly be causing any problems?” By participating in a Manufacturing Game workshop along with a cross functional mix of their co-workers and then becoming part of a defect elimination team a curtain is often lifted and the real work to eliminate defects begins. Once

Tapping Into the Value of Experience

by Winston P. Ledet

A common joke is that there are people who have one year of experience twenty times and others who have twenty years of experience. I think the distinction between these two levels of experience is how much people learned from their experience and how receptive is their organization to using that experience.

It is important to keep in mind that all organizations are socio-technical networks where the people are the socio part and the machinery (including computers) is the technical part. We often hear people say that their most valuable company assets are the people who work in the organization. We believe that they are referring to the fact that people (as compared to machines) have the intelligence to recognize when the organization is realizing the full value that exists in their assets. The role of the people working for a company is to realize that value by applying defect elimination to achieve the purpose of the organization.

Motivation (creating something of value for the society at large) Victor Frankl states that man’s primary concern is his “Will to Meaning” which he defines as the basic striving of man to find and fulfill meaning and purpose in his life. He contrasts this “Will to Meaning” with two other

sources of drives – 1) the “Will to Power” proposed by Nietzsche and used by Adler in his approach to psychiatry, and 2) the “Will to Pleasure” or pleasure principle proposed by Freud in his approach to psychiatry.

Frankl contends that the status drive or “Will to Power” and pleasure principle or “Will to Pleasure” are mere derivatives of the “Will to Meaning”. As people pursue goals that have meaning, they require certain means which can be obtained through various powers and achieving that meaning has the consequence of creating pleasure. Therefore power is merely a means for seeking meaning, and pleasure is a natural consequence which ensues from achieving meaningful goals. He concludes “only if one’s original concern with meaning fulfillment is frustrated is one either content with power or intent on pleasure.”

Accomplishing meaningful goals, according to Frankl, can take place in three ways:

- 1) by creating something,
- 2) through intimate relationships,
- 3) through one’s attitude in unchangeable circumstances.

Since the manufacturing world has the **primary purpose of creating something of value for the society at large**, it most legitimately contributes meaning

Tapping Into... cont. on page 2

The Addictive... cont. on page 3

What's Inside?	Tapping Into the Value of Experience	1-3	The Addictive Nature of Action Teams	1,3
	Calendar	2	Industry Laughs	4

SCHEDULE

Throughout the year,
The Manufacturing Game® holds workshops for the general public at universities and/or professional organizations.

For more information visit
www.mfg-game.com

Public Workshop

The Manufacturing Game® will be holding a Public Workshop at Reliability 2.0 South Point Resort, Las Vegas April 7–11, 2014

For more information or to register visit:
<http://maintenanceconference>

Conferences of Interest



The 23rd International Maintenance Conference

IMC 2013

Bonita Springs, Florida
December 9–13, 2013

For more information or to register visit:
<http://maintenanceconference>

Visit The Manufacturing Game at
Booth #2



Reliability 2.0

South Point Resort, Las Vegas
April 7–11, 2014

For more information or to register visit:
<http://maintenanceconference>
or call (888) 575-1245



Reliability & Maintenance
Conference

San Antonio, TX
May 20–23, 2014

For more information or to register
visit: www.afpm.org

Mark Your
Calendar!



Tapping Into... cont. from page 1

through creating something.
In order to create something, some work needs to take place. It is through participation in this work that people find meaning in manufacturing organizations. The primary focus of The Manufacturing Game workshops is to restore the meaning in the participants' work. This is the source of motivation in the workshops and the essential element

b: the length of such participation

3. a: the conscious events that make up an individual life
b: the events that make up the conscious past of a community or nation or humankind generally
4. something personally encountered, undergone, or lived through
5. the act or process of directly perceiving events or reality

MOTIVATION IS MEANINGFUL WORK

It is only when people's concern with MEANING fulfillment is frustrated that they are either content with POWER or intent on PLEASURE.

—Victor Frankl

The Manufacturing Game®

©Winston P. Ledet
All rights reserved worldwide

in creating commitment to making the change to proactivity. The Manufacturing Game workshops are used to implement organizational change from a reactive to a proactive mode of manufacturing.

To explore the value of the experience within an organization we need to look at the definition of several words according to Wikipedia. Experience has five different definitions, and according to your own experience one or more will be meaningful to you.

Experience:

1. a: direct observation of or participation in events as a basis of knowledge
b: the fact or state of having been affected by or gained knowledge through direct observation or participation
2. a: practical knowledge, skill, or practice derived from direct observation of or participation in events or in a particular activity

Understanding:

a: the power of comprehending; especially: the capacity to apprehend general relations of particulars
b: the power to make experience intelligible by applying concepts and categories

Tacit Knowledge (as opposed to formal, codified or explicit knowledge):

Tacit knowledge is the kind of knowledge that is difficult to transfer to another person by means of writing it down or verbalizing it. For example, stating to someone that London is in the United Kingdom is a piece of explicit knowledge that can be written down, transmitted, and understood by a recipient. However, the ability to speak a language, use algebra, or design and use complex equipment requires all sorts of knowledge that is not always known explicitly, even

Tapping Into... cont. on page 3

Tapping Into... cont. from page 2

by expert practitioners, and which is difficult or impossible to explicitly transfer to other users. While tacit knowledge appears to be simple, it has far reaching consequences and is not widely understood. (see TMG News January 15, 2012)

My conclusion from these definitions is that the value of experience resides in the collective understanding by the workers and managers of the value chain that they serve. If an organization can tap into the knowledge, skills, and tacit knowledge of all of the employees to create a clear **understanding** of the potential value that can be realized if they

collaborate, it can produce far more value for the company and the world than they are currently achieving. Most companies are afraid to give their employees the **freedom** to make decisions because they don't have a process to ensure that the best understanding of the situation is used to make that decision. When an organization cultivates a strong "shadow network" the probability of sharing understanding is vastly increased if that network is very diverse and includes all the functions. In DuPont's worldwide benchmarking of maintenance, the facilities that were visited in Japan were by far the best performing organizations in

maintenance throughout the world. The biggest differences that the Japanese facilities exhibited were in the action taken in cross functional teams where they could share their collective intelligence.

Understanding the system we work in is what creates our ability to know what to pay **attention** to, how to make **choices**, and why we make certain **decisions** to maximize the value we realize from our assets and effort. These together display our will to maximize our contribution to the world. The principle here seems to be **"waste not, want not."** Defects are elements of waste.

The Addictive... cont. from page 1

people are divided into Action Teams on the second day of the workshop it doesn't take very long for them to come up with not only good defect elimination projects that are cost saving, but often ones that will increase safety and production. What they begin to realize is that there are people in other departments capable of providing the information that the team needs to solve the problem. They can also make a significant difference themselves because of the information and/or expertise that they bring to the table.

One team found defect elimination a challenge prior to participating in the workshop. They found the simulation to be "a challenge that made them feel good about solving one of those nagging problems." They felt that not only was The Manufacturing Game workshop enjoyable, but more importantly helped improve their work skills. They noted, "If you can get something done, and it works, do it." Being on an action team empowers the participants to solve those small, seemingly minor problems, before they become larger problems later.

Once when people were being divided into teams on the

second day of a TMG workshop it was heard, "You belong over here with us bitches". This was one organization where defects and breakdowns had become the norm. The TMG facilitator chuckled because he appreciated the level of frustration that person had been experiencing over time. It wasn't just that he was a disgruntled worker. He was truly (and justifiably) mad about all of the problems that existed and no one but he seemed to care about. Later this person said, "You know I was not always like that...I don't know when I became a bitcher." If there is something that is nagging you, do something about it and solve the problem. Take advantage of all the authority that you have within your job level to accomplish improvements. If it is in your area and within your authority there is no excuse for not getting it solved. If it's a leaking valve or slipping belt or you have to keep topping off that oil, get a team together, and come up with a more permanent solution. As they say two heads are better than one, but three or four, could instigate an improvement. As one person said after a workshop, "You no longer have any more excuses to do nothing." If you are a manager and

looking for a place to start, find the people in your organization who are angry and ask them to help you turn the situation around.

We have found that eliminating defects is addictive. Once you get one done and you see the results and the difference it makes you can't wait to start eliminating the next defect. One person at a refinery eliminated a defect as part of a defect elimination team after a workshop and then went on to eliminate nine more within the next month. Once he recognized what channels he had to go through to get approval, money and people he couldn't be stopped. He said later, "It changed my life!"

The quotes used in this article are what we call "making a difference" quotes from real people. We invite you to send us your defect elimination stories and the kinds of things that you hear being said around your facility. Once you begin defect elimination as the way to work in your organization, stand back and watch the progress that is made as you become less reactive and begin to move into the Precision Domain. As you empower people to eliminate defects it takes on a life of its own and the difference that you see will be astounding.



7702 FM 1960 East, Ste. 226
 Humble, TX 77346
 (281) 812-4148
 (281) 812-4149 Fax
<http://www.ManufacturingGame.com>
 email: info@ManufacturingGame.com



“I use not only all the brains that I have, but all that I can borrow.” —Woodrow Wilson



TMG News

Industry Laughs

The happiest people don't necessarily have the best of everything. They just make the best of everything.

If you can keep from taking a situation or yourself too seriously, you'll get much better results. If you don't take yourself too seriously, there are always things in any situation that are amusing, you can still smile about them. If you can maintain your sense of humor when the world seems to be falling apart, people who rely on you will show their appreciation in better work and greater loyalty. Yes, some problems are serious—but there's nothing to be gained by exaggerating their importance. Get in the habit of taking yourself and your problems less seriously.

Learn to smile at yourself and the world as well. You'll get better results—and actually have more good things to smile about—when you do.

Cannibals at Work

A big corporation hired several cannibals. “You are all part of our team now,” said the HR manager during the welcome briefing. “You



get all the usual benefits and you can go to the cafeteria for something to eat, but please don't eat any of the other employees.” The cannibals promised they would not.

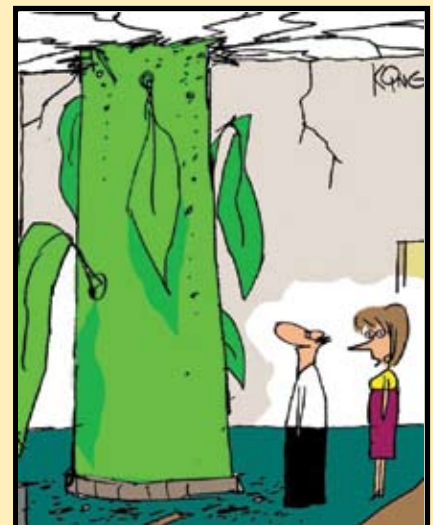
A few weeks later the cannibals' boss remarked, “You're all working very hard, and I'm satisfied with you. However, one of our secretaries has disappeared. Do any of you know what happened to her?” The cannibals all shook their heads, “No,” they said.

After the boss left, the leader of the cannibals said to the others angrily, “Right, which one of you idiots ate the secretary?”

A hand rose hesitantly in admission. “You fool!” said the

leader, “For weeks we've been eating managers and no one noticed anything, but nooo, you had to go and eat someone important!”

~author unknown



Your productivity gains in the plant are great, but maintenance is on the way up and they're really steamed about the damage you've done here.