



Quality Camp

Engaging new employees

Texas Nameplate History

- 1997 Texas Quality Award
- 1998 Malcolm Baldrige
- 2004 Malcolm Baldrige
- Currently working toward 3rd Baldrige

Struggling with new employees

- Before 2008 there was no formal HR person
- In 2009 we reduced our workforce by 25% - including a number of long-term employees
- Generation gaps
- Needing a common language
- Getting ready for our 2010 site visit it became obvious the newer employees did not know the basics and more tenured employees did not know that they *already* knew the basics
- As we hired new employees to meet demand we found a lot of our cultural heritage was being lost

What all quality organizational systems have in common

- Strategic
- Quality focused
- Statistical
- Participatory
- Team centered

Quality Systems through the eyes of a Frontline Employee

- **Strategic** – Do they know the vision? The objectives? Do they have critical thinking skills to understand and make decisions? Are they strategic in their own lives?
- **Quality focused** – Have they heard of quality before? Do they know your philosophy? Do they understand their role in quality? Do they know the tools available?
- **Statistical** – Do they know what “management by fact” is? Can they understand the statistics you used to make a decision?
- **Participatory** – How do you motivate employees? How do you get affective commitment?
- **Team centered** – How do you give them organizational identity? How do you work with their social identity?

Criticisms of Quality Systems

- Takes out “voluntary” out of participation
- Because the philosophy is “just enough” and “follow the process” there are fewer areas for employees to shine
- Increases stress for the frontline employees
- Requires a high level of worker commitment and loyalty
- Assumes frontline employees will benefit because “quality just makes everything better.”
- Quality reduces work to “just a job”

Counterproductive Work Behavior

- By definition – includes active engagement
- Withdrawal – employee withdrawal, absence, lateness, turnover, social loafing, cyber loafing
- Workplace aggression, bullying, harassment, gossiping,
- Working slowly, sabotage, theft

Correlations to CPWB

- Self report is higher than observed
- Ethical/moral flexibility
- Org. justice (distributive justice or procedural injustice) or fairness perceptions influence CPWB
- Personality –
 - Low conscientiousness = more CPWB
 - Low in agreeableness = more CPWB
- Affect –
 - Anger (hostility) – predisposition to perceive situations of = more CPWB

Participation and Motivation

- Person as Machine (1930 – 1960)
 - Reflexive, involuntary, and without awareness
- Person as Scientist (1960 – 1990)
 - Information gatherers and analysts before we make a choice
 - Influenced by the cognitive revolution
 - 1980's "limited rationality" – Yikes!
- Person as Judge (1980 – today)
 - We assess and evaluate intentions before choosing our behavior
 - We all have social goals and economic goals
 - Emotion plays a great role in motivation
 - There is a lot of research about happiness

Overall Modern Motivation

- Modern Motivation Theories focus on what and how people think – rather than *if* they think.
- Intention or goals play a key role –
- Feedback is critical –
- People must be honored as information gatherers, analysts and their own decision makers
- Self-assessment – something to help them take stock
- There must be an emotional component - self-efficacy, character strengths or emotions such as happiness

Positive Psychology

- The Pleasant Life – the pursuit of tangible pleasures (short-term)
- The Engaged Life – engagement and taking an interest in activities and learning and growing (long-term)
- The Meaningful Life – the pursuit of and involvement in something bigger than yourself in the service of an overall purpose or meaning (long-term)

Well Being Theory

- Positive Emotion – Taking all things together – how happy are you?
- Engagement – I love learning new things.
- Relationships – There are people in my life who really care about me.
- Meaning – I generally feel what I do in my life is valuable and worthwhile.
- Achievement – I have a sense of accomplishment or mastery.

Positive:Negative Statements

- Losada Ratio
 - 2.9:1 for positive statements in flourishing companies
 - 13:1 – no credibility
- Gottman
 - 5:1 in flourishing relationships with, 2.9:1 in relationships headed for divorce, 1:3 is a catastrophe

Quality Camp

- Teaches TNC history and vision, basic skills of statistics, quality theory and processes within TNC.
- Must attend for 6 weeks (or more) during the Orientation Period.
- Must do a Process Improvement Project tied to a strategic objective or goal to be a full-time, regular employee
- QC makes quality relevant and accessible to the employee
- QC focuses on work-life balance and reduces stress
- Efficient processes takes out the drama – reducing organizational stress

Week 1 – TNC History and Quality Philosophy

- Who we are?
- Where we have been?
- Where we are going?
- Stories of employee success
- 4 Absolutes of Quality
- Customer Requirements

Organizational Commitment

- **Quality requires high levels of Employee Commitment and Loyalty**
- Affective commitment - Emotional attachment (NEW EMPLOYEES)
- Continuance Commitment – perceived cost of leaving (TENURED EMPLOYEES)
- Normative Commitment – obligation to the organization (TENURED EMPLOYEES)

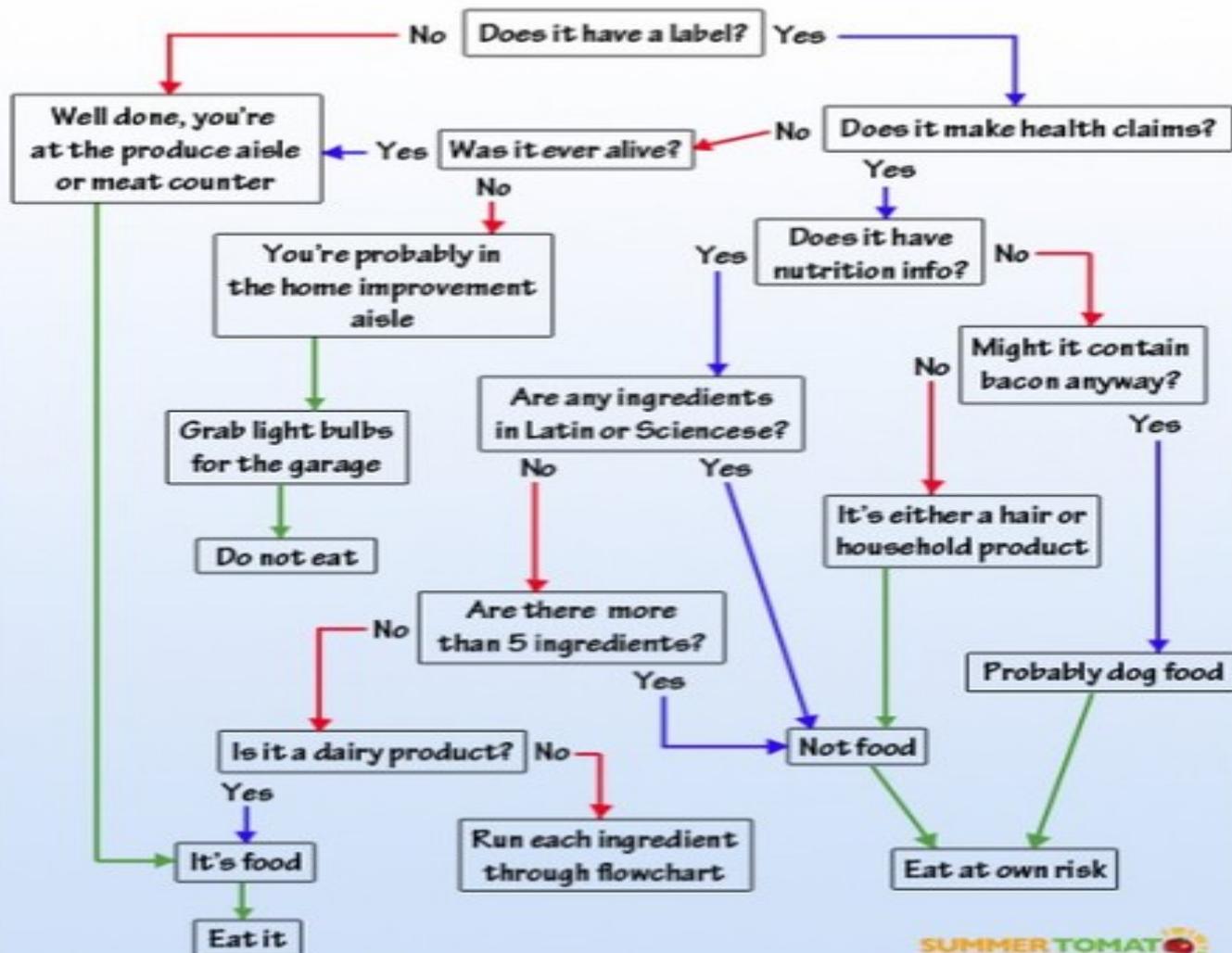
Week 2 – Quality Concepts and Tools

- 7 Wastes of Lean
 - Kitchen activity
- 5S
 - How to be an auditor
- Flow charts
 - Breaking down a system or process
- Rational vs. Irrational Thinking
 - System 1 vs. System 2

Self-esteem vs. Self-efficacy

- **Quality needs participation**
- Self-esteem is feeling worthy, self-efficacy is feeling capable
- 4 ways to increase self-efficacy
 - Mastery of experiences – set them up to succeed
 - Modeling – provide role models or mentors
 - Social persuasion – cheerlead specific knowledge and ability
 - Physiological states – reduce stress

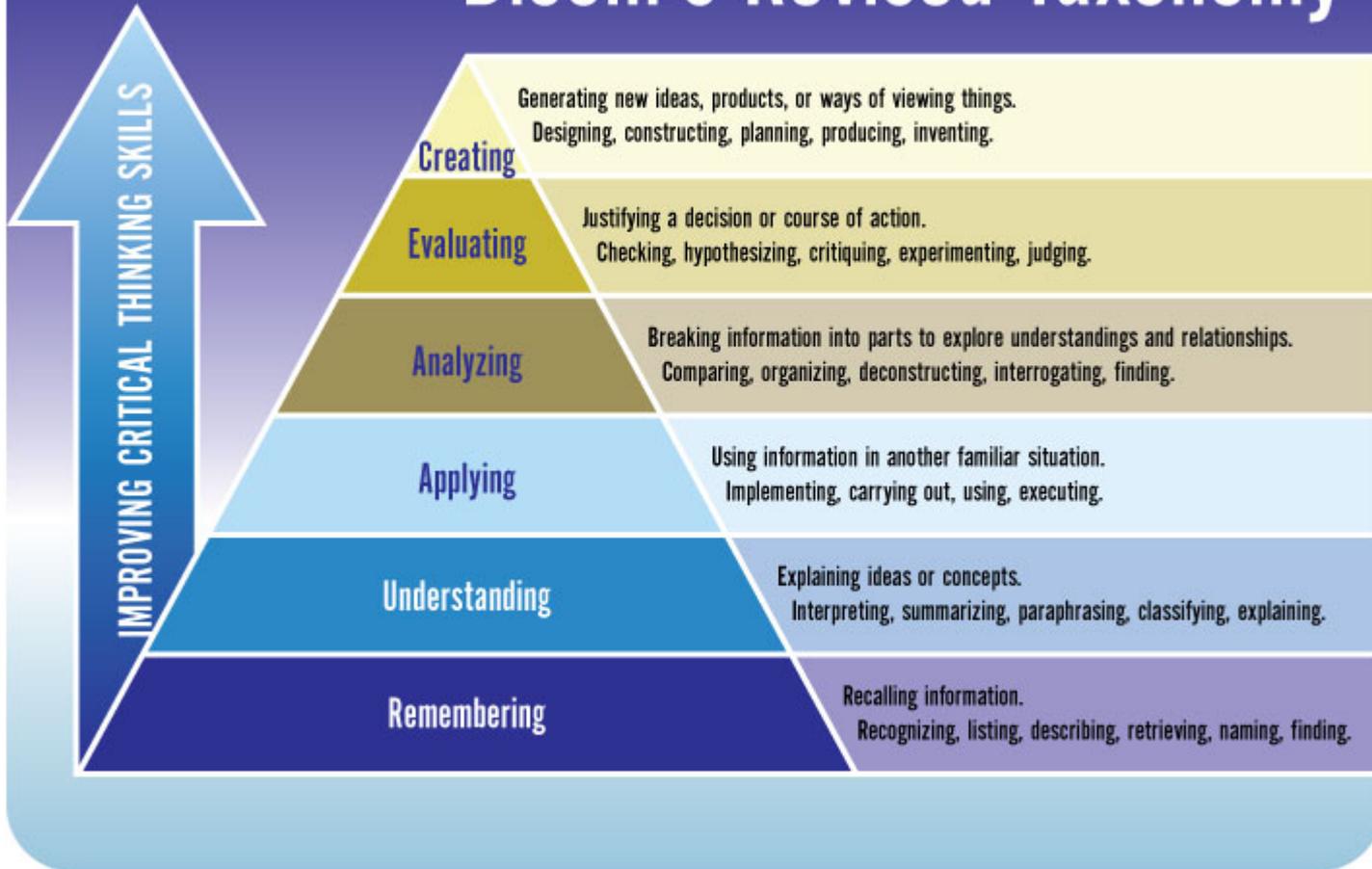
How to Find **Real Food** at the Supermarket



Week 3 – Planning and Critical Thinking

- Bloom's Taxonomy
- Plan, Do, Check, Act
- Strategic Planning
 - Personal SWOT
- Process Improvement Project (PIP)
 - Reducing grocery budget (Billy Story)
 - Must complete a PIP to be reviewed at strategic planning
- Communicating at higher levels
 - Teaching to learn

Bloom's Revised Taxonomy

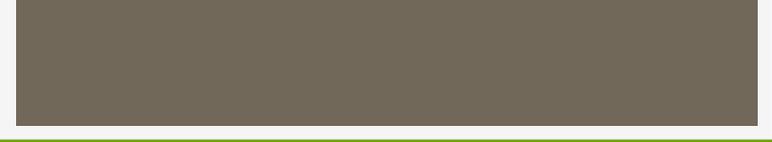


Week 4 - Teaching Data

- Data is all around them lecture
- How much water is there for me? For others?
- Video – Hans Rosing & David McCandless
- Examples of how they see data – social media tags, money,
- Be your own CEO – manage by facts
- Irrational thoughts – data helps eliminate this.
- Use Critical Thinking to review PIP ideas

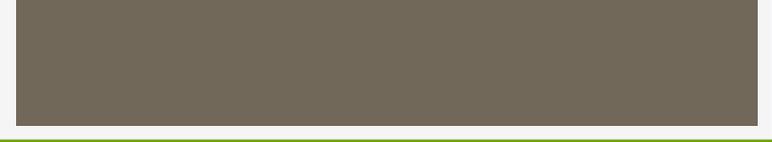
Week 5 – Ethics & Leadership

- TNC core values
 - Where can I see this?
- Ethics and Character
 - What is it? Why does it matter? How do I get more of it?
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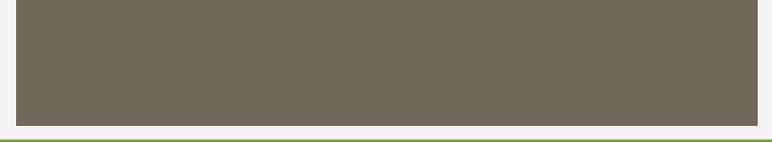
If a man is called a street sweeper, he should sweep streets even as Michelangelo painted, Beethoven composed music, or Shakespeare wrote poetry. He should sweep streets so well that all heaven and earth will pause to say, 'Here lived a great street sweeper who did his job well.'

Martin Luther King, Jr.



Be the change you
want to see in the
world.

-Gandhi



Be who you are . . . Say
what you feel . . . Those
who mind don't matter . .
. And those who matter
don't mind.

-Dr. Suess

Week 6 – Putting it all Together

- Review technology at TNC
- Strategic Planning
- Show data used to make decisions
- Use quality tools to analyze data
- Critical Thinking
 - How do we know customers are happy?
 - How do we know employees are happy?
 - How do we know the company is doing well?

Quality Camp “Take-A-Ways”

- Communication – using the same language for everyone and learning to use critical thinking skills through speech & improving processes
- Using Data to drive decisions and influence judgments
- Improve self-efficacy – activities to conquer, already apart of strategic planning, graduating to continue employment.

Organizational Identification

- **Quality needs to be Team Centered**
- Social Identity Theory
 - People value and seek self-esteem
 - Group membership plays a role in self-concept
 - Individuals seek to maintain positive social identity
- Organizational Citizenship Behavior
 - Fairness and justice

Organizational Culture

- Members share a value or belief
- Socialization – when new employees become aware of the values and procedures they begin to feel apart of a group

Overcoming criticisms

- Takes participation to the “next level”
 - You can just work here, or you can be on the team
- Continuous improvement replaces “just a job” mentality
- Focus on work-life balance reduces stress
- We don't require commitment . . . We offer it

Overcoming criticisms

- Tip-tip to tip-toe mentality
 - Transparency with processes and systems
 - We all use, and have knowledge of the same tools
- Any job at Texas Nameplate can be a calling