

OPERATIONAL EXCELLENCE IS A TEAM EFFORT

In the new issue of the magazine Business Excellence which publishes the publishing house Standards and Quality in Russia, participants of the International Productivity Week IPW2019 are discussing how the change of the management paradigm and increasing the role of personnel in times of Industry 4.0 relies completely on the integrated effort of human resource managers and production workers. That is the reason why one of the IPW 2019 main achievements was the collaboration of specialists from different

О ТОМ, ЕСТЬ ЛИ УНИВЕРСАЛЬНЫЕ ИНСТРУМЕНТЫ ДЛЯ ПОВЫШЕНИЯ ПРОИЗВОДИТЕЛЬНОСТИ



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Неважно, в какой отрасли вы работаете, — это может быть автомобильная, тяжелая, пищевая или фармацевтическая промышленность. Принципы управления производительностью всюду одинаковы, главное, на мой взгляд, — выбрать подходящие методы для решения в конкретной ситуации. Разные компании в разных странах имеют свои особенности, выгоды и невыгоды, позитив и негатив персонала, и именно с этими факторами надо работать — негативные снижать, а выгоды, наоборот, максимально использовать.

О РОЛИ ЧЕЛОВЕЧЕСКОГО ФАКТОРА В ХОДЕ ИЗМЕНЕНИЙ



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С чего начать изменения?

Считаю, самое главное, что необходимо для построения производственной системы, — это команда профессионалов, неважно — внешних или внутренних, самое главное — тех, которые смогут передавать необходимые знания и направлять вас по верному пути изменений. Второе важное условие — это ваша группа поддержки, приверженцы изменениям, люди, которые впрягнутся с вами в одну упряжку, а не будут тянуть в разные стороны.

И третье, на что следует обратить внимание, — всегда должен быть лидер, тот единственный основной двигатель проекта изменений, который будет постоянно придерживать-

ся заданного направления и управлять всей командой изменений.

Мы сразу столкнулись с сопротивлением персонала: «Почему эти данные должны презентовать я и почему мы теперь это должны делать? Мы без этого раньше прекрасно обходились. Что это даст? Зачем мне эти доски? Я могу посмотреть на это в компьютере». Как же бороться с сопротивлением рабочих при разворачивании проекта каскадных совещаний и обещаний?

Самой собой, необходимо объяснить, какой положительный эффект даст то или иное изменение, что мы получим в результате этой новой работы, какой эффект будет достигнут для развития компании в целом и какой — лично для каждого сотрудника.

Проекты, находящиеся на стыке цифрового производства и классических лин-инструментов, часто вызывают у сотрудников страх. Поэтому очень важна роль менторов. Естественно, люди боятся, что не сумеют правильно презентовать данные или находить и анализировать их. Эти вопросы у нас помогает решать ментор проекта, который объясняет людям, чего от них хочет,

Role of human factor in change management



Václav Kolář
Factory director, Alfmeier – CZ
(Germany-Czech Republic)

Where does change start? I personally believe that the key factor for building a production system is a team of professionals, external or internal. They need to be able to spread the knowledge and keep the company on the right track. Another important factor is your support team, consisting of people who are committed to change and are team players. And finally, you always need a leader. A person, who drives the project and stays on the course, supervising the change management team. We faced a lot of reluctance from our personnel. It became obvious that the positive outcomes of the changes and the effects on the company and every single worker have to be thoroughly explained. Given that projects

that incorporate digital production and lean instruments are known to cause agitation, we have implemented the practice of appointing mentors. They explain the duties and expectations to the workers individually and are there to assist and demonstrate problem-solving, so that the personnel can work more effectively and manage every day issues on their own.

On developmental culture



Mikhail Rubtsov
General Director, Metinvest PromService

Our personnel consists mostly of highly qualified repair specialists. Undoubtedly, creating the right conditions and corporate culture plays a big role in increasing their productivity and motivation. As a supervisor, it is very important for me that my personnel doesn't see their work as a dreadful routine, but instead, are dedicated and passionate about

it. Masters play a key role in company development. A master is somebody who operates under constant pressure – from the supervisors, who set certain goals and from the workers, who have their own demands in regards to the safety regulations and work conditions. More often than not, supervisors assume that the master is ready for anything and has all the resources needed to meet the milestones set. Unfortunately, that is far from reality. In my experience, masters do not have a set of skills needed to manage people and also introduce changes that are needed for company development. In our master's program, we focus on technical issues, process automation training and equipment maintenance and repair. It is crucial that all the masters at our company – about 600 people – understand the productivity and operational challenges and that they can convey that to the workers.

On leadership and setting an example



Tomas Pelc

Production manager, ABB (Sweden-Switzerland-Czech Republic)

This is my first time taking part in a congress of this format. We met colleagues from different production sectors and I consider our exchanges to be very informative and worthwhile. My professional motto is to set an example for my workers. There is a Czech saying that goes something along the lines of saying one thing and doing another. It is simply unacceptable to appear hypocritical in front of your personnel. I want to set an example and I would like to believe I am succeeding since my personnel trusts me and follows my lead.

Training ambassadors of continuous improvement



Daria Kryachkova

Head of HR department, Nornickel

A program dedicated to enhancing operational efficiency was introduced at Nornickel about 2 years ago. Its aim was to find workers who would support and implement change at the company and lead and manage teams. The admission to the program was competition based. The participants would work on projects, applying their practical skills in between the theoretical modules and widening their scope of expertise by exchanging experiences with their colleagues from different enterprises of Nornickel. The teams were formed in a way that the particular task or challenge was divided between experts from different areas and enterprises. These teams were then able to successfully solve complex

issues in a short period of time. After the program and upon returning to their own sites, the participants became the ambassadors of operational excellence and continuous improvement. This program also served as a career boost – more than half of the participants got promoted over the next 2 years.

Role of line managers and benchmarking



Oleg Zakharov

Head of operational efficiency department, ERG

The key factor for building a successful production system is the support and active involvement of the management. That could take place in a form of leadership, teamwork and company values training for masters, site and workshop managers. Second important factor is teamwork. Third – common goals and performance indicators aiming at all-round development. Moreover, in order to have a long-lasting positive effect of changes, there is a number of important steps to be taken. First and foremost, it is clear that the role of line managers is crucial in times of change or uncertainty, whether the company is undergoing reductions in production or increase in turnover. This is why it is very important right now for each company to evaluate their management and provide coaching and mentoring if necessary. Benchmarking is now more important than ever. At ERG, studying best practices from other domestic and foreign companies is implemented on all levels. In the end of last year, we summed up all the best practices and integrated them into the projects on site. After the benchmarking training at IPW2019, we started a whole set of new projects. The cumulative economic impact of benchmark visits covers the costs of traineeships, develops critical thinking, motivates the personnel to seek out-of-the-box solutions and forms an active environment, which contributes to crisis management and company development.

Universal tools for increasing productivity



Ota Koukolik

Head of Lean Department, Alfmeier-CZ (Germany – Czech Republic)

It doesn't matter what industry you are in – whether its automotive, heavy industry, food or pharma. The basic management principles are the same and the gist of it is to choose the suitable solutions for a given situation. Different companies from different countries have their own specific features, strengths and weaknesses, personnel dynamics. Those are the factors that need to be worked on – eliminate the

negative ones and utilize the positive ones to the max. The International Productivity Week is a great opportunity to get acquainted with the practices from all over the world. I have discovered a lot and will implement what I learned at our company to improve our production system even more.