

# 3 Keys to a M4.0 Workforce

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# Context

- ✓ Changes in automation, digitization
- ✓ new technologies
- ✓ changing customer requirements stemming from Manufacturing 4.0
- ✓ Are changing not just the pace, but the very nature of work on the plant floor.

*Underlying gap in the workforce?*

Lack of Lean tools & Better processes and systems?

*What's needed?*

Better-focused and engaged production team members who are not afraid to own the problems that arise and can collaborate to address problems at their source.

# Changing Production Team Member Skills

Past	Present / Future
Cost control focus	Throughput focus
Physical capability	Mental muscle, ability to learn, to quickly adapt to changing roles, problem solving
Mechanical aptitude	Digital and team collaboration aptitude
Existing knowledge, basic education	Higher level education, continuous learning
Single process motivation	Motivation to work in a team across multiple processes
Detailed assembly tasks	Manufacturing process monitoring

# Manufacturing Team vs Manufacturing Group

*While all teams are groups of individuals, not all groups are teams.*

Group	Team
Individual accountability	Individual and mutual accountability
Come together to share information	Come together to clarify goals, make decisions, solve problems and take action
Focus on individual or function goals	Focus on functional and team goals
Focused on one's own challenges and outcomes	Focused on outcomes of everyone and the team
Accountabilities and actions shaped by the team lead	Accountabilities and actions shaped by the team lead and team members
Success defined by individual results	Success defined by collective results
Contribution to the group is not always clear	Contribution to the team is clear

# 3 Simple and yet Radical Keys to a Renewed Workforce

- 1. Design Standard Leader Work**
- 2. Think Quality of Hire, Not Cost of Hire**
- 3. Drive Standard Operating Procedures  
For Workplace Interactions**



## Design Standard Leader Work

- ❑ Examine leaders' jobs and configure tasks to the most important time spend, then standardize those tasks from supervisor up to regional vice president .
- ❑ Standardizing leaders' job design and time spend drives consistent results given the changing skill sets of your production team members.
- ❑ By spending more time interacting with workers, leaders can better function as coaches who get work done through their production team members and get everyone moving in the same direction.

# Think Quality of Hire, Not Cost of Hire

A systematic approach to hiring based on quality-of-hire rather than cost-of-hire will help you to:

- ❑ Identify and hire high-potential workers who possess the innate personal attributes and motivations required for success in your unique environment;
- ❑ Accelerate time-to-productivity through the integration of staffing, on-boarding, and early training actions;
- ❑ Create an ongoing “talent supply chain” of workers—much like that of a materials/ parts supply chain—to ensure a sustainable pool of talent in dynamic and competitive labor economies.

# Drive New Standards for Workplace Interactions

Keys to building S.o.Ps for improving workplace interactions and ensuring that your workforce continues to evolve and gain the skills and knowledge necessary for success include:

## Communication: Connect Through

- Build emotional intelligence
- Practice active and authentic listening
- Have purposeful conversations
- Adopt a growth mindset
- Apply a practical coaching model for successful coaching discussions

## Coaching: Move People Forward

- Recognize and nurture the potential within others to grow and change.
- Build a coaching relationship based on trust.
- Guide, inspire, support, and empower in the moment.
- Ask questions, connect at a human level, and energize into action.

# Drive New Workplace Interactions

**Drive Organizational Change**

**Embrace Diversity and Inclusion**

**Build a High-Performance Culture**

