

COVID-19: The Catalyst

By Julie Markee, Key Process Innovations



A New Decade



Shelter in Place?!



Essential or Non-
Essential



How To Apply These Lessons to Enhance Performance



Caring for the Individual



Employee
Dis-Engagement



Remote Learning



Additional Stressors

Social Distancing = Isolation

Tools to Overcome



SELF CARE



CLARITY BREAKS



COMMUNICATION

Communication

“Communication works for those who work at it.” John Powell



Common
Focus



Change
Management



Consistency

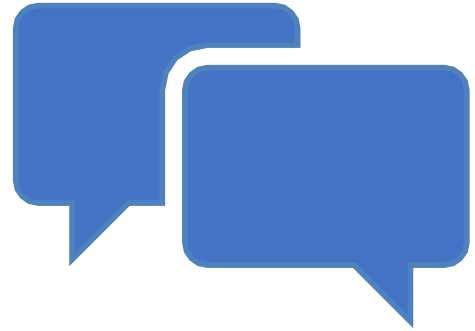


Managing
Tension

Establishing the Base

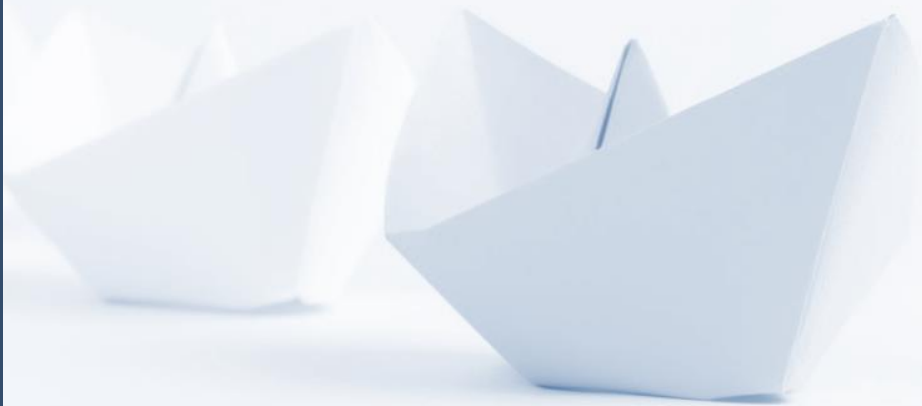
Communication Methods

- All Hands
- Communication Chain
- One on One
- Bottom Up



Communication Style

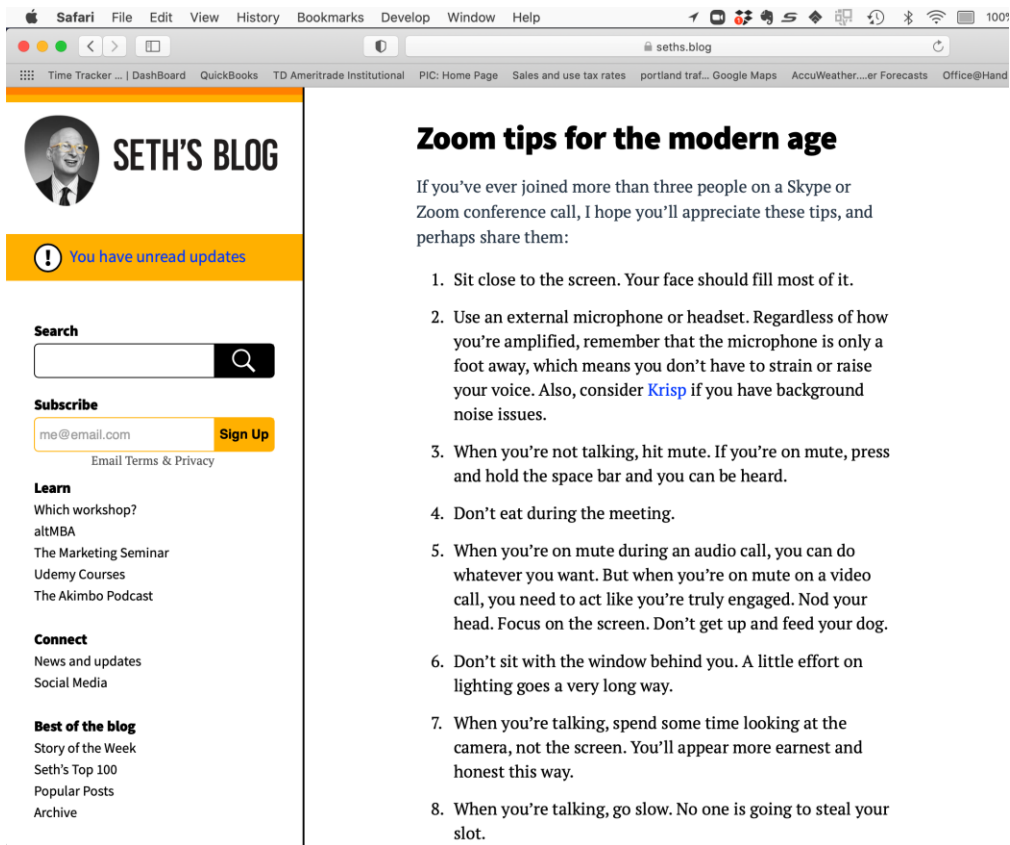
Tailor it to company
culture





Level of
Communication

Video Conferencing Practices



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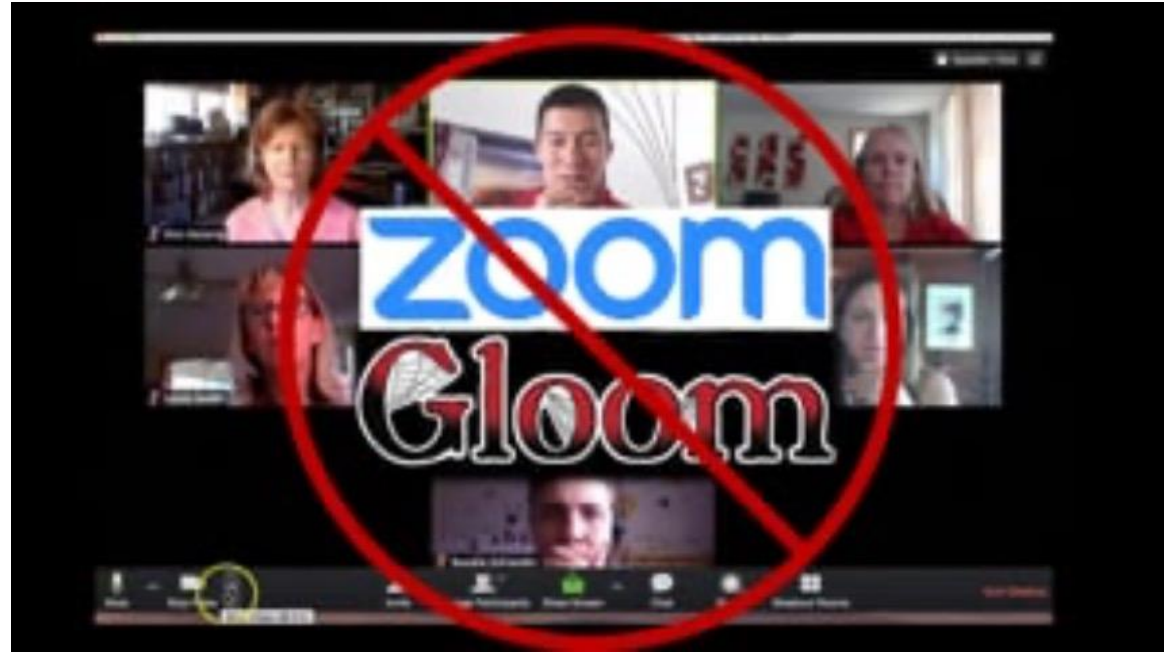
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Zoom tips for the modern age

If you've ever joined more than three people on a Skype or Zoom conference call, I hope you'll appreciate these tips, and perhaps share them:

1. Sit close to the screen. Your face should fill most of it.
2. Use an external microphone or headset. Regardless of how you're amplified, remember that the microphone is only a foot away, which means you don't have to strain or raise your voice. Also, consider [Krisp](#) if you have background noise issues.
3. When you're not talking, hit mute. If you're on mute, press and hold the space bar and you can be heard.
4. Don't eat during the meeting.
5. When you're on mute during an audio call, you can do whatever you want. But when you're on mute on a video call, you need to act like you're truly engaged. Nod your head. Focus on the screen. Don't get up and feed your dog.
6. Don't sit with the window behind you. A little effort on lighting goes a very long way.
7. When you're talking, spend some time looking at the camera, not the screen. You'll appear more earnest and honest this way.
8. When you're talking, go slow. No one is going to steal your slot.

Zoom Gloom





Keeping Score

“Measurement is the first step that leads to control and eventually to improvement. If you can’t measure something, you can’t understand it. If you can’t understand it, you can’t control it. If you can’t control it, you can’t improve it.”

– H. James Harrington



Why Keep Score?

- Accountability
- Teamwork
- Healthy Competition
- Link employee to company goals

Thermal Expansion Wax Temperature Thermal Conductivity Wax Viscosity Wax Ductility Wax Melting Equipment Injection Pressure Wax Cleanliness Wax Agitation Wax Cycle Time Wax Flow Die Temperature Dwell Time Platen Temperature Wax Cooling Method	Assembly Tools Sprue quality Lighting Torch Temperature Instructions Fixtures Pattern Quality Torch Tip Size Iron temperature Operator Labor Hours Sticky wax temperature Pattern Washing Rinse Water Temperature Etch Time Rinse Time	Purity of Rinse Water Ratio of water to cleaner Orientation of parts on assembly Room Temperature Control Humidity Control Dust levels Time before wash after wax assembly Cleaning schedule of rinse tanks Number of Rinses Slurry Attributes Slurry depth during Dipping	Pre-Wet Stucco Equipment Air movement Shell mold dryness Flour PSD Binder size Binder health Additive levels Polymer levels Mixing Method Age of Slurry Viscosity Cup Operator variation when measuring viscosity Slurry Temperature Viscosity Cup Calibration Measurement of Raw Materials	Drying Time Shell Drying Environment Dewax Preparation Dewax method Metal Temperature Silicon % Mold Temperature Melt Cleanliness Oven Temperature Time fro Tap to Pour Air drafts Pouring Speed Metal chemistry Operator Error Equipment Failure Dewax Pressure Rate Dewax	Temperature/Pressure Amount of Wax in Autoclave Loading Time Combustion Air Type of Burner Spacing Between Molds Exhaust Rate Vent location Dewax Cycle Time Burnout Oven Oxygen Level Time in Oven Heat up Rate Cleanliness Crack detection Mold Insulation Strength of patch Patching technique	Post dewax slurry properties Metal sources Ceramic Core Season Speed of Movement Timing with Melter Recovery Rate Insulation Holding Power Heat Losses Water Cooling of Crucible Conductive Loss Convective Cooling Metal Turbulence Ladle Temperature Ladle Quality Filter - Yes/No Type of Filter Filter Installation Casting cooling Application of wraps Part configuration Ambient air conditions Canning
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You can't control all these variables

Lagging vs Leading Indicators

Lagging

- Typically output-related measurements, **easy to measure** but hard to improve or influence
- Examples:
 - Revenue
 - Recordable accidents
 - First pass yield

Leading

- Typically input-related, **hard to measure** and easy to influence
- Examples:
 - PMs completed
 - Number of molds patched
 - Temperature adjustments made to a wax press

Employee Engagement

Clarify contribution to
company's goals



Employee Engagement Tool



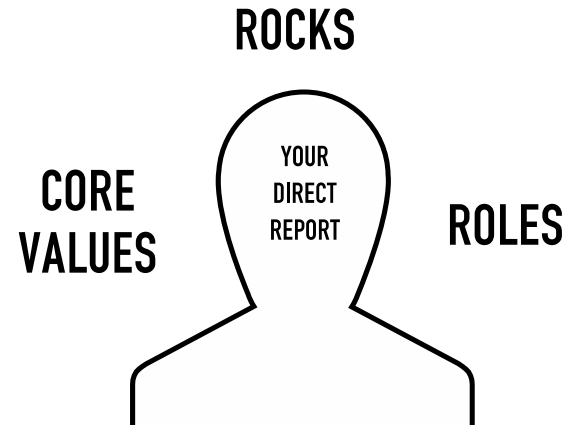
Entrepreneurial Operating System™

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Toolbox

THE 5-5-5™





Skills Gap

Another benefit to having a metric

Skills Matrix

Level 1: Training has begun but employee can't be left alone on the job

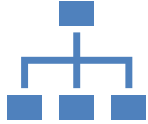
Level 2: The employee can be left alone on the job but may be too slow to work entirely alone

Level 3: The employee can be left alone on the job with only normal and customary supervision

Level 4: The employee knows the process or task and can train the skill or task

Skills Matrix

Name	Heat weighup		Loader		Puller		Pourer		Melter	
	1	2	1	2	1	2	1	2	1	2
Bill	4	3	4	3	4	3	4	3	4	3
	1	2	1	2	1	2	1	2	1	2
Fred	4	3	4	3	4	3	4	3	4	3
	1	2	1	2	1	2	1	2	1	2
Jack	4	3	4	3	4	3	4	3	4	3
	1	2	1	2	1	2	1	2	1	2
Joe	4	3	4	3	4	3	4	3	4	3
	1	2	1	2	1	2	1	2	1	2



**Program
Development**



Job Relations



Job Methods




Job Instruction

Training Within Industry

Program Development

How to solve production
problems that are unique to a
particular organization



Steps Include:

Defining the
production
problem

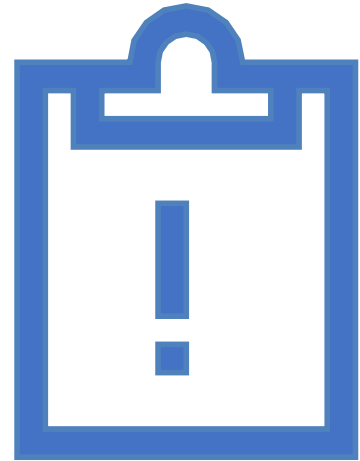
Developing a
specific plan

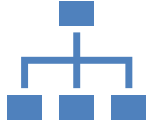
Putting the
plan into
action

Verify action
has desired
results

Ever Solve the
Wrong
Problem?

- Issue Solving Track™
 - Identify
 - Discuss
 - Solve





Program
Development



Job Relations

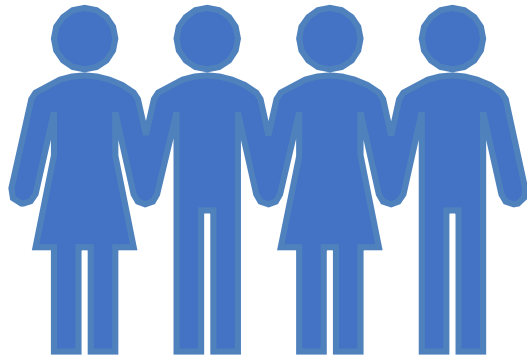


Job Methods



Job Instruction

Training Within Industry



Job Relations

An analytical method for addressing personnel issues

- Helping resolve conflict in a healthy manner
- Less supervision equals increased workplace conflict?
- Supporting supervisors in the trenches



Listen to Each
Other



List 3 Strengths



List 3 Weaknesses

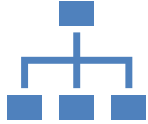


Listen and clarify –
don't argue



Focus on problem
– not the
individual

Resolving Tension



Program
Development



Job Relations



Job Methods



Job Instruction

Training Within Industry

Job Methods

A methodology that employees use to make their job easier

Give plant personnel the tools they need in order to produce more products in less time with the same level of quality

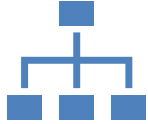


Social distancing may create the temptation to create a personalized “best way,” which may deviate from established best practices

Temptation

Job Method Process

1. State the organizational goals
2. Freedom to question
3. Capture all the steps and question every step
4. Suggestion process
5. Recognition
6. Scheduled reviews



Program
Development



Job Relations



Job Methods



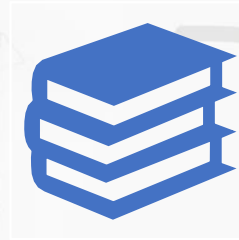
**Job
Instruction**

Training Within Industry

Job Instruction



Teach trainers how to train



Teach personnel how to quickly
and efficiently learn a new job

Job Instruction Process

Prepare the Operator

Present the Operation

- Describe the steps
- Identify key steps
- Reason for each step

Perform the Operation

- Have operator explain key points and
- Reason for each steps

Follow-Up

Supplements only a portion of the environment and coexists with the real world

Augments visual field with information needed to complete task

Augmented Reality

Options for
using
Augmented
Reality

Onboarding/new employee training

Equipment/machinery training

Job aides

Interactive learning tools

Augmented Reality Example

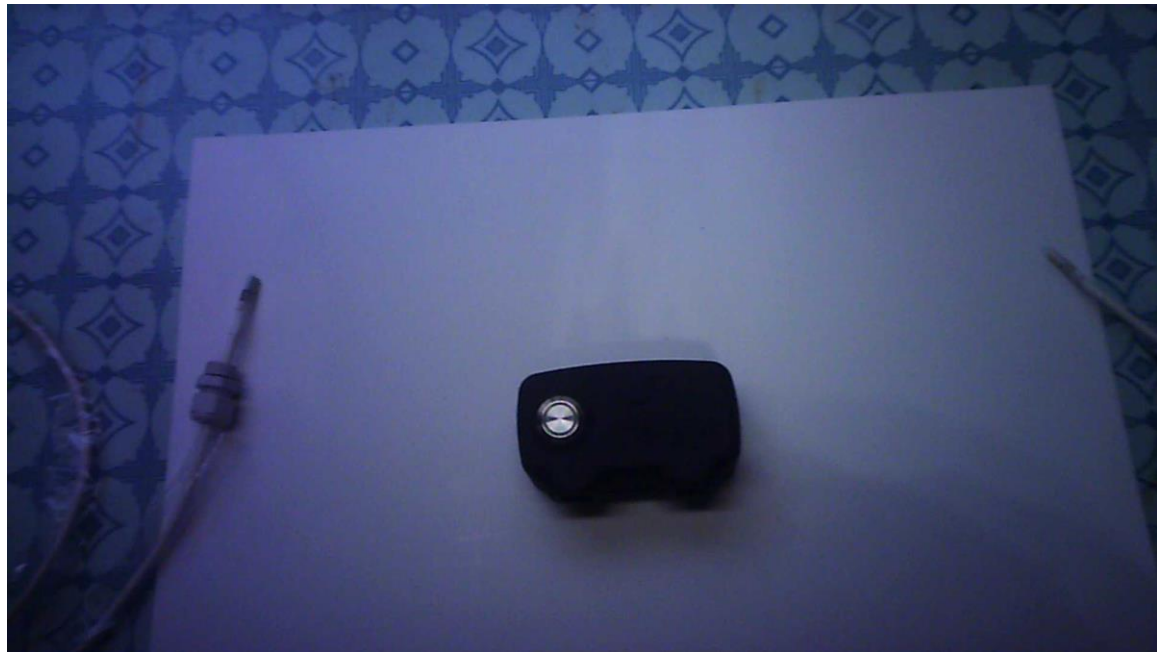


Kestrel 1080p HD Camera Eye Glasses

Change the
Perspective



Change the
Perspective



Interactive PDFs

Improve current work instructions

- Add key points
- Videos
- Links
- Animation

All to assist in learning the material and highlight the pertinent information

[Example](#)

01

Care for the
Individual

02

Communicate
Effectively

03

Set
Measurables

04

Utilize
Technology to
Aid Learning

Conclusion



For more information, visit the Key Process Innovations
booth