

Manufacturing CIVILITY

Overview of Program:

In keeping with their culture of continuous improvement, many forward-thinking manufacturing organizations are seeking a new approach to training that can address bottom line business metrics related to key performance indicators, team engagement, problem solving, and overall workplace culture. As such, these organizations frequently have good data and good methods/tools, but there are garnered less valuable due to “the people element” which has not been addressed effectively and so needs business excellence support.

In manufacturing organizations there may in fact be good awareness of culture and performance issues as well as engagement at higher levels. However, engagement challenges at lower levels often result when the focus is on securing quick wins to deliver against targets versus on team communication, collaboration, alignment, service, and performance. Without critical training, most manufacturing leadership teams are ill-equipped to meet production targets and deliver on engagement across all levels simultaneously. But there is a solution.

Research shows that when organizations embed civility—including incorporating specific aspects of civility in an overall communication approach and protocols, and engaging in strategic skill building, the “people” aspect is readily addressed and the result is measurable impact to social cohesion, employee involvement, trust, collaboration, retention, productivity, engagement and profitability.

The *Manufacturing Civility Program* is unique in that it provides a training solution that incorporates civility with practical applications suitable for manufacturing environment. The program is a comprehensive training solution that begins with Civility Experts Inc. proven and proprietary assessment. Outcomes of the assessment then inform customized change strategies which may include training, process recommendations, communication plan updates, and rework

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PROVEN IMPACT OF CIVILITY TRAINING

Civility at work is proven to increase EI. Employee involvement (EI) refers to any management practice that gives employees influence over how their work is organized and carried out.

When provided consistently, civil, strategic, and timely feedback can singlehandedly change workplace culture. CM

Trust is a key indicator of overall engagement - Highly engaged employees are 38 percent more likely to have above-average productivity. Workplace Research Foundation

The #1 reason for low trust at work is perceived incivility.

Research suggests that middle managers are key influencers in determining overall levels of employee engagement which corresponds directly to the organizations ability to meet production goals.

of various workplace documents. After appropriate training solutions are delivered, the final phase is detailed evaluation of pre-determined metrics which are directly tied to desired improvements. ***Outcomes of the training solutions will support the organization's mandate to empower new generations of thinkers to turn vast amounts of data into value.***

Additionally, the signature “people treatment” aspects of the Civility Experts tried and true methodology, which incorporated into the learning modules, have been proven to impact individual morale, wellness, and outlook.

The Civility Experts team includes seasoned facilitators, essential skills assessors, workplace prior learning and recognition experts, professional curriculum designers, and Continuous Improvement practitioners with extensive field experience.

Common Manufacturing “People” Issues Identified for Resolution:

Generally, there is a need to understand the current barriers to shifting workplace culture from traditional engineering environment to “new” culture where:

- Employees embrace change
- Hierarchy is not a barrier to collaboration
- Diversity can be leveraged to promote innovation and creativity
- A culture of learning is firmly rooted e.g., autonomy, mastery and shared purpose are evident
- Trust fosters safety, humanity, and civility in communication and general interaction

Examples of Specific Needs: e.g., identified in previous work with manufacturing organizations:

1. Improved communications among and across teams to foster greater alignment of outputs through respect, collaboration and communication.
2. Increased adherence to processes with focus on continuous improvement and with understanding of the organization's strategic goals.
3. Focused service orientation resulting in improved customer experience and ability to achieve related key performance indicators.

Examples of Skill Gaps to be Assessed:

Specific individual and team skills gaps will be determined based on assessment outcomes but gaps may include:

- Thinking Skills; related to systems thinking, risk taking, and problem-solving as well as ability to understand why and how daily activities need to align with organizational priorities as well as individual, team and business unit goals

- Social Intelligence; interpersonal skills, social radar, ability to adapt social style, interpreting contextual cues, offsetting potential interpersonal and cultural issues, navigating difficult conversations, and grasping the unwritten rules in the workplace
- Cultural Competence; recognition of situational nuances, e.g., organizational and individual customs and protocol, respectful tone and approach, and effectively managing gender, generational, and cultural difference
- Social Cohesion Skills; ability to build trust, empowering others
- Accountability; self-reliance, autonomy, responsibility, personal management basics
- Continuous Learning; problem solving contributions, engagement, resilience, ability to adapt to change, hardiness, and self-directed learning strategies

NOTE: Initially, only the skills gaps deemed to be priority needs based on the tasks required completed to achieve key performance indicators will be addressed.

Skills Transfer to the Workplace Indicators:

- Increased willingness to seek out colleagues for discussion, support, and collaboration
- Increased consideration, courtesy, and human-kindness on the job e.g., exhibited verbally, through nonverbal communication and repair behavior
- Increased proactivity with focus on continuous improvement
- Reduced time wasted due to reactionary thinking
- Increased ownership and accountability e.g., in process-owner teams and individuals
- Improved individual competencies (skill specifics to be determined)
- Improved customer experience, both internally and externally

Anticipated Impact to the Workplace:

- Increased alignment between daily outputs and strategic goals
- Improved employee involvement and self-directed teams
- Increased social cohesion among and across teams
- Increased problem solving skills and suggestions
- Greater mid-level management empowerment
- Consistent engagement across teams
- Increased individual resilience e.g., related to change readiness
- Increased overall organizational adaptive capacity
- Incremental shifts in workplace culture e.g., towards culture of learning, humanity and civility
- Increased achievement of key performance indicators

Contact cmasotti@civilityexperts.com for more information or set up a meeting support@civilityexperts.com