

# REMOVING SILOS WHILE DEVELOPING HIGH PERFORMANCE TEAMS

in

Fresenius Medical Care - North America

August 2010 - May 2011



REMOVING SILOS WHILE DEVELOPING  
HIGH PERFORMANCE TEAMS  
in  
Fresenius Medical Care - North America

August 2010 - May 2011

*Competition has a single focus 'me',  
and the realization that competition yields  
only one winner.*

*Cooperation, also has a single focus 'we',  
and requires a more precision and  
a global effort.*

Mike Combe  
Supervisor, C Shift, Lines 3 and 4

REMOVING SILOS WHILE DEVELOPING HIGH PERFORMANCE TEAMS

INTRODUCTION ..... 1

    A Foundation for Going Beyond Limitations - Valencia & Pope..... 7

REPORTS

    The War Room - Gray..... 17

    Supervisor Roles - Call..... 27

    Clear Expectations - Dominguez ..... 41

    Behavior Based Safety Checklist - Stears..... 47

    Application of the Principles of Results Leadership to  
    Improve Consistent Use of Personal Protective Equipment - Olson ..... 55

    Enabling a Functioning Mind-Set - Berrett ..... 63

    Set Yourself Up For Success - Rich..... 73

    Redefining “Team” - Combe..... 79

    Team Work - Chadwick ..... 95

    Communication and Team Work in The Workplace - Pantoja..... 103

    Flexible Approach to Maintaining a Successful Team - Chadburn & Morgan.... 113

    From Competitor Into aTeam Player - Christensen ..... 121

    Identifying Factors for Reducing Rejects, Increasing  
    Production and Maintaining Attendance - Wilkinson..... 129

    Dabbling in Others’ Successes - Lynch..... 137

    Eight Elements of Surviving Change and the 40 Lessons Learned - Howard.... 147

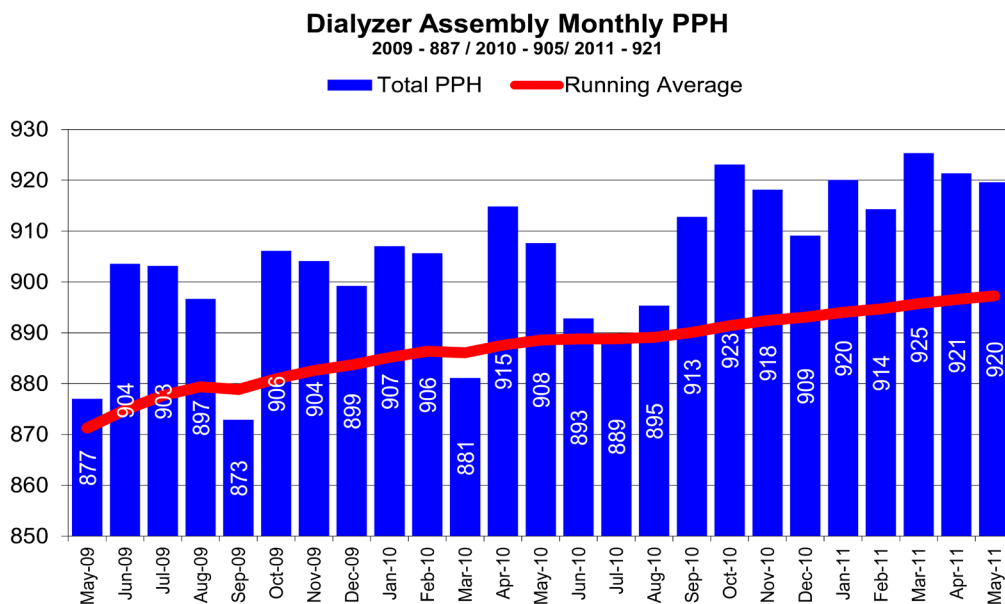
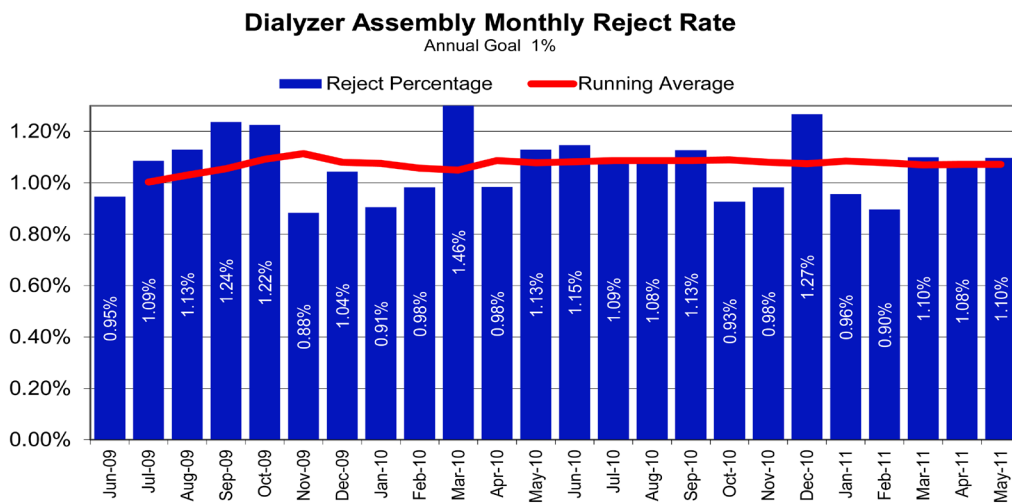


REMOVING SILOS WHILE CREATING  
HIGH PERFORMANCE TEAMS  
in  
FRESENIUS MEDICAL CARE – NORTH AMERICA

INTRODUCTION

In August 2010 the decision was made and the announcement delivered; each Dialyzer Assembly Line will begin working as a unified team. Prior to the announcement, each shift competed against other shifts on their line. Results were improving yet we believed that we were not reaching our potential. After unifying each line overall production improved. Our results are the evidence of individual and team commitment that enabled all of us to consistently deliver beyond expectations.

During 2010 and 2011 the Dialyzer Assembly Teams transformed themselves. The following reports offer insights into the tactics, strategies and effort required to move a competing culture into one of cooperation and innovation. The financial contribution of their collective efforts are a \$180,000 quality improvement /scrap reduction and a \$550,000 positive production manufacturing variance.





We must acknowledge each of the individuals who implemented the development of the five highly successful teams within our group. Without their concern for our customers, their willingness to live Fresenius values and their high quality of work, we could never achieve what we now have.

Together these individuals have created a high performance team and taken us where we never could have gone without them.

Nancy Bond, Administrative Assistant  
 Linda Panunzio, Secretary / Training Coordinator  
 Mike Gray – A and B Shift Superintendent  
 Dan Olson, Supervisor  
 Duane Dominguez, Supervisor  
 Jeremiah Wilkinson, Supervisor  
 Karen Rich, Supervisor  
 Scott Berrett, Supervisor  
 Jason Call - C and D Shift Superintendent  
 Betty Stears, Supervisor  
 Chad Chadwick, Supervisor  
 Ed Panotja, Supervisor  
 Jeff Chadbur, Supervisor  
 Mike Combe, Supervisor  
 Peter Christensen, Supervisor  
 Jill Howard, Manufacturing Execution System (MES)  
 Mandy Lynch, Technical Trainer

Aaron Klose	Arcelia Velasquez	Brenda Tidwell	Christina Bounsavang
Adelina Gutierrez	Arnold Pineda	Brian Myers	Christina Longjohn
Agustin Negrete	Arturo Haro	Bridgette Buck	Christine Ahlat
Alejandro Flores-Sanchez	Ashlee Terkelson	Brittany Jenkins	Christine Hicks
Alicia Dacunha	Austin Loftus	Bryan Siguenza	Christopher Carlton
Alma VanWinkle	Bart Roberts	Carilyn Bunpai	Christopher Fernandez
Amada Urbina	Benjamin Smith	Carlos Silva	Christopher Howell
Amber Buck	Berla Bingham	Carlos Villa	Christopher Zampedri
Amelia Dwyer	Bethany Carlton	Carmen Drollinger	Cindy Boudreaux
Ana Cuevas	Betty Campbell	Carmen Herrera	Cindy Shurtliff
Anadel Contreras	Betty Deachin	Carrie Nelson	Clara Velasquez
Andrew Srivanlop	Betty Stears	Cassie Vinson	Claudia Bautista
Anel Barradas	BJ Paisa	Cecil Anderson	Cleve Powers
Angela Briggs	Blanca Mendoza	Cecilia Teeter	Clint Shupe
Angelica Esqueda	Bonie Perea	Celina Bernd	Clinton Jewkes
Angie Bingham	Brad Faulkner	Chad Chadwick	Conrad Lauer
Anna May	Bradley Shelton	Charles Hill	Corey Carlson
Antonia Archuleta	Breanna Morris	Charlette Bills	Corey Cosper
April Boender	Brenda Contreras	Chauntel Dwyer	Correna Perkins
April Brown	Brenda Foulger	Cheryl Grant	Corrine Leth

Cory Dunn	Felicia Morgan	Jeff Parrinello	Laura Alarcon
Cristina Davis	Fernando Estrada	Jenica Smits	Laura Rodriguez
Crystal Chansamone	Floyd Wallace	Jennifer Gardner	Laura Tovar
Crystal Snow	Franchesca Zampella	Jennifer Nessen	Laura Whitesides
Dalene Read	Francia Navarrete	Jennifer Rabi	Lee Speicher
Dana Rasmussen	Francisco Morfin	Jenny Latamondeer	Leidy Bailey
Daniel Olson	G Berrett	Jenny Mark	Leora Johanson
Danielle Gallegos	Gabriela Magana	Jeremiah Wilkinson	Lexie Oenes
Darrel Miller	Gabriela Rodriguez	Jeremy Bertagnolli	Lien Rees
David Daily	Galo Fernandez-Rojas	Jessica Chadick	Lilian Thomas
David Fenn	Gary Read	Jessica Hallett	Liliana Lopez
David Jenkins	Ginger Rix	Jesus Camacho	Lisa Bertagnolli
David McCubbin	Giovanni Espinoza	Jiranout Boupha	Lisa Burbidge
Dawn Byington	Gonzalo Tena	Jodie Peterson	Lisa Candia
Dawnette Bean	Gregory Thomas	Joel Bloxham	Lisa Finlinson
DeAnn Sosa	Griselda Lerma	Joey Blair	Lori Sickinger
Debbie Weber	Griselda Williamson	John Dilley	Lourdes Escalona
Debora Davis	Hailey Manscill	John Howard	Luanne Tracy
Deborah King	Heather Carter	Jonathan Jones	Lucia Gonzalez
Deborah West	Heidi Worley	Jordan Young	Luis Franco
Deedrick Solis	Helen Anderson	Jose Contreras	Lupe Prieto
Denise Johnson	Heng Wu	Jose Sandoval	Marco Saavedra
Denise McCrone	Herrick Massey	Joseline Calica	Marco Vazquez
Dennis Barker Jr.	Hilda Flores	Joseph Baggs	Margaret Soto
Denny Gutierrez	Hoan Nguyen	Joshua Stebbins	Maria Barron
Diane Kortesmaki	Hollie Thompson	Judith Somers	Maria Castro
DominiQue Duran	Hope Carpenter	Julia Jacobs	Maria Mata
Donald Plank	Huanhe Li	Julia Leal-Ramirez	Maria McGill
Dora Conde	Hung Trieu	Julie Edwards	Maria Ochoa
Doyle Sparks	Hyrum Stoddard	June Salazar	Maria Perez
Duane Dominguez	Imelda Reyes	Justin Brown	Maria Perez Diaz
Dustin Chew	Irasema Estrada	Justin Dominguez	Maria Roberts
Edgar Angel	Irma Hernandez	Justin Paden	Maria Robles
Edgar Salgado	Isabel Olvera	Justin Wheeler	Maria Stoker
Eduardo Pantoja	Isaura Alfaro	Karen Palsgraaf	Marie-Rose Cochran
Elaine Jones	Jacob Brown	Karen Rich	Marina Ruiz
Eleazar Aparicio	Jacob Carlson	Karena Oldham	Mario Garcia
Elena Wilkerson	Jacob Salazar	Karina Guzman	Mario Harris
Elizabeth Blanck	Jake Sivatia	Kasandra Hall	Mario Rivera
Elizabeth Penland	James Carson	Kel Armstrong	Marion Harms
Eloy Martinez III	James Maynard	Kenneth Goodrich	Marisol Carlson
Emily Wagner	James Moody	Kenneth Strahm	Marisol Valdeolivar
Erendira Arroyo	Jamie Clark	Kevin Perkins	Mark Orton
Eric Schmidt	Janaye Wolfe	Kim Baggett	Mark Payne
Erma Parrish	Janet Braunberger	Kim Kirby	Marlyn Olson
Estella Vazquez	Janet Courtney	Kim Nebeker	Martha Ochoa
Estevan Lopez	Janet Martos	Kimberly Payton	Martha Pineda
Eustolia Cabadas	Janice Souvannasap	Koreeanne Cutts	Mary Longfellow
Eva Rodriguez	Janna Marble	Kristin Krenek	Matthew Eddington
Exiquio Gonzalez	Jason Jacobson	Krysti Maki	Mayra Hernandez
Fat Liu	Jeff Chadburn	Latavia Lopez	Melanie Loftus

Melanie Morrow	Robin Sass	Tyler Hoffman
Melissa Blakley	Rosa Ambriz	Tyson Dukes
Micaela Samaniego	Rosa Hernandez	Val Harris
Michael Abbott	Rosa Martos	Veronica Dominguez
Michael Combe	Rosalinda Sifuentes	Veronica Saucedo
Michael Garcia	Rosario Valdez	Vicky Humphrey
Michael Romero	Roselia Oseguera	Vicky Toone
Michelle Poulsen	Ross Palmer	Vivian Hadley
Mike Souvannasap	Ruben Gregorio	Walter Richards
Miriam Vazquez	S Solis	Weston Harris
Mishayla Garrett	Samantha Saffell	William Matthews
Mitchell Chadwick	Sandra Castro	Willie McCurdy
Monica Chavez	Sandra Fransen	Yelfnesh Aflegn
Monica Hayden	Sandra Valerio	Yeng Lee
Monthien Charangkit	Sara Orellana	Yvette Garcia
Nancy Catchillar	Sara Pentz	Yvette Maynard
Narong Saipang	Sarah Cox	Yvonne Begay
Natenaree Curran	Scott Payne	
Nicholas Dellamore	Senia Claros	
Nichole Gunnell	Shaun Barker	
Noemi Alacio	Shawn Gordon	
Nora Arevalo	Shelly Clifford	
Noralva Godinez	Sheri Archuleta	
Norbert Tinio	Silvia Castellanos	
Norma Gaspar	Silvia Magana	
Nubia Gutierrez	Skyler Morgan	
Olivia Miranda	Skyler Payne	
Omar Rojas	Skyler Visser	
Osvaldo Mendez	Stephen Lesue	
Ouneheuane Milavong	Steve Trevino	
Pam Peterson	Stevie Lee	
Pamela Budge	Susan Gooding	
Pamela Robinson	Susana Anderson	
Patricia Arreguin	Sylvia Lemos	
Patricia Barton	Sylvia Martinez	
Patricia Gongora	Syrina Roberts	
Patricia Gonzalez	Tamara Young	
Paula Quintero	Tammy Hunt	
Pedro Munoz	Tanny Keene	
Peggy Crezee	Taylor Ford	
Peter Christensen	Teresa Blair	
Pinky Stauffer	Teresa Wheelwright	
Quincy Lopez	Terrell Thomas	
Rachele Johnson	Tina Acevedo	
Remedios Federspill	Tischa Hampton	
Rene Martinez	Tony Fuentes	
Rhaman Cambe	Tracy Ford	
Ricardo Villasenor	Tracy Yates	
Rick Davis	Trent Stromberg	
Rigoberto Avila	Troy Bingham	
Roberta Lozano	Trudi Kirshaw	



# A FOUNDATION FOR GOING BEYOND LIMITATIONS

Rudy Valencia  
Dialyzer Assembly Director

and

Dialyzer Assembly Division  
Fresenius Medical Care - North America  
Ogden, Utah, USA

August 2010 - May 2011

# A FOUNDATION FOR GOING BEYOND LIMITATIONS



*“Show me the data!”*

Rudy Valencia

Director of Dialyzer Manufacturing

Rudy Valencia understands infrastructure, team building, and innovation. His consulting and manufacturing experiences have enabled him to realize the importance of building knowledge. He is skilled at putting people into challenging situations at the right time. The result is ongoing skill set development for those who are willing to work with him.



*“I need you to understand the importance of what we are doing here. We are changing the world ourselves.”*

Rod Pope

Rod Pope, Dialyzer Assembly Manager

Rod Pope’s long history with Fresenius is one of innovation. His work in challenging situations and his willingness to constantly improve give his teams a competitive edge. Rod and his teams excel in a value-driven environment. They are constantly improving and expanding as evidenced by their results.

## A FOUNDATION FOR GOING BEYOND LIMITATIONS

Before meaningful change can take place within any organization certain foundational elements and principles must be in place. For us, those elements were critical. The following is a brief description of a few of our foundational elements and principles.

These principles (Self-Delegation, Shifting Focus, Building Others, Relying on Data, Security, Empowerment, Ongoing Education, and Common Vision) came from our company and individual values. They surfaced as we worked together, succeeding and occasionally failing. These principles enhance our ability to improve and innovate as a team.

*The foundation leaders establish is reflected in their teams' performance.*

### Self-Delegation

To take responsibility of your thoughts, feelings and actions is Self-Delegation. Self-delegation is about attitude, perception and how well an individual is able to stand by their decisions. If you are seeking more success, more achievement, or more improvement, you have to be willing to do something different. Doing something different often involves taking risks. Being responsible and becoming accountable supports the attitude that is necessary for individuals to progress on their terms.

To be effective in a leadership position, you can't be a dictator. You must allow others to own their actions. Never pressure anyone to do a job. An individual's performance must be that team member's choice. Keep in mind that it can be difficult becoming accountable to yourself because good or bad, you must own the result. There is no one else to blame. However, when leaders and team members learn something, there is value in every choice.

*"The best years of your life are the ones in which you decide your problems are your own. You realize that you control your own destiny."*

(Albert Ellis)

## Shifting Focus

One definition of insanity is doing the same thing over and over again expecting different results. This has always made sense because poor work habits will never achieve necessary goals. The ability to break less effective patterns is a crucial tool for creating a team that functions according to their choices, makes adjustments and is accountable.

There are specific ways to shift focus and increase accountability.

1. First it is crucial to know the person you are working with. Know what motivates them to act.
2. Build rapport and discover their interests. Knowing interests of team members provides insight into motivation.
3. Always permit team members to talk and express themselves.
4. Enable solutions. If a team is interested in earning paid lunches for achieving or exceeding goals everyone will do what is needed to reach goals.
5. Reinforce the patterns of behavior that support getting what is wanted - goal achievement and lunch.

People in general do not like to move out of their comfort zones. Yet to achieve more productive teams, team members must find ways to move away from what is comfortable and develop patterns that support improvement. A crisis situation opens opportunities for changing behaviors increasing innovations.

Move team members to new assignments where they can grow. Provide opportunities for cross training. Use new assignments to build teams and break patterns.

*It is wise to direct your anger towards problems – not people:*

*To focus your energies on answers – not excuses.*

(William Arthur Ward)



## Building Others

Our job as leaders is to build teams, teams that get results and teams that will innovate. Before innovating there are three elements that must be considered:

1. Are you ready for new ideas?  
New conditions may allow you and others to innovate.
2. Are you willing to risk?  
Innovations can be risky: there are times when you must be heavily involved until others are ready to take on more responsibility.
3. Can you accept a different approach?  
A new approach will allow you to innovate and produce results which were unimaginable from your previous perspective.

Everyone has their own style when it comes to getting their work done; their own secret success recipe. You don't need to force ideas on how they should remedy a situation. Often team members may surprise you with their ideas and results.

When team members ask for advice, a team member may take it acceptingly. When they are told what to do, it gives them an out if things don't work well. You will eliminate excuses before the excuses can form. The choice is yours - choose wisely.

Also, team members may lose focus. An entire group could become diverted by working on an exciting and challenging project that will not deliver need production levels. Those projects are like shiny pennies that will attract attention and not give much return for the time invested. Show that you respect team members by helping them resolve their problems and refocus.

*If you give a team a solution, that team will succeed for a day, if you teach a team to resolve a situation those team members will have a lifetime of solutions.*

(Rudy Valencia)

## Rely on Data

Require that every team member show you the data that supports their solutions. Freely share the data you have pertaining to team member performance.

1. If a team member is not up to your standard, let that person know and ask what you need to do to help them.
2. When any member of a team is not working up to your expectations they too may know their performance is below standard.
3. Intervene to get people doing something different.
4. Use their data. Allow everyone to see what they did in relation to a goal. Seeing this data, along with your support empowers teams to take corrective action.
5. Show team members their data and prove that what they do makes a difference.

You do not want your team members to *think* that what they do makes a difference. You want them to *know* that what they do does make a difference.

*Education is not the piling on of learning, information, data, facts, skills, or abilities - that's training or instruction - but is rather making visible what is hidden as a seed.*

(Thomas Moore)

## Security

Teams and team members can find security in the knowledge that there is always a way to resolve our challenges. When we stay results driven, we will always win. Being results driven may involve taking risks. Security comes from taking responsibility and becoming accountable. It is worth that risk.

We can take an offensive position as we solve our problems together. The Dialyzer Assembly group is becoming a strong team that does not watch things happen, or wonder what has happened. Our teams make things happen!

We are expanding our ability to see the potential rewards in any given situation or problem. We also can be secure in knowing that there is always something better out there. This allows me to take on challenges and achieve in spite of setbacks.

*If money is your hope for independence you will never have it. The only real security that a man will have in this world is a reserve of knowledge, experience, and ability.*

(Henry Ford)

## Empowerment

Under the direction of our superintendents, supervisors manage their teams as they see fit. This is the key for getting diverse people to work together.

1. Quality Goals are Paramount

Each supervisor has the freedom to manage within their team. Each team is required to reach their goals . As long as teams are reaching or exceeding key performance indicators supervisors can manage as they see fit.

2. Individual Style is Sacrosanct

Each supervisor is required to lead a team member. Each team is required to be part a larger team. Yet no two supervisors are the same. You must understand each member of each team in order to get them to work as a unified whole.

3. Diversity is Essential

If you shred a dictionary, it is inconceivable to expect the shredded result to look like a dictionary. Even though the pages, words and content remain, the dictionary is no longer in the form of a dictionary. Our Supervisors do not fit the generic template of a traditional supervisor.

4. Communicate Frequently

Frequent communication is necessary to keep us on the same page. Through the communication processes we create we discover the common threads that hold us together.

5. We become self-directed.

Lecturing about what to do next may have worked at one point. Now lecturing from leaders is counterproductive. Self-directed staff meetings enable new leaders to surface. Leadership is shared. As one leader surfaces others step aside. Focus accelerates Quality and Production performance.

We have discovered that the glue which enables our diverse supervisors and teams to come together is caring.

- Caring for team members and caring for our customers.
- Caring about Safety and Quality.
- Caring for each other and ourselves.
- Caring to improve and learn more.
- Caring for our results and our company.

From practicing caring came the actions that deliver our results. Results that are supported by:

- Clarified common goals.
- Buying into common solutions.
- Constantly improving our practices.

*The challenges we face are found in our diversity.  
Our strength comes from our challenges supported by our diversity.*  
(Rod Pope)

## Ongoing Education

From the beginning, education has been a high priority and critical for success. Our Mentoring Philosophy provides the structure for creating positive work focused mentoring that goes beyond dialysis product manufacturing. Our structured training programs enable supportive relationships with team members. The relationships encourage personal development. As we collectively develop our vision for the future expands. The resulting partnerships support the active development of an integrated Fresenius community.

Elements of our mentoring process include:

- Leadership basics.
- Design control, fewer crossover and type changes.
- Training on programs and systems.
- Opening individual awareness of good manufacturing practices.
- Using audits to increase responsibilities.
- Moving out of our comfort zones.
- Using values for increasing focus and improvement.

The Dialyzer Mentoring process is individual and project based. Projects and project activities are linked to something team members want. Our ongoing task is determining and acting on education needs with team members.

*There is no such thing as a neutral education process. Education either functions as an instrument that is used to facilitate...conformity or it becomes the practice of freedom by which men and women deal critically and creatively with reality and discover how to participate in the transformation of their world.*

(Richard Shaul)

## Common Vision

We are developing the ability to anticipate and project what is best; for our customers, our company, and ourselves. Within this framework we focus on where we are collectively going and on what we are doing – every day. The result is a passion for improvement that takes us where others never thought we could go.

Our vision is based on actions that include:

- Each effort having a greater meaning that is based on individual team member wants.
- Thoughts and actions must be congruent.

Redefinition and reinvention is required.

- Sustaining and maintaining a flexible chain of communication.
- Making going beyond limitations an unspoken expectation
- Practicing compassion because mistakes will be made and misunderstanding will occur in a constantly changing environment.

Our focus and vision is proven through our efforts and our results.

*Throughout the centuries there were men who took first steps, down new roads, armed with nothing but their own vision.*

(Ayn Rand)

## Resistance

Expect resistance to doing something different before your group solidifies and accelerates their performance. Anticipate complaints before people develop the ability to make the changes that will make a difference. With your leadership skills and ability to address individuals' needs you will be able to organize and manage self-directed teams that will deliver record breaking results.

*The foundation leaders establish is reflected in their teams' performance.*

(Unknown)





# THE WAR ROOM

Mike Gray

Dialyzer Assembly A and B Shift Superintendent

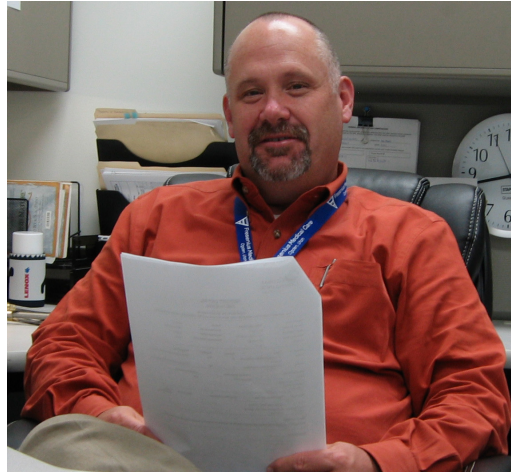
Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# THE WAR ROOM



*“If we provide an environment to support our team expectations, innovation and goal achievement from those teams will exceed our expectations.”*

Mike Gray

Dialyzer Assembly A and B Shift Superintendent

Mike has worked with Fresenius for 10 years, the first 4 years as a Supervisor. After those first four years he was promoted to Superintendent. Mike’s approaches support ‘Out of the Box’ thinking. He has created a process that supports core values and one that enables ideas to be generated by team members. The results are that understanding increases, new ideas surface, and people change.



**ABSTRACT:**

Meeting space in the Ogden Plant is at a premium. Meeting rooms need to be scheduled in advance. Dialyzer assembly staff meetings were being held in small, shared offices.

We needed a space for ongoing meetings, for uninterrupted planning, for presentation practices and project development. This would also become a place where people could go to learn and understand what we are doing. The new space would retain the close-quarters feel, and this new setting became known as “the War Room.”

No one had undertaken a project such as this—having a department-specific meeting place for planning and showcasing. The “War Room” concept became an idea that would be an important addition for our team concept—a dedicated space, a room for individuals, groups, shifts, and production lines to increase their pride and showcase their efforts. This space will support our effort to eradicate silos and establish real teams.

**CONTENTS:**

Introduction ..... 20

Statement of Purpose ..... 20

Research Conducted..... 20

Hypothesis..... 21

Materials and Procedures ..... 21

Results..... 22

Conclusion ..... 24

Improvement Suggestions ..... 24

Sustaining Measures ..... 24

Acknowledgments ..... 25

## Introduction

Creating a high-performing production team has been something everybody has been working on for years. It was time to make it happen—and to do that, changes had to be made. Goals became stretch goals. Hourly data was gathered. Daily graphs were developed.

Yet something was missing. That missing element was organizing, so that each line unit would become a single work unit. Each shift became a part of the team, rather than an independent producer. Cooperation, communication, and change became necessary. The results were surprising: we increased production!

## Statement of Purpose

The purpose is to identify ways to support, maintain, sustain, and accelerate the innovation and the team achievement necessary to remain world leaders.

## Research Conducted

Over a period of time observations were made of the shifts as teams, to see what worked and what did not work. The following came from that observational research:

Goals and punishment do not work when building a team.

“Short term” and “stretch” goals support the creation of silos.

Competition between shifts was a barrier for communication and generated complaints.

Numerical controls and procedural restraints caused internal conflict. It was observed that when one shift focused on delivering extraordinary production, maintenance became optional. The next shift was required to perform the maintenance from the previous before starting their production.

When leaders and team members lose status they fail to reach goals. They will start to work the system, to resort to data mining, or adjust the numbers to make it appear they are improving.

When a manager is driven only by numbers he or she will resort to the use of fear to drive the workers. Overall improvement is difficult to achieve. (Deming's 14 Points)

When a shift or team was focused on goals, the focus shifted away from the customer to us.

## Hypothesis

If we provide an environment that supports our team expectations, innovation and goal achievement will increase.

## Materials and Procedures

### Materials

- Room - 500 square feet
- Heating and Air Conditioning
- Lighting
- Framing
- Sheet Rock
- Electrical
- Meeting Room furniture
- Shelving
- Computers
- Audio / Video

### Procedures

1. Fine tune the idea
2. Locate a room
3. Create a budget
4. Promote the idea
5. Storage removal and cleaning
6. Framing
7. Electrical
8. Sheet Rock Installation
9. Painting
10. Shelving Installation

## Results

Since meeting space in the Ogden Plant was at a premium and meeting rooms had to be scheduled in advance, Dialyzer assembly team meetings were held in small offices. We discovered we could effectively conduct short and to the point meetings. Meeting effectiveness improved by starting an open-door process. When a supervisor needed something he either met with his superintendent or the other people who needed to be involved. This process is working.

Because of what we were accomplishing we needed a space for ongoing meetings, for uninterrupted planning presentation practices, and for project development. This would become a place where people could go to learn and understand what we were doing. Prior to this no one had undertaken such a project, having a department-specific meeting place for planning and showcasing.

### 1. Find the Location



A room was located in an out of the way area. This area was unnoticed by the rest of the plant.



Since few people knew the room existed it had become dumping place. The area is centrally located and large (500 square feet) enough for 25 people.

## 2. Promote the Idea / Get Approvals



This room is to become an important addition for our team concept. Here individuals, groups, shift, and production lines are able to showcase their efforts—and increase their pride. Our teams could effectively remove the silos that were barriers to ongoing improvement. Here we could work together as never before. This room will be an important part of our goal to unify our efforts.

### The Room's Features:

- Central location
- Utilizes 500 square feet of existing space
- Easy to construct
- Makes a library space
- Cost effective
- Ability to be scheduled 24/7 for Dialyzer Supervisors.
- Provides a place for each line to showcase their results.
- Provides an additional training site.
- Preparation place for public presentations.
- Our place to go and talk about what we are doing.
- Possibilities for use by other departments.
- Others will be able to see what we are doing.
- Others learn what we have done and apply what will work for them.

### 3. Manage Construction



Using available materials the space was transformed into a meeting room.

#### Conclusion

This is the first room of its kind in the Ogden Plant. It is a room where we can go to look at department strategy at any given time. Here we will display how every line is running for leaders and especially team members. Here we will plan and show how plans are acted on.

Creating something that is ours gives our teams an identity. The room communicates that their work is important. Here team members will understand what they are doing. We have a place to bring people together and in coming together we will create important interconnections that go beyond saying we are a team. Here we will reinforce that we are a team.

Communication has already improved. Now everyone will be able to see what is being done. From this we have began generating new ideas and collectively attacking problems. Where once we were blaming each other, this room, is enabling the creation of a synergy that will be evidenced in improvement.

#### Improvement Suggestions

1. Come up with the idea and start sooner
2. Plan carefully so the project will go according to plan.

#### Sustaining Measures

1. Lines have individual display areas in the room.
2. Each area will display graphs and achievements
3. Weekly updates are required
4. Meetings will be determined by each team and held as needed

## Acknowledgments

Rod Pope for his leadership and support.

Rudy Valencia who allows us to generate and follow-through with our ideas.

Fresenius Maintenance Team Members who quickly transformed dead space into our War Room.

Our Vendors who worked with us to make the room a reality.





# SUPERVISOR ROLES

Jason Call

Dialyzer Assembly C and D Shift Superintendent

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# SUPERVISOR ROLES



*You must respect to be respected.*

Jason Call

C & D Shifts Dialyzer Assembly Superintendent

Jason Call joined Fresenius in 2002 as a supervisor. He was promoted to Superintendent and presently leads the C and D Shift Supervisors. Jason's quiet leadership style has enabled him to successfully engage supervisors and organize successful teams.

ABSTRACT:

A supervisor within Fresenius must understand his entire department’s processes in a constantly changing environment. This situation requires clearly defined superintendents’ roles. Well defined roles will provide a benchmark for preparing supervisors for increased responsibilities and promotions. The Dialyzer Assembly supervisors form an eclectic group. If we can define the skills needed for leading, then Fresenius will be able to more effectively prepare our future leaders. Our successes will come from our ability to align with our values and integrate the way we work with the people we work with.

CONTENTS

Introduction..... 30

Statement of Purpose ..... 30

Research Conducted ..... 30

Hypothesis..... 30

Materials and Procedures ..... 31

Result ..... 32

Conclusion ..... 33

Attachments ..... 33

## Introduction

A supervisor within Fresenius must understand his department's processes in a constantly changing environment. Future leadership will not come from universities or from groups of individuals who put in their time on the outside.. Our future leaders will be grown from within our ranks. These leaders will possess a practical knowledge of our processes and have the ability to manage extreme change, exacting standards of safety and quality, plus be able to both lead and follow.

## Statement of Purpose

A clearly defined supervisor's role will provide a benchmark for preparing supervisors for increased responsibilities and promotions.

## Research Conducted

We have an eclectic group of supervisors. Not one supervisor is the same, yet each one is highly successful. Their personal values are different and they work well together. There may not be a formula for creating a successful leader; however to be an effective leader there are at least six general characteristics or elements for leader success. The best leaders

1. Know how to be a follower.
2. Live core values.
3. Ensure team member safety.
4. Focus on Quality.
5. Achieve production goals.
6. Manage people and production.

The effective leader is difficult to define. There is something about the best leaders that separates them from other leaders. It is not a list of characteristics, and it cannot be taught in classes, at seminars, or in training programs. *It comes from experience.*

## Hypothesis

If we can define the skills needed for leading at Fresenius, then we will become better at preparing our future leaders.

## Materials and Procedures

### Materials List

- Staff
- Changing environment
- Clearly defined procedures
- Clear expectations
- Audit schedule
- High standards of performance
- Corporate values
- Ongoing training

### Procedures

1. Identify the need for role definition.
2. Determine what works and what does not work.
  - Observe Supervisors at work.
  - Establish a way to measure supervisor performance.
  - Identify how supervisors recognizing team members.
  - Notice how supervisors respond to crisis situations.
  - Track response times.
  - Record how supervisors become involved with daily activities.
3. List desirable supervisor characteristics.
4. Secure appropriate sign-off for the characteristics.
5. Identify ways to train existing supervisors.
6. Use the characteristics to identify potential supervisors.

## Result

### Supervisor Role Clarified

Supervisors must know how to be a follower by demonstrating their ability to adhere to:

- Safety Guidelines
- FDA Regulations
- Standard Operating Procedures

Supervisors must be able to practice core values by becoming a role model for team members.

- Understand that there is a difference between values and practices
- Practice what they are expecting to pass along to team members.

Supervisors must actively insure team member safety.

- Every supervisor realizes that they are responsible for the safety of each team member.
- Each supervisor practices safety procedures, identifies hazards and eliminates hazards

Supervisors focus on quality to efficiently produce the highest quality product possible.

- Each supervisor is expected to meet or exceed quality goals.
- Supervisors are expected to know and manage quality measurements.

Supervisors must become managers of both people and production.

- Supervisors build their the ability to organize a strong team by participating in management training.
- Supervisors are expected to practice good management practices.
- Each supervisor is responsible for building a positive relationship with each team member.

Supervisors are required to achieve production goals.

Work with other shift supervisors to meet or exceed production goals.

- Each supervisor must be willing to get onto a line to help resolve production problems

Supervisors must lead by example. Practicing what you preach can be difficult for some. For our supervisors, practicing what you preach must be automatic. Supervisors are expected to:

- Focus on factual information.
- Be highly analytical.
- Be approachable at all times,
- Uphold standards and be expected to be treated the same way.
- Develop the ability to blend in with each employee; build individuals and create a team.

## Conclusion

Most people want to succeed at their job. Once we agree to work at Fresenius Medical Care, we take on the responsibility to deliver what the company wants. Our team members are a diverse group of individuals. Even though we promote the same values and work for the same goals, supervisors must be flexible enough to allow for individual differences. Respect for each other is as critical as the quality of our products. Our successes come from our ability to align with our values and integrate the way we work with the people we work with. This is what the Dialyzer Assembly Team does.

## Attachments

Fresenius Values provides a foundation for our work and leadership behaviors. Each individual adds meaning to our values as they perform their work assignment. Each value is reflected in that individual's Focus, Knowledge and Actions as they and make Fresenius Values their own values.

Appendix 1: Dialyzer Assembly Supervisor Core Values - Safety

Appendix 2: Dialyzer Assembly Supervisor Core Values – Quality

Appendix 3: Dialyzer Assembly Supervisor Core Values – Honesty and Integrity

Appendix 4: Dialyzer Assembly Supervisor Core Values – Innovation and Improvement

Appendix 5: Dialyzer Assembly Supervisor Core Values – Respect and Dignity

Appendix 6: Dialyzer Assembly Supervisor Core Values - Teamwork

## Safety Value

### Meaning

Prevention and control of accidents.  
Ensuring everyone is safe in all they do

### Thoughts

No accidents. Safety is equal to quality.

### Feelings

Safety is our number one goal.

### Actions

Recognizing hazards.  
Encourage employee accountable for own safety  
Safety actions 6/year  
Posters  
Terminations for safety violations  
Stop what they are doing and make the situation safe.  
Talk about safety with each project  
First and last thing said when starting a project is “be safe.”

### Knowledge

Frequent safety training events. Personal experiences and learning every day

### Focus

Controlling hazards. Weekly rewards.

### Quote

“Be safe—it is a tough world out there . Be safe.”



## Appendix 2: Dialyzer Assembly Supervisor Core Values – Quality

### Quality Value

#### Meaning

Make good stuff. Put out the best product we are capable of making within our control limits.

#### Thoughts

Our number one priority is quality.

#### Feelings

Patient concerns.

#### Actions

Inspections

Measurements: reduction of rejects

Following procedures

Do not vary outside our quality standards

#### Knowledge

Experiences and learning every day

#### Focus

Is on becoming better

#### Quote

“When in doubt – throw it out!”

## Appendix 3: Dialyzer Assembly Supervisor Core Values – Honesty and Integrity

### Honesty and Integrity Value

#### Meaning

Doing what is right without being watched.

#### Thoughts

Always telling the truth.

Being who you are!

Everything revolves around honesty.

Stand up for what you believe.

#### Feelings

Personal satisfaction.

If you cannot be honest you cannot do anything else.

“You can sleep when the wind is blowing.”

#### Actions

Following procedures

Keeping accurate records

Being responsible for their actions.

Knowing standards

Being truthful in interactions with coworkers

Trusting others to be better than they are

Allowing people to prove themselves

Acting Honestly

#### Knowledge

Leader examples

Seeing people as they are

#### Focus

Wanting to be honest.

Helping others with their choice to be honest

#### Quote

“Tell the truth and you don’t have to remember as much.”

## Appendix 4: Dialyzer Assembly Supervisor Core Values – Innovation and Improvement

### Innovation and Improvement Value

#### Meaning

Improving the process and enhancing our ability to be the best we can be.

#### Thoughts

Open to new ideas

#### Feelings

Everyone has ideas and wants to do a good job

#### Actions

Know your people

Know what you want

Ask what can improve

Ask how I can make the job easier

Ask questions to get them to determine problems

Get others to see what needs to be done

Listen to ideas

Encourage action

#### Knowledge

Know when to be direct or lead them to see what they need to do

#### Feelings

Becoming better

#### Quote

“Come up with something new – then do it!”

## Appendix 5: Dialyzer Assembly Supervisor Core Values – Respect and Dignity

### Respect and Dignity Value

#### Meaning

Showing people that you care for them and care for their opinion

#### Thoughts

Respect everyone allow them to do their job.

#### Feelings

Getting them to know who I am

#### Action

Show people respect

Listen to others

Put yourself in their position

Make decisions based on their feelings and input and your knowledge

Appreciate their opinion

Allow others to express their thoughts

Enable joint decisions

Listen without interruption

#### Knowledge

Comes from being taught when one is very young.

#### Focus

On the people you are working with.

#### Quote

“You must respect to be respected.”

## Appendix 6: Dialyzer Assembly Supervisor Core Values – Teamwork

### Teamwork Value

#### Meaning

Working toward a goal puts you on a team; it does not mean you have teamwork. Teamwork happens when you know and do your job and then help others do theirs.

#### Thoughts

Improvement; using knowledge to achieve a common goal.

#### Feelings

Desire to be the best. Pride

#### Actions

Going beyond hitting stretch goals  
Working together  
Helping each other  
Excelling at the job  
Stepping in for others  
Providing backup support  
Asking for help  
Answering ,What's In It For Me ? (WIIFM )  
Taking personal responsibility  
Stepping up to make a positive difference

#### Knowledge

Knowledge comes from passionate improvement, knowing that together we can make a difference. Feeling  
Finding opportunity and achievement

#### Quote

“Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.” Vince Lombardi



# CLEAR EXPECTATIONS

Duane Dominguez

A Shift Supervisor, Dialyzer Lines 1 and 2

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# CLEAR EXPECTATIONS



*“People do what they need to do when I am not here”  
“Obsessed is just a word the lazy use to describe  
dedicated.”*

Duane Domingus  
A Shift Supervisor Lines 1 and 2

Duane has been a Dialyzer Supervisor at Fresenius Medical for the past 11 years. He has been the Total Productive Maintenance Trainer (TPM) for the Dialyzer Department for the last two years. In that time, Duane was responsible for implementing TPM and training the department. He has been dedicated to following through with the training and making it a priority.



## ABSTRACT

Clear and consistent expectations are necessary components for success. Small improvements must be made to continue performing at the expected level. Improving people skills with communication and individual feedback were successful in maintaining production numbers.

## CONTENTS

Introduction .....	44
Statement of Purpose .....	44
Research Conducted .....	44
Hypothesis.....	44
Procedure Lists.....	45
Procedures .....	45
Results.....	46
Conclusion .....	46
Improvement Suggestions .....	46
Sustaining Measures .....	46
Acknowledgments .....	46
Bibliography .....	46

## Introduction

In order to maintain a high performing dialyzer line, you must be clear with your team members on what you expect from them. In addition, acknowledge them when they are meeting or exceeding these expectations. I expect everyone to follow the company policies and procedures that have been tried, tested and set forth by those who are charged with that responsibility. My job is to ensure that we are following these processes and procedures consistently.

## Statement of Purpose

Dialyzer Shift A--Lines 1 and 2 are consistently performing lines. The daily goal is 11,088 dialyzers. There is a reason for this number. Competing and trying to exceed this goal will sacrifice quality or safety. With that in mind I decided to hone my skills in working with my people to ensure that we stay consistent and make the improvements needed to stay at the expected performance level.

## Research Conducted

Personal observation of the information provided by my team members, the equipment and machinery, and the daily production report determine where small adjustments could be made.

## Hypothesis

If I stay consistent and follow the policies and procedures set forth by the company, then I will have a team that consistently meets the company expectations for production, quality and safety. I can then make small improvements within the guidelines to fine tune results.

## Procedure Lists

- Materials List
- Standard Operating Procedures of the Dialyzer Lines at Fresenius Medial. • Expectations sheet
- Computer
- Microsoft Office Software

## Procedures

1. You must know all of the Standard Operating Procedures of the Dialyzer Lines at Fresenius Medial.
2. Learn the policies and procedures of Fresenius Medical Company.
  - It is impossible to follow policies and procedures if you are not extremely familiar with them. I cannot expect my team to learn these policies if I don't set the example.
  - If a team member asks me a question that is clearly outlined in the policies and procedures manual\*\* I ask them "Have you looked it up?" They will learn more effectively if I have them look it up themselves, as opposed to just telling them.
  - I ensure fair treatment of all team members when I always follow the proper protocol. For example, when does an employee's absence count as unscheduled time off as opposed to scheduled time off? Follow the process no matter what the situation.
3. Determine what your personal expectations will be and communicate them with your team.
  - Write up any expectations you have that are not outlined in Standard Operating Procedures or Human Resources manual. Distribute them to all of your team members. Address individual issues or questions as they arise.
4. Observe your team members. Get to know them on a personal level.
  - Fine tune your skills in helping your people get what they want. Give them the feedback and the recognition they need to feel successful.
  - Use Managing Expectations to hone your skills related to interacting with team members. Help them understand why they are doing things. Work with them to identify what they want. Have team members evaluate whether they have control over what they want or not. You can't do it for them, but you can help them get it. Develop the tools to teach team members to do their jobs independently.
5. Prove it.
  - Before instigating any major change or improvement, make sure to have adequate data or paperwork to justify making the change.

## Results

1. Dialyzer lines 1 & 2 shift A numbers for 2010-2011 improved.
2. During an OSHA visit, I noticed that we were not paying enough attention to water leaks. A plan was initiated for the Machine Operators to fix water leaks in a more proactive manner. In doing so the line became dryer, cleaner and safer.
3. After observing a machine operator on my team who was not performing in the manner I needed him to perform, he was given more corrective feedback when needed, and recognized when he was doing well. He is now one of my most valuable team members.
4. I also addressed an issue with production on Line 2 by making a personnel change. Improvement occurred immediately, putting us back on track to hit our goals.

## Conclusion

Following the policies and procedures of an organization ensures your success. This does not mean you cannot make improvements within your scope of responsibility. Personal observations and teaching others the tools they need to be successful will keep you performing at the level desired by your organization.

## Improvement Suggestions

1. Weekly supervisor meetings to evaluate progress and make adjustments.
  - Have an agenda
  - Take minutes
  - Email minutes.
2. Standardize how issues will be handled by following the Standard Operating Procedures.
3. Follow up on machine downtime.
  - Why did the machine break down?
  - What can we do to prevent it from happening again?

## Sustaining Measures

1. Follow procedures and stay informed as they are adapted.
2. Improve TPM process follow through on all shifts.

## Acknowledgments

All Technical Specialists and Supervisors in the Dialyzer Department who continue to work as a team to improve the department in all aspects.

## Bibliography

Blanchard, Kenneth H. & Johnson, Spencer. 1982 *The One Minute Manager* / Kenneth Blanchard, Spencer Johnson Morrow, New York

# BEHAVIOR BASED SAFETY CHECKLIST

Betty Stears

B Shift Supervisor, Dialyzer Lines 1 and 2

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# BEHAVIOR BASED SAFETY CHECKLIST



*“Trust, but verify.”*  
(Ronald Reagan)

Betty Stears  
B Shift Supervisor, Dialyzer Lines 1 and 2

Betty has been employed at Fresenius in the Dialyzer Department for 13 years. She was hired Feb. 16, 1998 as an assembler and moved on to Quality Inspector in just a few months. Betty was promoted to Machine Operator, Production Specialist and Technical Specialist over the next few years. She is currently the Supervisor of Lines 1 and 2 on B shift.



## ABSTRACT

The Core values of Safety, Quality, and Production are of equal importance and deserve equal emphasis. I found my team was meeting goals and expectations in all of these areas. Yet, Safety could be improved. A Safety Behavior Checklist is now used to address safety concerns. The result is fifty-one separate potential accidents or dangerous situations were avoided.

## CONTENTS

Introduction .....	50
Statement of Purpose .....	50
Research Conducted .....	50
Hypothesis.....	50
Procedure Lists.....	51
Results.....	52
Conclusion .....	53
Improvement Suggestions .....	53
Sustaining Measures .....	53
Acknowledgments .....	53
Bibliography .....	53
Attachment .....	53

## Introduction

There is a need for team members to take more ownership in their own safety. General observation of dialyzer team members indicates that safety is not as high a priority as it should be. Data collection gathered from the Dialyzer Behavior Based Safety Checklist confirms those observations. The quality of dialyzers produced may be impacted by following established safety procedures. (Bibliography – SOP # 07G-005S )

## Statement of Purpose

Equal focus must be placed on Safety, Quality, and Production.. I determined that Safety was an area that could be improved. Team member safety will be improved by increasing general awareness and attention to personal safe behaviors.

## Research Conducted

1. Safety Committee meetings notes  
After attending the Plant Safety committee Meeting, the Line 5 representative- Janet Martos, recommended that we follow the example set by the Fibers Division and implement our own Safety Checklist to keep workers safe.
2. Safety Directors accidents related to SOP # 07G-005S GENERAL, SAFETY, PERSONAL PROTECTIVE EQUIPMENT POLICY.
3. Personal Observation of the dialyzer lines  
I conducted walkthroughs of the dialyzer lines looking specifically for potentially hazardous situations.
4. Fibers Behavior Based Safety Checklist  
Janet used the Fibers checklist for the initial format of the Dialyzer Safety Checklist.

## Hypothesis

If every Team Member is involved in monitoring Safety, then safe behaviors will increase, resulting in fewer accidents and near miss reports.



## Procedure Lists

### Materials List

- Dialyzer Behavior Based Safety Checklist
- Clipboard and pen
- 10 – 15 minutes of time
- Safety Dollars
- Other Recognition

### Procedures

#### 1. Getting Started

Designate a Safety Representative

The Safety Representative participates in plant safety meetings.

Conduct safety observations of Line 5 equipment and behaviors.

#### 2. Create the dialyzer line Behavior Based Safety Checklist

Safety Checklist implemented by fibers was used as a reference. List all behaviors that need to be improved or spotlighted.

Organize the Safety Checklist form for Line 5

Write instructions.

Print out forms

#### 3. Train Team Members

Hold team meetings.

Read through the form; describe the items, and give instructions and examples of what has been observed.

Stress the importance of each team member's involvement.

#### 4. Communicate Results to team members

Make a "safety checklist" magnet. Team members were asked to check the board to see if it is their turn that day. Team members picked up a blank checklist and walked through the line. This took approximately 10 minutes per shift, per day.

Participant turned in checklist; Have a short conversation with the participant to get more detail, let them know what they did well, and anything they may have missed. Suggestions made on the checklist were discussed at this time.

5. Revised Checklist

Added lockout/tag out procedure to the checklist.

Added more specific comments on each line (running, reaching into machines, floors free of debris, etc.) \*Attachment 1: Safety Checklist Revision #3

Added examples and more detail for better understanding of what to look for.

6. Communicate Results to other Supervisors and Managers

Copy the checklist to Dialyzer Superintendent Rod Pope, to be used to standardize and implement the Safety Checklist on all Dialyzer lines.

7. Fine Tuning the Process

Work through first round of checklist with each line member individually. Give more detailed explanation and feedback.

Post newspaper articles about safety. (People getting killed and maimed during work accidents).

Hand out safety dollars when the checklist is complete. Team members receive 2 safety dollars for making comments or suggestions for improvement.

Ask team members to look for articles and cartoons on safety to post.

## Results

1. Fifty-one potential accidents or dangerous situations were avoided after implementing the safety checklist.
2. The checklist is used daily. A different person performs the check each day so it has taken some time to get back with each person. The daily checklist is not regimented and the results are not as consistent as they would be if only one person was completing the checklist every day. However, with more team members involved, there is more attention being paid to safe behavior.
3. Line 5 looks cleaner, there have been good suggestions made to improve the line. Such as “get a mat for the Quality Inspector in section 4” because they spend a lot of time on their feet there and it can hurt their back.
4. Line 4 used the check list 18 days and found 28 observations that we corrected. After team members evaluated the line, the following changes were made: labels for pinch points at the labeler, Ilapak, and the insert machine were made.
5. Line 2 did the check list for 13 days and found 17 observations that we corrected.
6. Line 1 did the check list for 18 days and found 6 observations that we corrected. We also got a mat for the Quality Inspector in Pack Out and at the Cutter.

## Conclusion

Involving every team member in safety will result in less accidents and near misses. Since the Safety Checklist was implemented on Line 5, we have corrected 51 issues that could have resulted in an accident or injury. Team members are more aware of what is going on around them and are paying more attention to their own safety and to the safety of others.

## Improvement Suggestions

1. Make the checklist look more professional
2. Start with more detailed descriptions of each item on the checklist.

## Sustaining Measures

1. Continue to rotate, and use the safety checklist on a daily basis.
2. Listen to comments and suggestions. Continue to hand out safety dollars and other recognition for those who do a more detailed report.
3. Post results on how many potential accidents have been avoided by implementing the checklist.

## Acknowledgments

Janet Martos, Safety Representative on Line 5, for compiling the original checklist.

## Bibliography

SOP#08M-220ADIALYZER, PRODUCTION, GOWNING REQUIREMENTS

Human Resource Policy: SAFETY POLICY

“Teen recalls shop class accident, remains positive.” Ogden Standard Examiner, 2/9/10

“Construction Fall Kills Worker” 3/25/2010. Ogden Standard Examiner

## Attachment

Attachment 1: Safety Checklist Revision 3

### Dialyzer Behavior Based Safety Checklist

Name \_\_\_\_\_ Line \_\_\_\_\_ Shift \_\_\_\_\_ Date \_\_\_\_\_

Directions for use: Employee will take clipboard with blank checklist and spend approximately 10 minutes to observe area and complete checklist. If an item is marked with a “No” the item will be documented at the bottom of the page with details.

		Yes	No
1.	Are all personnel wearing proper PPE (Safety glasses, side shields, hearing protection, cut gloves)?		
2.	Are good housekeeping rules being observed (floors free of debris, clutter or other hazards, brooms in closets)?		
3.	Are personnel lifting and moving materials using the proper lifting technique?		
4.	Are there any unsafe acts, or conditions observed (running, reaching into machines)?		
5.	Are personnel using proper gowning procedures? (Hair covered, gloves in sec 3 & 4)		
6.	Is the Pass through clear of debris? (Broken wood from pallets, bags, wraps, collars)		
7.	Were personnel following the SOP’s by not wearing jewelry?(Earrings, nose rings, necklaces)		
8.	Are cleaning chemicals clearly marked and being stored properly?		
9.	Are parts of electrical equipment guarded against accidental contact?		
10.	Are machine doors securely locked? (Check all doors by trying to open them)		
11.	Are pinch points on machines clearly labeled?		
12.	Is access to safety equipment (fire extinguishers, eye wash stations, emergency exits) kept clear?		
13.	Are cut knives in good working order and cut gloves available?		
14.	Are emergency stops clearly visible on equipment?		
15.	Are doorways (exits) free of obstructions?		
16.	Were wet floor signs being used during wet conditions?		
17.	Are personnel using ladders properly (climbing over and not jumping)?		
18.	Are Packout personnel moving pallets in a safe manner?		
19.	Is the Packout floor area clear of debris?		
20.	Are operators using care when entering the machines?		

21. Are lock out tag out locks and tags available on line?      \_\_\_\_\_
22. Are machines properly locked and tagged out if they are being worked on?      \_\_\_\_\_

**Comments:**

---

---

---

---

---

---

---

---

---

---

APPLICATION OF THE PRINCIPLES OF  
RESULTS LEADERSHIP TO IMPROVE  
CONSISTENT USE OF PERSONAL  
PROTECTIVE EQUIPMENT  
AND PROPER GOWNING TECHNIQUE ON  
DIALYZER LINES 3 AND 4, B SHIFT

Dan Olson  
B Shift Supervisor, Lines 3 and 4

Dialyzer Assembly Division  
Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# APPLICATION OF THE PRINCIPLES OF RESULTS LEADERSHIP TO IMPROVE CONSISTENT USE OF PERSONAL PROTECTIVE EQUIPMENT AND PROPER GOWNING TECHNIQUE ON DIALYZER LINES 3 AND 4, B SHIFT



*Don't kill him! If you kill him, he won't learn nothin'*  
(Jim Carey as "The Riddler")

Dan Olson,  
B Shift Supervisor, Lines 3 and 4

Dan has worked at Fresenius for 14 years in every position from production operator to production supervisor.

He started working at Fresenius as a temporary employee while he looked for a "real" job. He stopped looking and has been hooked on Fresenius ever since.

## ABSTRACT

The correct use of Personal Protective Equipment (PPE) is a major factor in preventing on the job accidents and injuries. PPE violations were reduced by an estimated one occurrence per day by implementing the scorekeeping practices as described in the Managing Expectations process. The result is more vigilance by the workers to follow PPE guidelines.

## CONTENTS

Introduction .....	58
Statement of Purpose .....	58
Research Conducted .....	58
Hypothesis.....	58
Procedure Lists.....	59
Results.....	59
Conclusion .....	60
Improvement Suggestions .....	60
Sustaining Measures .....	60
Acknowledgments .....	60
Bibliography .....	61

## Introduction

A dialyzer line is a very dynamic environment. There are many opportunities for an incautious dialyzer employee to be injured or to become involved in an accident, no matter their position. The use of personal protective equipment (PPE) and proper gowning techniques are directly related to the Fresenius Core Value of Safety & Quality. Representatives of the Occupational Safety and Health Administration (OSHA) audited our department and observed areas in which we could make improvements in the physical plant as well as with the behavior of the employees. Along with safe behavior, PPE is one of the main ways to guard against accidents and injuries.

## Statement of Purpose

The purpose of this project was to determine the current number of employees who were following the gowning procedure and using their PPE. We would then conduct an intervention, and measure the improvement. By doing this, I intend to keep employees safer and avoid potential injuries by following the PPE guidelines found in the Standard Operating Procedures for gowning requirements and general safety.

## Research Conducted

1. SOP # 08M-220A DIALYZER, PRODUCTION, GOWNING REQUIREMENTS
2. SOP # 07G-005S GENERAL, SAFETY, PERSONAL PROTECTIVE EQUIPMENT POLICY
3. Human Resource Policy: SAFETY POLICY (OGDEN PLANT)
4. Basic outline procedures to be followed by Fresenius Employees
5. Human Resource Policy: SAFETY EQUIPMENT (OGDEN PLANT)
6. Clear expectations on what is considered to be correct Personal Protective Equipment, and supervisor responsibility.
7. My personal observation that individuals were cutting corners on use of PPE, making themselves susceptible to accidents or injuries that were preventable.

## Hypothesis

If we can increase awareness of the need of Personal Protective Equipment, then we can increase compliance with the SOP (Gowning Procedure), thereby making lines 3 and 4 a safer place to work.



## Procedure Lists

### Materials List

- Paper and pencil
- Computer
- Microsoft Excel Spreadsheet

### Procedures

1. Noticed there were infractions to the Standard Operating Procedure (SOP) for Gowning and Personal Protective Equipment (PPE) use on lines 3&4.
2. Recorded actual per day infractions for 2 work weeks.
3. Met with individuals who were repeat offenders to address the situation and review expectations and the SOP.
4. Continue scorekeeping and look for improvements.

## Results

Improved compliance regarding Personal Protective Equipment, Standard Operating Procedure # 07G-005S GENERAL, SAFETY, PERSONAL PROTECTIVE EQUIPMENT POLICY

### Average Number of PPE Infractions per Day

	Before Intervention	After Intervention
Dialyzer Line 3-B shift	2.60	1.60
Dialyzer Line 4-B shift	0.75	0.67

Before using the Results Leadership training principles, the average number of PPE/gowning infractions on dialyzer Line 3 Shift B was 2.6 per day. The average number PPE/gowning infractions on dialyzer Line 4 Shift B was 0.75 per day. After implementing Results Leadership principles, a marked improvement was noted on both lines, resulting in an average of 1.6 infractions per day on Line 3 and 0.67 infractions per day on Line 4.

## Conclusion

It is my opinion that using the scorekeeping principles associated with Results Leadership training effected a change for the better in the consistent use of PPE and in proper gowning procedure on B shift, lines 3 and 4. Before attention was called to the importance of proper gowning technique and consistent use of PPE, most employees on this shift on these two lines consistently wore their PPE and dressed correctly for the Class 4 and Class 5 clean room environments.

There were a small number of repeat offenders who had developed a habit of gowning incorrectly or did not consistently use all articles of their protective equipment. By selectively engaging the repeat offenders and coaching them on how the company's values of Safety and Quality should align with their own values, we were then able to engineer a simple, meaningful plan to improve individual and shift compliance with safety, quality, policy and procedure.

## Improvement Suggestions

1. Enlist Aid: Use the leadership cadre of both lines (technical specialists, production specialists) as a resource to increase direct observation and feedback.
2. Reward/Recognition: Praise for improvement where recognition is due. Reward employees as a team for perfect compliance.

## Sustaining Measures

1. Maintain Vigilance: Ensure that the employees on both lines 3 and 4 continue to gown properly and wear their PPE consistently by direct observation and feedback.
2. Spread the Good Word: Encourage supervisors and managers of other shifts, lines, and departments to directly observe and provide feedback/recognition to not only their own employees, but to others as well.

## Acknowledgments

I would like to thank the people of B shift, Dialyzer Lines 3 and 4 for their patience and understanding, as well as their willingness to participate.

Also thanks go to the Dialyzer Management for giving me the opportunity to work with two great groups of people who make up the best dialyzer manufacturing lines in the world.

## Bibliography

SOP#08M-220ADIALYZER,PRODUCTION,GOWNINGREQUIREMENTS

SOP # 07G-005S GENERAL, SAFETY, PERSONAL PROTECTIVE  
EQUIPMENT POLICY

Human Resource Policy: SAFETY POLICY (OGDEN PLANT)

Human Resource Policy: SAFETY EQUIPMENT (OGDEN PLANT)

Updegraff, Robert R. Obvious Adams, Harper & Brothers, New York, 1916.





# ENABLING A FUNCTIONING MIND-SET

Scott Berrett

A Shift Supervisor, Dialyzer Lines 3 and 4

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# ENABLING A FUNCTIONING MIND-SET



*We are all in this together!*

Scott Berrett  
A Shift Supervisor, Lines 3 and 4

Thirteen years ago Scott Barrett accepted a temporary job to pay the bills. Since that starting job as a temporary production worker, Scott has been a Quality Inspector, Machine Operator, a Technical Specialist and a Supervisor. His reputation for taking on challenging assignments has enabled him to learn and grow with Fresenius. His can-do attitude enables him to innovate while working to build productive teams.

## ABSTRACT

The past six month period demonstrates the power of working as a team. Most people want to be part of a successful team. To be a team member each person on the team must know how their present performance is impacting the total team's performance.

Supervisors were not accustomed to cooperatively working together. Even when we talked about being on a team the competition between shifts was intense. If we were to ever get to become a real team each part of that team needed to realize how one group's behavior impacted another group's production. Initially, supervisors pushed back because they were accustomed to competing as independent production units.

As the data became available everyone could see that improvement rates were steadily rising. Now individual shifts balance and complement other shifts. Everyone focuses on doing their part well.

## CONTENTS

Introduction .....	66
Statement of Purpose .....	66
Research Conducted .....	<b>66</b>
Hypothesis.....	66
Materials and Procedures.....	67
Results.....	68
Conclusion .....	70
Improvement Suggestions.....	70
Sustaining Measures .....	70
Acknowledgments .....	71
Bibliography .....	<b>71</b>

## Introduction

In 1965, George Odiorne, Author of *Management by Objectives*, commented at the University of Utah something that applies to us today; “if you can’t measure it, you can’t manage it.”\* Adding to Odiorne’s observation, I believe that when performance is measured, overall performance is going to improve. I have noticed that when people do what is right it will pay off. Also, I have learned by experience that people want to be part of a successful team. To be a team member each person on the team must know how his present performance is impacting the total team’s performance.

(\* Also attributed to; W.Edwards Demming, Robert Kaplan, Fredrick W. Smith, Gordon Bakerville, George Webster, Travers Waltrip, Peter Drucker, Tom Peters, Lord Kelvin, Galileo and others.)

## Statement of Purpose

This project will deliver a reference point for line supervisors to see and understand how their shift’s production and maintenance efforts relate to total line production.

## Research Conducted

During the competition period numbers were adjusted by supervisors so their numbers would look better. The numbers presented did not give an accurate picture of what was happening during each shift.

As accuracy issues were addressed and resolved, standardized reporting was put into place. Yet, lag time between actual production and reporting did not provide detailed feedback to make real-time decisions.

In 2010 a decision was presented and accepted that Dialyzer Production organization was going to change. A team approach was introduced. No longer would individual shifts compete for the recognition of highest production numbers. Each shift was to become responsible for contributing to overall line production.

Challenges surfaced immediately. Changing from a competitive to a cooperative environment became a difficult process.

Could ‘real-time’ numbers support a team-building process? If supervisors understood how each shift’s behavior contributed to overall maintenance, downtime, and production numbers, could that team improve?

## Hypothesis

When a performance indicator has been developed and implemented we will have a tool to help us know when and how to help each other. Then, we will know who is fixing manufacturing so others can exceed their numbers. We will work better as a team.



## Materials and Procedures

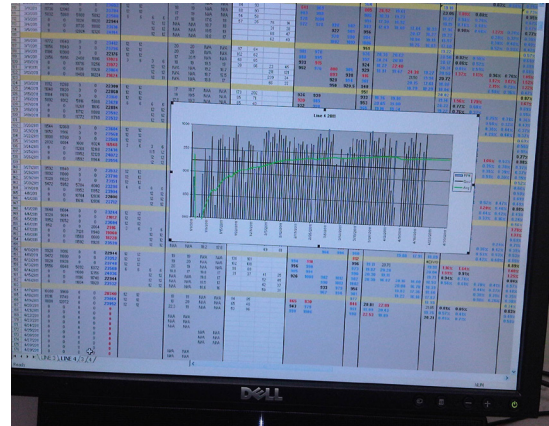
### Materials

- Microsoft Excel
- Production Data

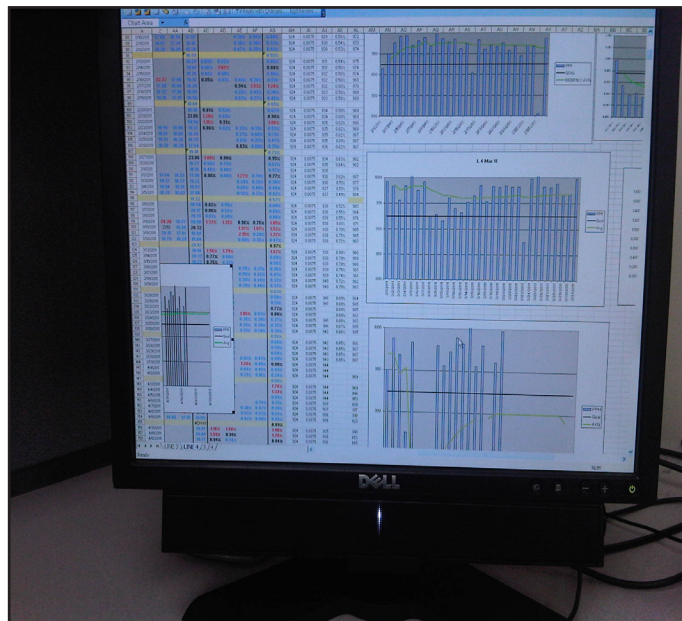
### Procedures

1. Understand the situation  
Supervisors were not accustomed to cooperatively working together.
2. Recognized and clarified a need  
There is a need for each part of the team to realize how we impact each other's production. Everyone on the line needs to know what other shifts are doing to get people to realize the effect we have on each other. The information will tell us what we need to focus on to improve three key performance indicators: Parts Per Hour, Dialyzers Per Man-hour, and Reject Rate.
3. Explain Impact of not working together  
The need to work as a team instead of in competition was explained repeatedly in our staff in meetings
4. Expect push-back  
Supervisors pushed back because they were accustomed to competing as independent production units. Competition between shifts was intense. Looking good by having the highest level of production had been established as the acceptable method for our operations.
5. Show how overall production suffers through competition  
Shifts would not maintain the equipment for other shifts. Shift members were doing the minimum amount of maintenance – only what had to be done to reach their production goals. This Band-Aid approach to maintenance was not working. We needed to develop a way to show how we worked together. The installation of a functioning performance indicator was our first step.





3. Line graphs show overall trends for each line.



4. Graphs summarizing periods of production PPH (Parts Per Hour) giving each supervisor and their team members an overall production snapshot. With this information teams are able to discuss what they can do to support other shifts.

## Conclusion

It must be obvious that this entire project is not a one-person effort. The success of shifting a mind-set of an entire department involves everyone in the department. The Performance Indicator served no other function than to make all of us aware of how each shift and each line contributes to reaching our goals. Once everybody realizes that we need to make Dialyzers, and we must work together as a team, we will generate numbers that will soar through the roof. The past six-month period demonstrates the power of working as a team.

When each person does his part and does not focus on what others are doing we become contributors rather than competitors. With each key performance indicator individual shifts balance and complement other shifts. Everyone does their part.

Supervisors are doing something different to make this work. They are learning to work together better. Technical Specialists are requesting more specific training for their Machine Operators and Alternate Machine Operators.

When instituting a change of this magnitude, with the help of this performance indicator, the person making the changes is the most important element in any shift in attitude or performance. We will succeed because of every individual involved in our department.

## Improvement Suggestions

1. Explain why changes are necessary.
2. Work to get individual buy-in.
3. Outline at the start what we are going to do.
4. Identify and address individuals' suggestions and concerns.
5. Improve reject tracking.
6. Be more patient.

## Sustaining Measures

1. Follow up. Leaders (especially supervisors) need to be on the line.
2. Create a book of knowledge as reference guide for the line. Answer the question; What can we do to keep a line running smoothly?  
In the book include:
  - Efficiencies
  - Machine Operation
  - Problem Solving
  - Timing

3. Grow Future Technical Specialists.
4. Prepare Present Technical Specialists for Promotion.
5. Enable people to grow.
6. Develop a process of proactive competition that focuses on ongoing improvement.

#### Acknowledgments

Rudy Valencia for showing me the direction to go and the freedom to go there.

Rod Pope for clearing the way to make this project work.

Mandy Lynch, Peter Christensen, Mike Combe for their input, contributions and making the shift from competitors to team members.

The Team Members of Dialyzer Lines 3 and 4

#### Bibliography

Mack, Gary and Casstevens, David *Mind Gym*. McGraw Hill, New York.,2001.

Gadwell, Malcolm *Tipping Point: How little things can make a big difference*, Little, Brown & Company, 2000.

Ramsey, David, *The Total Money Make Over*, Thomas Nelson, Tennessee, 2003



# SET YOURSELF UP FOR SUCCESS

Karen Rich

A Shift Supervisor, Dialyzer Line 5

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# SET YOURSELF UP FOR SUCCESS



*People will forget what you said. People will forget what you did. But people will never forget how you made them feel.*

(Maya Angelou)

Karen Rich  
A Shift Supervisor, Line 5

In November of 1993, Karen started working at Fresenius as an assembler. In 1998 she was assigned to be an alternate material handler, and then an alternate Machine Operator. She advanced to Machine Operator in 1999, and then as an alternate Production Specialist in 2000. She was promoted to Technical Specialist later in 2000, and in 2001 became the Production Supervisor on Line One. Since then she has supervised several different lines and shifts. Karen takes on the additional responsibilities of a Rework Supervisor, a Process Prep Supervisor and a Logistics Clerk.



## ABSTRACT

Success does not just happen. Success can be defined as producing a quality dialyzer product safely and efficiently. Past experiences and observations indicates that treating people well is the key of maintaining Quality, Safety and Production. Maintaining a full staff, building relationships with the staff, and being involved in every aspect of the line are all keys to succeeding in Fresenius Dialyzer Production. Improvements were made in regards to Personal Protective Equipment, staffing and relationships, which has resulted in lower rejects and customer complaints while maintaining production goals.

## CONTENTS

Introduction .....	76
Statement of Purpose .....	76
Hypothesis.....	76
Procedure Lists.....	77
Results.....	78
Conclusion .....	78
Improvement Suggestions .....	78
Sustaining Measures .....	78
Acknowledgments .....	78

## Introduction

Set yourself up to succeed. A supervisor is entrusted with the safety of over 50 individuals who need to go home safely at the end of each and every day. We are also charged with the responsibility of producing a quality dialyzer product at an efficient cost. I fulfill this responsibility by taking good care of my people.

## Statement of Purpose

The purpose of this project was to discover and document ways to set my team up for success. Maintaining a full staff, fostering relationships, and paying attention to your people are essential components to keep team members safe and productive. Most mistakes or accidents happen when people are rushing or overworked. Accidents are often caused by someone feeling overwhelmed by their assignment, not wearing proper protective equipment, or not following procedures.

## Research Conducted

- Observation of line workers performing their duties, paying attention to their protective equipment, and being aware of safe vs. unsafe behaviors.
- Drawing from my previous experiences when running the line when people are either missing or filling in for other positions.
- Data collected from accidents and near misses on other lines and shifts.
- Staffing policy at Fresenius medical. Fully staffed is defined as “one person for each job during work hours and break times.”

## Hypothesis

If I take a proactive approach to taking care of my people, then there will be fewer accidents, less rejects and customer complaints.

## Procedure Lists

### Materials List

- Alternate Employee Roster
- Computer
- Paper
- GNP

### Procedures

1. Pay attention
  - Spend the majority of your shift on the line. Know what is going on with each individual and their stations.
  - Notice when someone is not wearing the proper safety equipment and make suggestions or necessary corrections.
  - Communicate attention paid to safety details and reinforce others who are doing the same.
2. Full Staff at all Times
  - Create an Alternate Employee roster.
  - Keep a list of names and numbers for individuals from other lines and shifts who are willing to fill in on any given day if your line is short.
  - When you see that you will be short staffed, quickly get on the phone and call until you reach your requirement.
3. Foster Relationships
  - Treat people with dignity and respect. Maintain relationships with staff members. Acknowledge each team member before his or her first break. Point out positive actions that you observe. Listen to suggestions and address concerns no matter how trivial they seem.
  - Know your people. Take the time to learn their situations and what drives them. Support and encourage your team. Build activities, such as pot lucks during breaks. Give out stickers or safety coins to recognize team members.

## Results

As a result of being on the line and in close proximity of my team members, I have experienced the following results:

1. Sustained a Safe Work Environment.  
Continued an Accident Free Work Environment for 1,234 days and counting.
2. Increased Quality  
2009 lower than goal on Customer complaints. 2010 lower than goal per line.
3. Increased Personal Protective (PPE) Equipment Compliance.  
More team members are following the PPE guidelines without being reminded.
4. Reduced cost of Safety Personal Protective Equipment  
Line workers were wearing 2-3 pairs of gloves at the potting carousel because they were burning their hands. I did some research and found that there was actually a type of glove that would protect their hands from the heat as well as follow all GNP's and SOP's. It took some time and effort to get the new gloves approved, but I found that not only did we better protect our line workers from burns; we also saved \$150 per week on purchasing gloves.

## Conclusion

To set yourself up for success, you have to be proactive. In order to look ahead and anticipate potential issues, you have to be willing to get your hands dirty. I set myself up by making sure my people are able to perform up to their potential. I correct issues before they become a problem and I make sure I have enough people on the line to do the jobs correctly and safely.

## Improvement Suggestions

1. Don't forget where you came from.
2. Remember that every person is important and each position is important.

## Sustaining Measures

1. Work with people.
2. Be present for team members.
3. Generate Team Relationships.  
If I am present for the workers, they will be present for Fresenius and for me.
4. Make certain the people who report to you people know that you appreciate them.

## Acknowledgments

Fresenius Line 5, A Shift employees who show up to work every day and work safely. We could not make 12000 dialyzers a day without you.

# REDEFINING “TEAM”

Michael Combe

C Shift Supervisor, Lines 3 and 4

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011



*“The evolution brought on by change requires us to become more creative.”*

Michael Combe

C Shift Supervisor, Lines 3 and 4

Michael Combe has a 10-year track record with Fresenius. Before his work started in Ogden Mike had been a successful supervisor with the food service, automobile safety, and aerospace industries. His work assignments require him to use creativity to overcome and resolve challenging situations while creating high performance teams.

## ABSTRACT

It is very difficult to change behavior from that which supports competition into an environment of cooperation. Directions were given that Dialyzer Assembly Lines 3 and 4 would begin cooperating. Production levels were to become increasingly higher. Leaders clarified the point that they would not accept failure. No further instructions were given. Something new needed to be developed. We discovered ways to create a real team and measure its progress by combining all shifts' production. The evolvement process brought on by change stretches us to become more creative.

## CONTENTS

Introduction .....	82
Statement of Purpose .....	82
Research Conducted .....	82
Hypothesis.....	82
Materials and Procedures.....	83
Results.....	84
Conclusion .....	88
Improvement Suggestions .....	89
Acknowledgments .....	89
Bibliography .....	90
Attachments .....	90

## Introduction

The evolution brought on by change requires us to become more creative. It is very difficult to change behavior from that which supports competition into an environment of cooperation. Competition has a single focus: “me”; and the realization “that competition yields only one winner.” Cooperation also has a single focus: “we”; it requires a more precise focus and a global effort.

Today in our environment, and for the sake of our patient-customers, we do not have the time or energy to work against ourselves. Companies don’t grow because they represent the latest management approach. They grow and succeed because they engage the hearts and minds of individuals who are dedicated to answering that life question, “What should I do with my life?” I’m convinced that business success starts with each individual employee and his or her motivation for success and how they determine what success means to them.

Too often people allow their fears to govern their decisions. Rather than challenging those fears, we accept the boundaries set by those fears, and end up confining our potential to a narrow range. We confine ourselves to a range that is acceptable to our bosses. I feel that we sometimes put too much emphasis on being respected by an imaginary audience; we shy away from avocations that take a long time to mature and pay off. We need to look at the obvious and beyond the obvious and find the impossible.

## Statement of Purpose

Create a real team and measure its progress by combining all shifts’ production.

## Research Conducted

At a certain point in our efforts to increase productivity, we had done what it took to achieve our production capacities and we had met our shift limitations. Key Performance Indicator goals were being met. But then, our leaders were setting higher goals which were bordering on unreasonable. Something needed to change. We focused on increasing efficiencies and came up with the idea of increasing production through a cooperative effort instead of the traditional competitiveness seen throughout industry.

With that good idea in mind, direction was given that Dialyzer Assembly Lines 3 and 4 would begin cooperating. We discussed elements of success: production levels were to remain increasingly high. We set performance limits that did not permit an escape route but would maintain production. We also made it clear that we would not accept failure. No further instructions were given. Something new needed to be developed.

## Hypothesis

If we collectively worked together, all four shifts on one line, we could all achieve more.



## Materials and Procedures

### Materials List

Existing equipment

Existing Staff

Key Performance Indicator Data

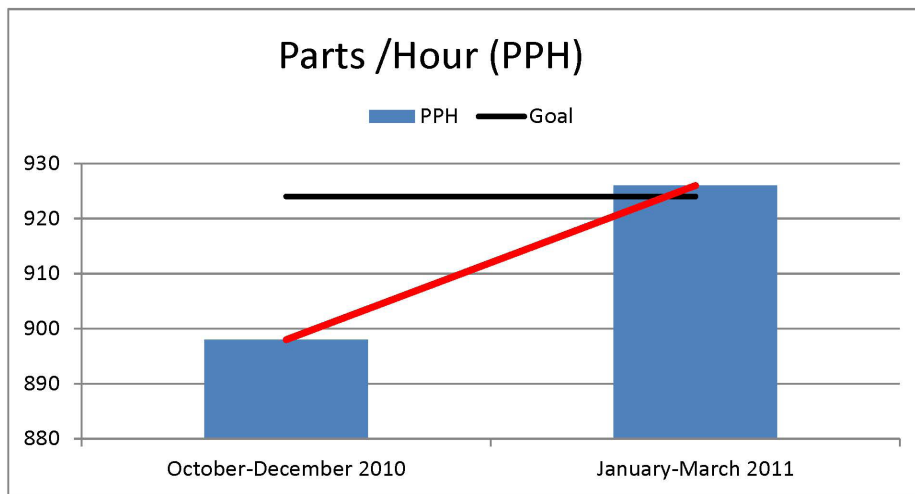
### Procedures

1. Have affected supervisors meet to open communication doors.
2. Determine what knowledge needs to be shared.
3. Show shift members how working together benefits everyone.
4. Show Key Performance Indicators and compare before and after data.
5. Schedule sufficient meetings to share information and knowledge.
6. Identify what needs to be done differently such as:
  - Remove shift-specific Key Performance Indicators.
  - Communicate openness to new ideas.
  - Increase creativity to discover new ways to increase production.
  - Change how we measure performance.
7. Realize change will be constant.
8. Be ready for increased data as others buy into the project.
9. Plan creative ways to recognize all who are contributing.

## Results

Key Performance Indicator data comparison between October 2010 and March 2011 for Dialyzer Lines 3 and 4

Data indicates significant overall improvement in each Key Performance Indicator.



Parts per Hour (PPH) \*

Goal = > 924

Line 3

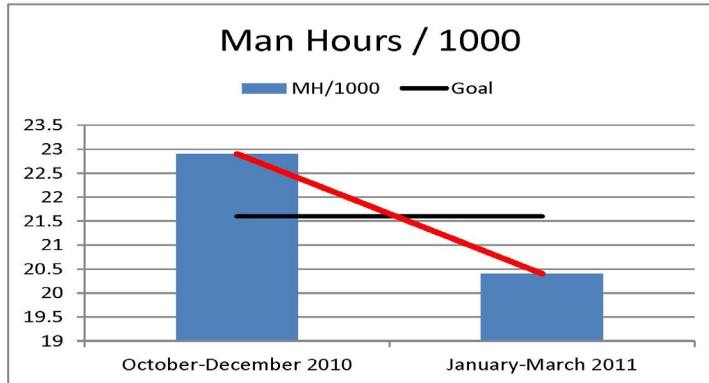
October – December 2010 Production Average = 898

January – March 2011 Production Average = 926

Line 4

October – December 2010 Production Average = 928

January – March 2011 Production Average = 945



Man Hours / 1000 (MH/1000)\*      Goal = < 21.6

Line 3

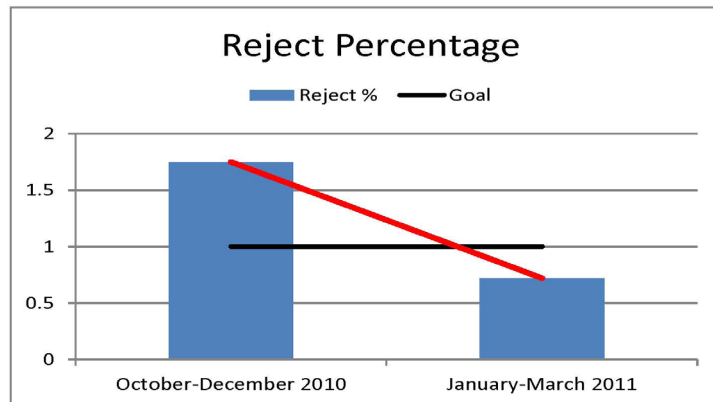
October – December 2010 Reduction Average = 22.29

January – March 2011 Reduction Average = 20.04

Line 4

October – December 2010 Reduction Average = 21.19

January – March 2011 Reduction Average = 19.59



Reject Percent (Reject %) \*      Goal = < 1.00

Line 3

October – December 2010 Reduction Average = 2.60%

January – March 2011 Reduction Average = 0.91%

Line 4

October – December 2010 Reduction Average = 1.75%

January – March 2011 Reduction Average = 0.72

\*Refer to Appendix graphs

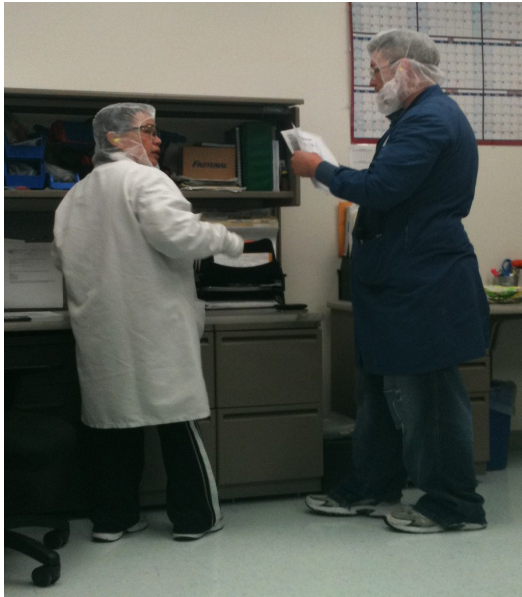


Working together supports improvement in production.

We initiated broader based decision making. Team members were given the opportunity to make production judgments that impacted overall production results. As team members became involved in daily decisions their involvement improved production.



Within each team member we fostered an attitude of “My judgments affect others and must be focused on helping other shifts succeed.”



Former Competitors are working together.

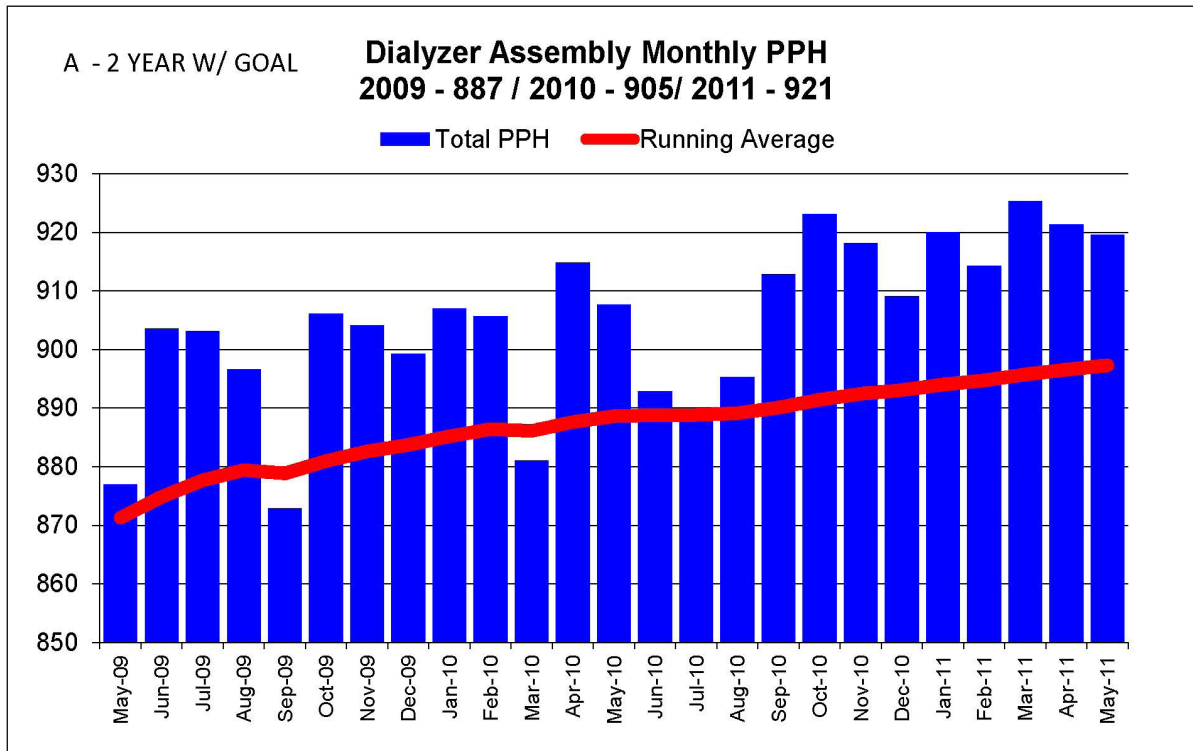
Shifts cooperate and move from self-serving to serving others. Within three months of starting the combined shifts teamwork process, one team member, a machine operator, wanted to know how to recognize someone from another shift for their contributions. This was the first time a person from another shift nominated someone on a different shift.



An ongoing/evolving improvement process

Production processes have remained the same. We have discovered a way to increase production by coming together and recognizing how we can change our personal behaviors to deliver a better product. Supervisors began supporting each other with an attitude of “I’ve got your back; I know you’ve got mine!”

## Conclusion



### The Effect of Redefining Teams

Parts per Hour results (September - May 2010) after redefining our teams in August 2010. Results have consistently improved by producing above the running average line. Furthermore, for the first time in 21 months, and during the redefinition initiative, teams produced above the production goal. (Refer to Appendix graphs.)

Through individual efforts and choices we moved the teams from being competitors to becoming collaborators. Getting away from showing only one part of the group to recognizing what everyone does is not as difficult as one might believe, and it is not what others have experienced. We were challenged with shifting people's competitive thinking that has been conditioned over the years. In making that shift we spread the idea of cooperation throughout an entire department.

The 'team' has become a business buzz word. The team idea was shoved down our throats for years. Yet I felt that no one could define what a team really was or how to create an effective one. We now know how to consciously create an effective team. Collectively, we have reinvented ourselves; and now we know how to replicate 'team' throughout our organization. Those who choose not to participate and work to build their teams stand at risk and limit their creative potential.

## Improvement Suggestions

1. Start sooner.
2. Trust yourself that the idea will work.
3. Have better ways to build trust for the idea among existing staff.
4. Sustaining Measures
5. Keep repeating what is working.
6. Always be looking for improvements.
7. Support ongoing involvement by engaging each staff member at his level.
8. Maximize individual relationships.
9. Share leadership power with team members.
10. Create a legacy by building individual successes.

## Acknowledgments

Byron and Arline Combe

My parents taught me the values that I live by today

Roger Peters

Roger taught me that no matter what life's failures throw at you, you always have a way back to the top.

Jay Stark

Jay taught me the value of persistent hard work.

Rudy Valencia

Rudy taught me that trusting in management you can accomplish anything you want. With his knowledge, patience and understanding, I knew that I had no issues that I could not succeed in.

Charles Acklin

Charles with VOLTI reminded me of the values that I knew I had at one time and energized my outlook on managing people.

Life in General

Everything I am, I have mastered over my lifetime of experiences.

## Bibliography

Johnson, Spencer, *Who Moved My Cheese*. Putnam's and Sons, 1998

Blanchard, Ken, *Whale Done*, Free Press, 2002

Parke, Katie *Fish Work*, Chart House International Learning Corp, 1998

Updegraff, Robert, Obvious Adams ,Saturday Evening Post, 1919  
Reprinted FQ Classics, 2007.

## Attachments

Total 2009 – 2011 Dialyzer Assembly Results

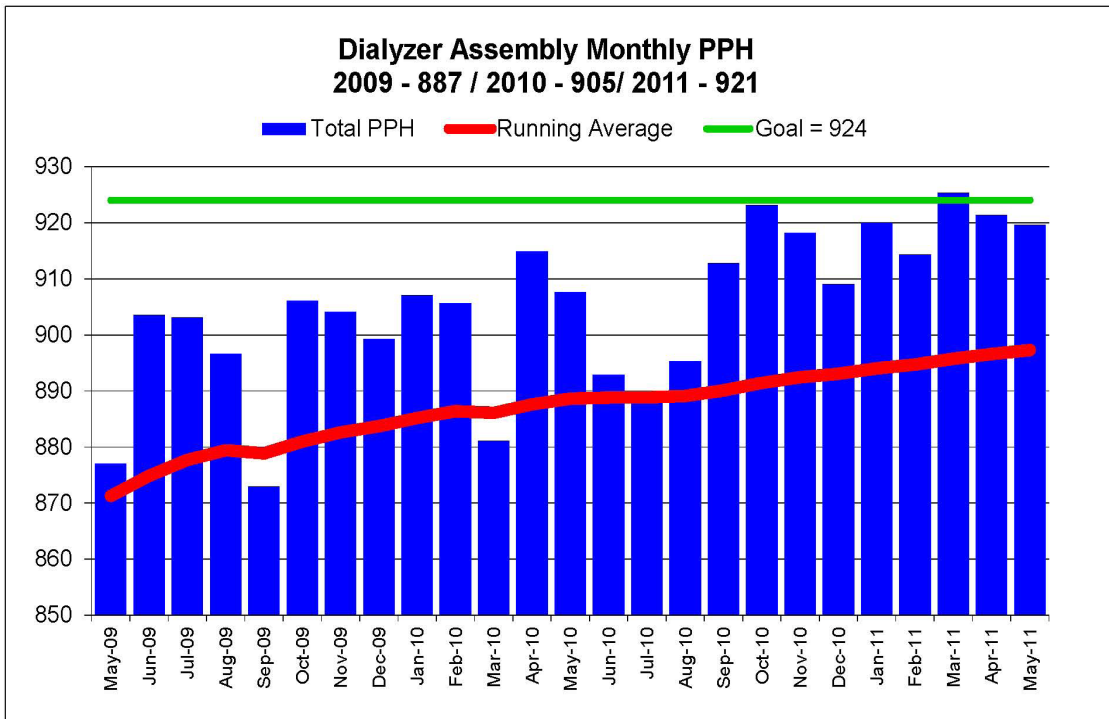
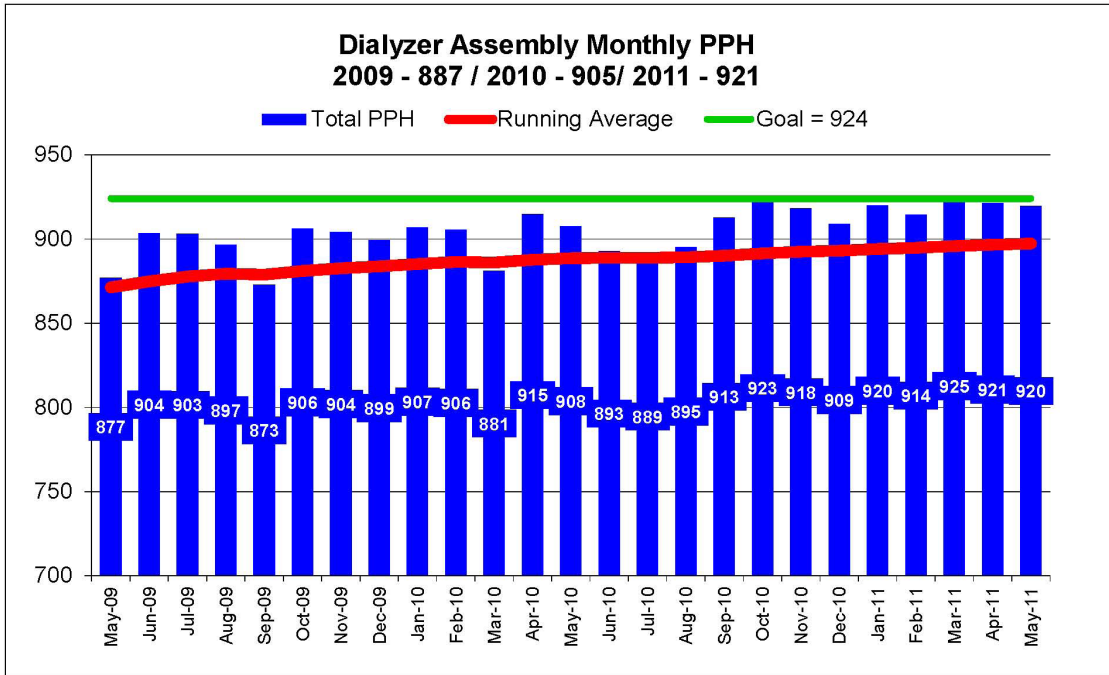
Parts per Hour for Line 3 and 4 Teams

Man Hours / 1000 for Line 3 and 4 Teams

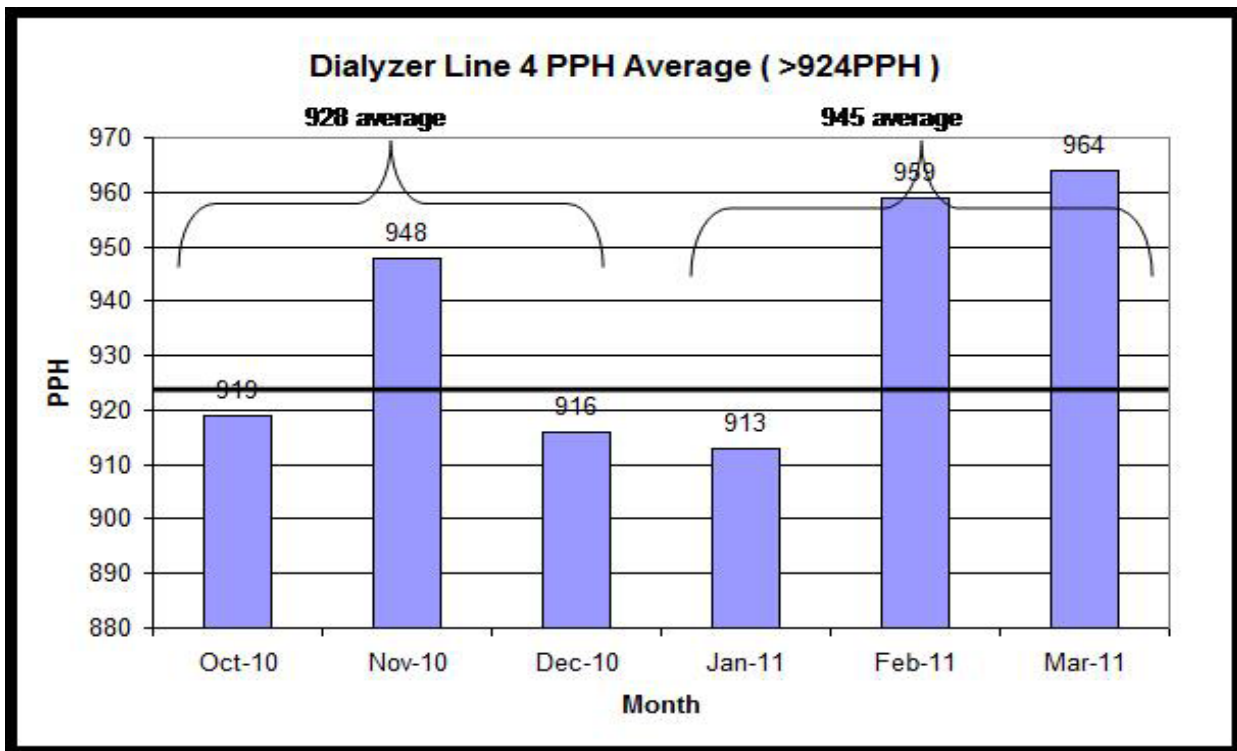
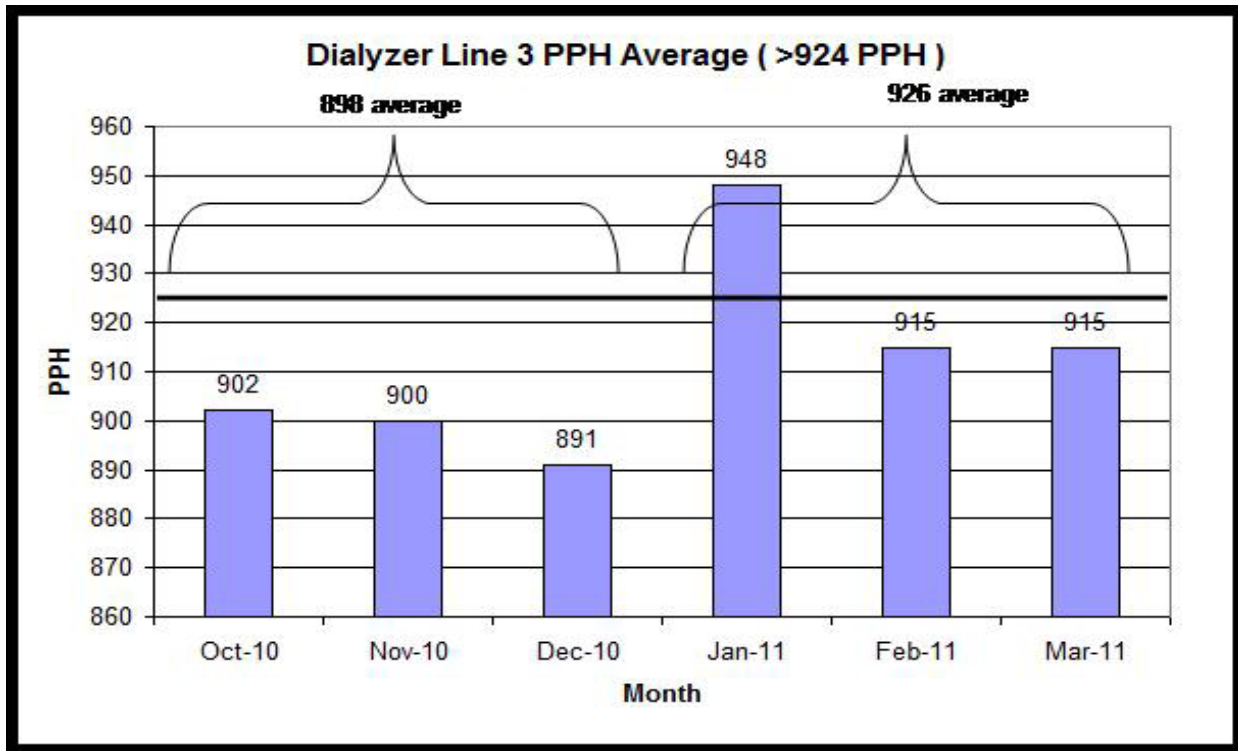
Reject Percentage for Line 3 and 4 Teams

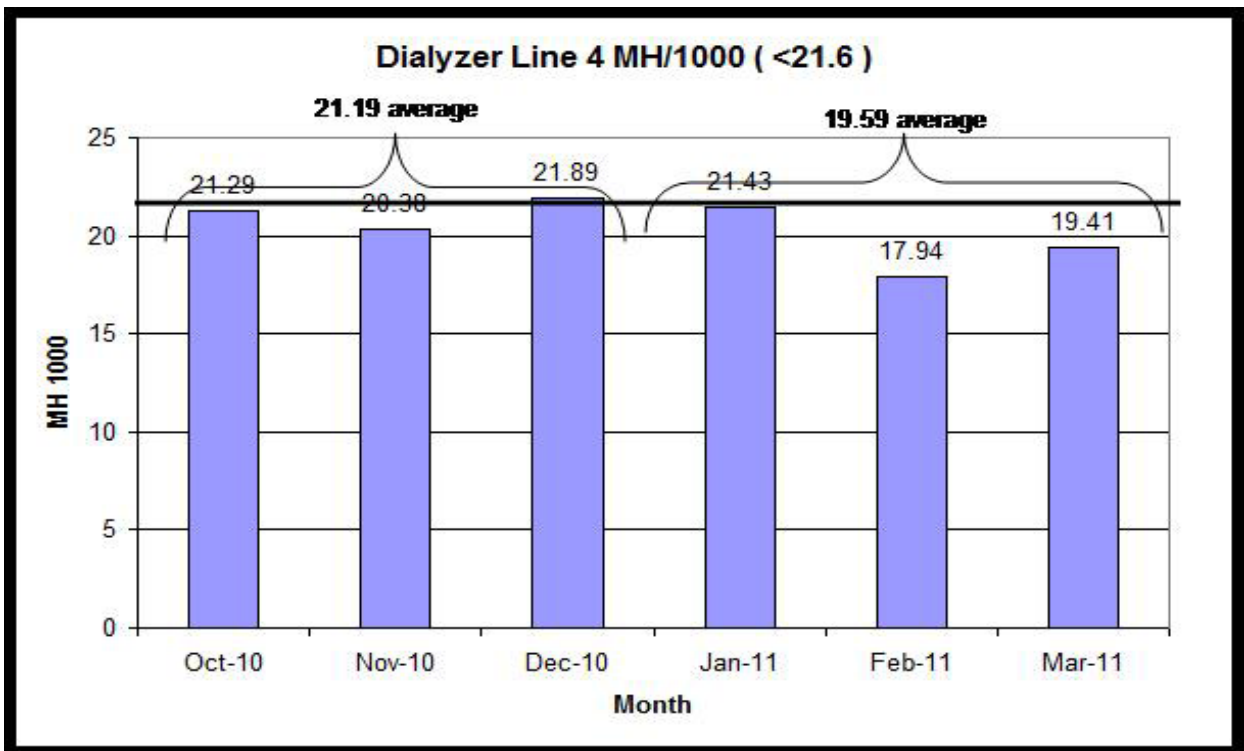
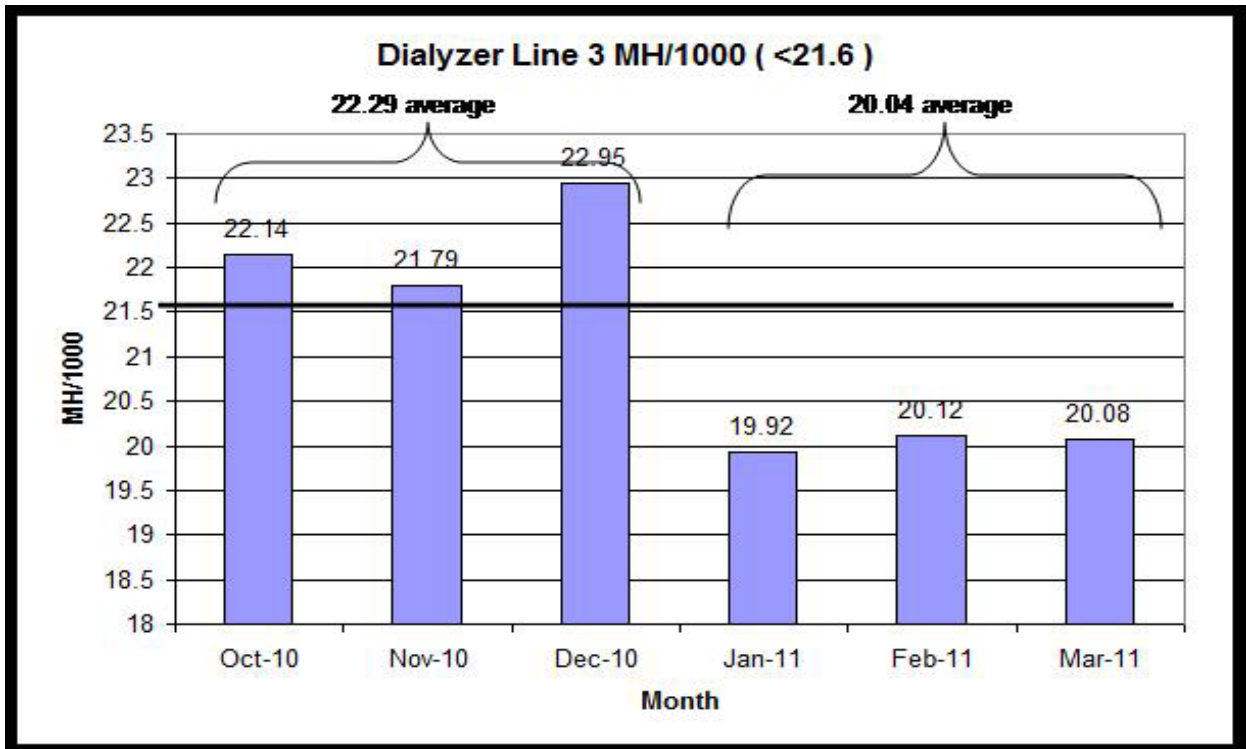


Attachments - Total 2009 – 2011 Dialyzer Assembly Results

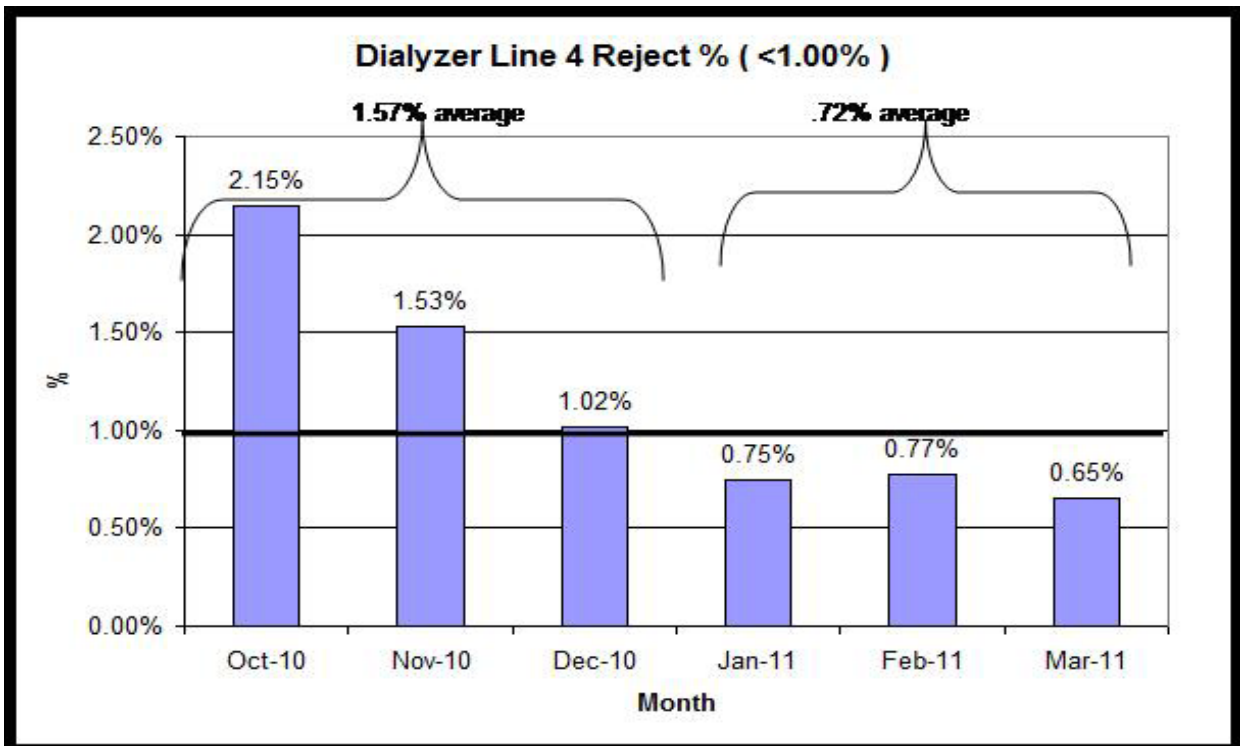
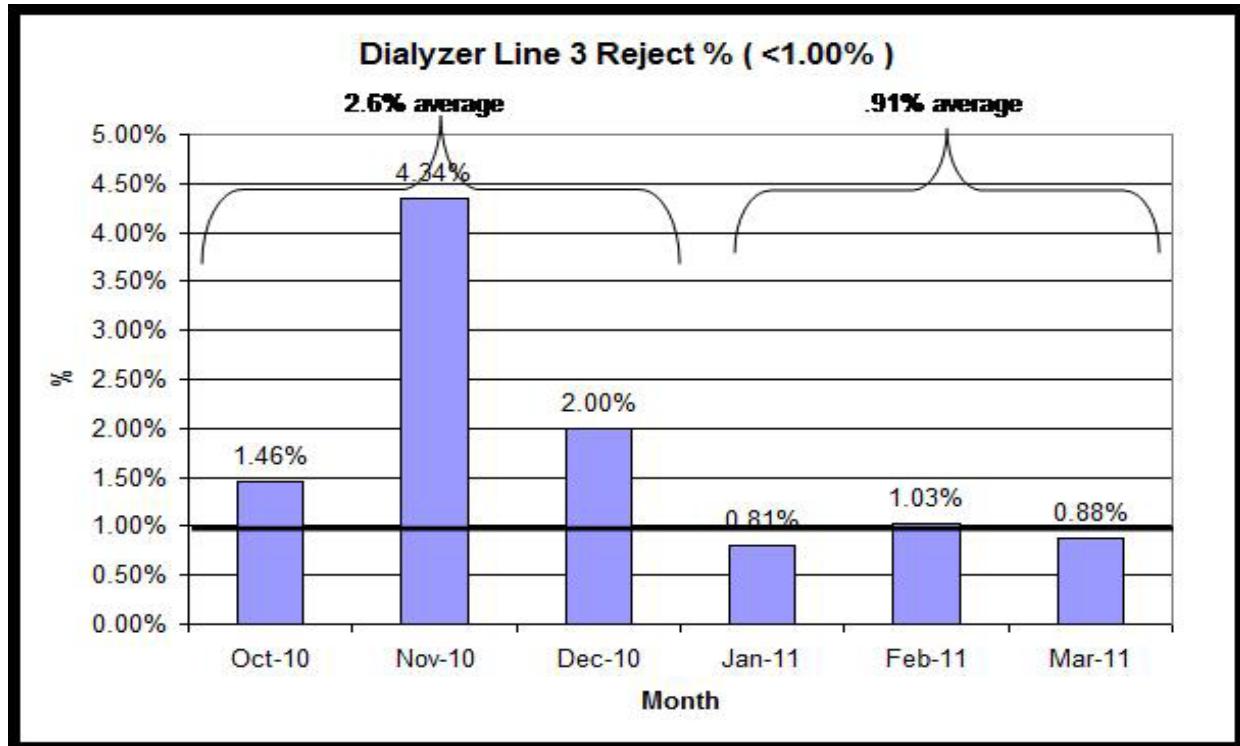


Attachments – Parts Per Hour Parts Per Hour for Line 3 and 4 Teams





Attachments – Reject Percentage for Line 3 and 4 Teams



# TEAM WORK

Chad Chadwick

C Shift Supervisor, Lines 1 and 2

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# TEAM WORK



*“You’re here, so you might as well be the best while you are here.”*

Chad Chadwick  
C Shift Supervisor, Lines 1 and 2

Chad began his career at Fresenius in 1997, and has performed every job on the dialyzer line. He began as an assembler on Line 1, which was the only line in operation at the time. He then became a Quality Inspector for about 6 months. Chad worked as a Machine operator for the next 4 years. He then worked as a Production Specialist for a year. Chad was a Technical Specialist for 3 years and then advanced to a Line Supervisor. He has held a Line Supervisor position for the last 5 years. Chad has witnessed the transformation from a manual production line to an automated line.

*“I do today what others won’t so tomorrow I can accomplish what other’s cant.”*  
(Jerry Rice)



## ABSTRACT

The processes and procedures which are in place on the dialyzer lines at Fresenius Medical Care are solid. They are based on research and facts. The variable that often prevents us from meeting our goals or improving production are the people involved in the process. Focusing on the teamwork aspect of the dialyzer line served as a basis to implement future improvements or process changes. After defining teamwork and implementing a scorekeeping project, teamwork behavior increased and team member's individual attitudes are noticeably improved. Elevated attitude and teamwork will provide smoother transitions for any future changes needing implementation, without the resistance experienced in the past.

## CONTENTS

Introduction .....	98
Statement of Purpose .....	98
Research Conducted.....	98
Hypothesis.....	98
Procedures.....	98
Results.....	100
Team Building Situations:.....	100
Team Delivery Improvements.....	101
Conclusion .....	101
Improvement Suggestions .....	101
Sustaining Measures .....	101
Acknowledgements.....	102
Bibliography .....	102

## Introduction

Many factors are involved in making improvements to a dialyzer line at Fresenius. Numbers are always a focus, and we are always looking for ways to produce more products at a lower cost while keeping workers safe. I have always thought that my biggest obstacle was the attitudes and behaviors of the people working on my line. I have attended many trainings and workshops but only recently figured out a way to get more teamwork.

## Statement of Purpose

Numbers (internal reject rates, non-compliance reports, customer complaints and safety goals) overwhelm many team members. This project will focus on building a team and emphasize teamwork.

## Research Conducted

Emotional Disruptions: Complaining and low moral were a constant and accepted part of the manufacturing process

Production History Goals: Past goals were reviewed, along with current performance averages. When the machines are running, there is no reason we should not hit our daily goals. The only factor that prevents us from reaching quotas is the human element.

## Hypothesis

Awards do not always work. They lose their impact after a while and do not promote team efforts. If we build a team with an emphasis on teamwork then we will first attain our current goals, and then exceed those goals. My belief is that team building will happen through positive reinforcement.

## Procedures

### Materials List

- Computer
- Excel, Microsoft
- Teamwork Checklist
- Safety Dollars
- Paper
- Team Player of the Day Template



## Procedures

### 1. Drawing Board

Meet with Machine Operators and discuss how to be a more effective team. Discuss the actions which individuals can increase to strengthen teamwork amongst the Machine Operators.

Make a list of teamwork behaviors. Identify more effective and less effective behaviors. It was determined that the project should not be limited to just the Machine Operators, but be rolled out to the entire line. The focus would only be on positive behaviors. It was also determined that we would not attach specific team members to the data. The focus was on the team's behavior rather than the behavior of an individual.

### 2. Collecting Data

Team members started noting observations. Tick marks were made on a teamwork score sheet for each positive teamwork behavior they observed. Sheets were totaled at the end of each day and charted. The chart was posted the next day, at the beginning of the shift.

### 3. Modifications

Interest began to taper off. On the days I maintained the project, the numbers would be high and if I did not focus on it, the numbers were low. A method to get team members involved on their own was needed.

The Team Player of the day award was introduced into the project. Three safety dollars per day, per line were handed out to random team members. Team members were instructed to look for a person acting as an effective team member and give that person the safety dollar. Safety dollars could be used in the cafeteria, or redeemed for other incentives.

I conducted a team meeting and showed the graphs from the past 2 1/2 months. Line One observed that they were not performing at the same level as Line Two and on their own, expressed a desire to do better.

### 4. Individual Interventions

I met one on one with team members who had a low level of participation and started them working on their own individual scorekeeping plan.

### 5. Clarifying Expectations

Made list of specific job duties that we want team members to perform which were not currently being performed. A list was made for each job. (Machine Operators, Technical Specialists, etc.)

## Results

We realized two levels of results. Each unique and each contributing to the concept of creating a department wide team effort. We became better and delivered our best.

### Team Building Situations:

#### 1. Peer Recognition

Situation:

People do not work together or help each other

Resolution:

Build a foundation for immediate recognition

#### 2. Strengths List of Individuals

Situation:

Focus on strengths of my people

Resolution:

Made a list of strengths for each person who I am struggling with

#### 3. Coaching players into a team.

Situation:

Team members were performing their tasks without communicating or working along with others.

Resolution:

Increased number of teamwork behaviors observed after we implemented the tracking sheets.

#### 4. Teamwork Checklist

Situation:

Lower level of participation than what was desired and inconsistency of participation

Resolution:

Initiated the "safety dollar" reward, and delegated the responsibility of finding the "team member of the day" to other team members who were displaying a lower level of involvement.

#### 5. Shoe Tying

Situation:

Spending too much time dealing with people issues instead of focusing on the process, machines and the line itself.

Resolution:

Get individuals working on their own improvement plans so that I do not have to manage the teamwork behaviors. They will sustain the behavior and make it their habit.

## Team Delivery Improvements

1. Line Two average production is currently 16 more per hour than last year. Line One is one dialyzer less than last year's average.
2. I was able to institute a new process for improvement without the resistance and complaining that I have experienced in the past. We are now in a position to move forward and improve even more.
3. I am observing more teamwork behaviors, and we are working together to improve. The team has a more positive outlook. We are able to implement new improvements and spend less time dealing with Human Respirce issues. Overall complaints are down.
4. Teamwork has gone from a 2 to an 8 overall. The Team mentality is better, we are working together more. Individuals are less stressed and are making fewer mistakes.

## Conclusion

Fresenius has created and built a World Class production process. We have the right processes in place. We have the automation in place. Changes have been made. We have people who are working and achieving, yet not everyone was working as a team member.

Now, we need to bring all of this together. I am coaching a 5-6 grade team. Now they know how to play the game and they have figured out how to play as a team. Morale is higher, and I have observed more cooperation from within the team. They have seen the benefits of working together as a team and now we are starting to see the positive results.

## Improvement Suggestions

1. Start tracking complaints per day
2. Shift to positive
3. Create a data base of complaint costs.

## Sustaining Measures

1. Use complaint graphs to create awareness of complaints.
2. List specific behaviors that each position needs to perform. Work with individuals who are not meeting the expectation and help them to modify their actions.

## Acknowledgements

Team Leads: Carlos Silva, Scott Payne, Celina Burn, Crystal Snow, Yvonne Begay, Cory Ann Cuts, Sheri Archuletta, and Cindy Shurtleff for defining teamwork behaviors and setting the example to participate in the Teamwork Scorekeeping.

Jason Call, Dialyzer “Super” Intendant

Rod Pope, Dialyzer Manager

Rudy Valencia, Director of Dialyzer Manufacturing

## Bibliography

Blanchard, Kenneth H. & Johnson, Spencer. *The One Minute Manager*, Morrow, New York, 1984.

King, Charlie B.. *Whale Done: The Positive Approach to Workplace Leadership*, EzineArticles.com/5619806.

Updegraff, Robert. *Obvious Adams The Story Of A Successful Businessman*, Harper & Brothers. New York, London, 1916.

# COMMUNICATION AND TEAM WORK IN THE WORKPLACE

Ed Pantoja

Dialyzer Assembly Supervisor, C Shift Line 5

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# FLEXIBLE APPROACH TO MAINTAINING A SUCCESSFUL TEAM



Ed Pantoja  
Dialyzer Assembly Supervisor, C Shift Line 5

*“Flexibility is a big part of Manufacturing. Trust Me.”*

Ed began his career at Fresenius in 2002. He was hired as a Supervisor on Dialyzer Line 3-D shift. He was there for six months, after which he moved to C shift Line 2. He is now the supervisor for Dialyzer Line 5. Ed received his experience in manufacturing starting in 1983 working for Iomega Corporation producing external disc drives. He then went to work for Gateway Corporation for 3 years. Ed spent six months at Watson Pharmaceuticals before joining the team at Fresenius.



## ABSTRACT

Quality, safety, production and communication all rely on the occurrence of professional behavior. For a solid Safety, Quality, Production group to exist the team must become unified. When teams work together not only will members respect each other, they can reduce interpersonal stress and focus more on Safety, Quality and Production goals.

## CONTENTS

Introduction .....	106
Statement of Purpose .....	106
Research Conducted .....	106
Hypothesis.....	106
Procedure Lists.....	106
Results.....	107
Conclusion .....	108
Improvement Suggestions .....	108
Sustaining Measures .....	108
Acknowledgments .....	108
Bibliography .....	108
Attachments .....	108

## Introduction

Professionalism is important to ensure that we perform at the required level to meet our goals. Quality, safety, production and communication all rely on the occurrence of professional behavior. One bad apple affects the whole bunch, so by implementing the team improvement plan I found that I had to work with individuals, on a one on one basis, to fully realize the benefits of the team's improvement. Working with an individual is just as important as working with the group.

## Statement of Purpose

I chose this area of focus because I wanted to unify my team with a cohesive bond. The end in mind was a team who communicates with each other, treats others with respect, and performs their duties safely, accurately and independently. I defined these qualities as professionalism. It is important for a team to act professionally in order to perform their jobs at the highest level. I have noticed several people showing an obvious lack of respect, which was not only creating a hostile work environment but it was also preventing us from meeting our goals. I noticed cliques forming and affecting job performance. I realized that if I was to lead my team in any kind of improvement, increased professionalism was needed.

## Research Conducted

I met with the leads from my shift and defined professional behavior in two ways: more effective or less effective.

## Hypothesis

When each employee is being professional on the job, you can expect the best performance out of that individual. If employees work professionally, they will not only value each other but they will value the organization goals too.

## Procedure Lists

### Materials List

- White board with Markers
- Meeting Room
- Paper, pen
- Tracker (tally) Sheets
- PC, PowerPoint, Excel, Word (Microsoft office)

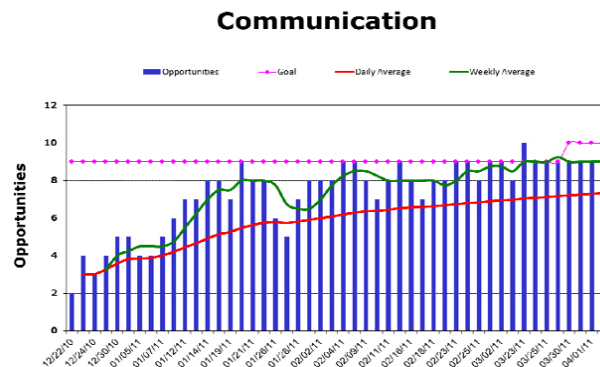


## Procedures and Materials

1. Engineer alignment with your people  
Managing Expectations was the starting point. Meeting structure was used to talk individually with those whom I was having issues with. We identified a driver for those individuals
2. Create Personal Plans  
Assisted individuals to develop a personal improvement plan.
3. Create Team Plans  
Made a team improvement plan to increase professional behavior. Met with leads and identified “more effective and less effective behaviors”  
Made a “professionalism checklist” and leads began to track number of professional behaviors observed in 4 sections of the line.  
Graphed and posted the results each week. The tracking sheets were posted in each section every day. Each individual was instructed on the process and encouraged to make a tally mark when a behavior was observed.
4. Learn how to Communicate effectively  
I realized that communication was a big part of professionalism. I began to listen, “really listen” to team members. “What do they want, what do they need?” Then I helped them to get what they wanted.  
I handled personnel complaints with the phrase “What is that person good at?” and used employee’s response to mediate and resolve conflict issues.

## Results

1. Became aware of opportunities to communicate with individual team members.



2. Conflicts were reduced and relationships within the team improved as communication increased
3. Created stronger relationships within the team
4. Graphed and Displayed Team Production Results
5. Became contributors to the overall Quality and Production

## Conclusion

No matter what product you make, you still have to work with people. The product is the end result. You still have to develop individuals to achieve the results you desire. Developing people is the hardest part of any job. It is easy to give up and terminate an employee; the challenge is to develop a person into an asset for the company. I do not treat my people as if they were disposable, I listen to their needs. I find ways to improve my people without disrespecting their individuality. We can achieve any company goal if we respect and develop each person.

## Improvement Suggestions

1. Start sooner. As you develop individuals you also develop yourself.
2. Keep records so that you can remember what worked and to document what you tried.

## Sustaining Measures

1. Continue to listen to your people.
2. Treat others with respect.
3. Maintain relationships with employees and foster relationships.

## Acknowledgments

Brett Bowthorpe, Technical Specialist, Line 5

Estella Vazquez, Production Specialist, Line 5

Lourdes Escalona, Quality Specialist, Line 5

## Bibliography

Ehow.com-Better Ways To Communicate [http://www.ehow.com/way\\_5407827\\_ways-communicate-effectively.html](http://www.ehow.com/way_5407827_ways-communicate-effectively.html)

## Attachments

Attachment 1: Communication Graph Communication Check List

Attachment 2: Communicatoin Check List.

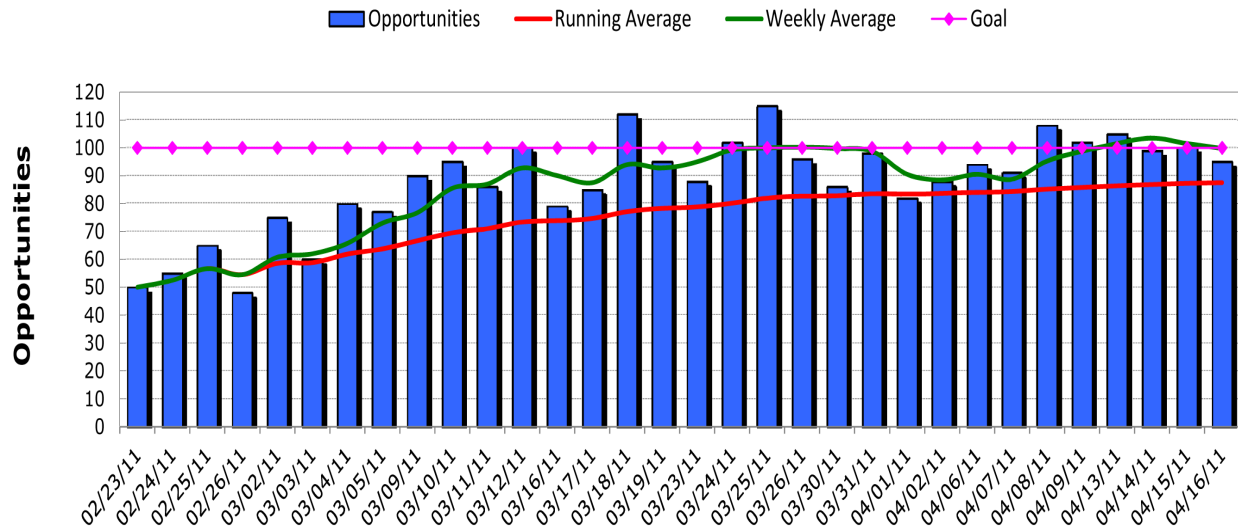
Attachment 3: Professionalism Graph and Profesionalism Trates

Attachment 4: Professionalism Check List





# Professionalism



As Lines 1 and 2 began focusing on more effective professionalism traits, their contribution to Quality and Production Increased.

<u>Professionalism</u>	
<b>Quality traits characterizing an individual in society or a professional trait.</b>	
<u>Less Effective</u>	<u>More Effective</u>
Weak	Strong
Insubordination	Conduct
Arrogant	Character
Attitude	Attitude
Follower	Leadership
Ignorant	Knowledge
	Understanding
Stubborn	Compromising
	Personality
	Educated
Disrespect	Respect
Favoritism	Equal
	Role Model
	Communication
Selfish	Considerate
Liar	Trustworthy
	Confident
	Loyal
	Honest
	Integrity
Me, Me, Me	Teamwork
Isolated	Participation
	Motivator

# Professionalism Check List

## Reminders

### More Effective Behaviors

### Less Effective Behaviors

Date	Alarms	Buffer	Ambitious	Communications	Environment	Training	Values	Total

- Wandering
- Negative Attitude
- Ignoring Problems
- Not Communicating
- Gossiping
- Office Visits

# FLEXIBLE APPROACH TO MAINTAINING A SUCCESSFUL TEAM

Jeff Chadburn  
D Shift Supervisor, Lines 1 and 2

and

Skyler Morgan  
Technical Specialist, Line 1

Dialyzer Assembly Division  
Fresenius Medical Care - North America

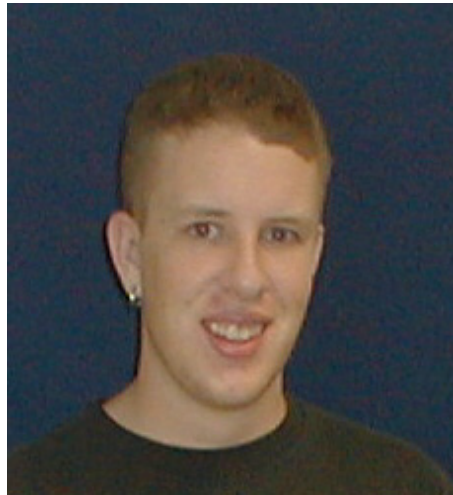
Ogden, Utah, USA

August 2010 - May 2011

# FLEXIBLE APPROACH TO MAINTAINING A SUCCESSFUL TEAM



Jeff Chadburn  
D Shift Supervisor, Lines 1 and 2



Skyler Morgan  
Technical Specialist, Line 1

*“Show me a thoroughly satisfied man and I’ll show you a failure.”*  
(Thomas Edison)

Jeff Chadburn,  
D Shift Supervisor, Lines 1 and 2

Jeff started at Fresenius 11 years ago as an assembler. 10 months later he was promoted to Machine Operator. 4<sup>1/2</sup> years after that, he became a Technical Specialist. After performing as Technical Specialist for 10 months he was promoted to supervisor. He has been a supervisor for 3 years.



## ABSTRACT

There is no substitute for the experience gained from actively participating in all aspects of the line. By relying on their training and ability workers will be able to suggest improvements to facilitate and maintain quality improvements. When supervisors listen to the ideas and suggestions of their workers, they will gain an invaluable source of information. What we can learn from those on the line will make everyone's job safer and more productive.

## CONTENTS

Introduction .....	116
Statement of Purpose .....	116
Research Conducted .....	116
Hypothesis.....	116
Procedure Lists.....	117
Results.....	118
Conclusion .....	118
Improvement Suggestions .....	119
Sustaining Measures .....	119
Acknowledgments .....	119

## Introduction

How can we determine which improvements and ideas to keep? Is there a way to filter input for changes that would help us do our jobs better? Who can tell us what we need to do to facilitate the changes which change would impact the line the most? The answers to these questions very simple; getting those answers is where you need insight on how your people and the machines are working. To achieve this insight, supervisors will have to be on the line.

## Statement of Purpose

The only way you can find the answer to these questions is to consider every idea you hear. I spend most of my shift out on the line with my people and observing the machines. I am constantly looking for ways to get better and maintain an open door policy with my workers. Sometimes it involves moving someone into a different position, sometimes it means inventing a part to improve the way a machine works. The only way to know if an improvement will work is to try it, and stick around to watch what happens. A supervisors purpose is found in their level of involvement.

## Research Conducted

1. Discover how everyone is doing their job.
2. Determine how everyone is working together. This can be measured by the number and severity of Human Resource related issues that surface.
3. Monitored the line to make sure everything is running in parameter and running correctly
4. Evaluated the teams' performance
5. Identified new ways to improve the processes
6. Conducted Internet Searches to resolve identified issues
7. Actively observe and survey team members activities and machine operations

## Hypothesis

The supervisors spent more time on their lines, with a purpose in mind they should gain increased insights and perspectives on team members and the machinery. The insight gained should lead to more intelligent management decisions and process innovations.

## Procedure Lists

### Materials List

Computer

Microsoft Office Software

Meeting Room

### Procedures

1. Standard Operating Procedures
2. Build on the foundation set by Scott Barrett
3. Spend quality time on the line
4. Maintain moral with a “hands on” management technique.
5. Support camaraderie by being approachable
6. Conduct Line and Shift meetings,
  - Break down the numbers indicating how much it cost to have extra rejects, or be down by 10 dialyzers per hour.
  - Explaining the percentages as a dollar figure it had more impact on the workers.
7. Use Internet Searches to research line issues.
8. Motivate creatively and Practice Variety
  - Use humor to relieve stress and improve relationships
  - Maintain an environment where change is both expected and welcomed
  - Treat people on a one-on-one and individual basis.
  - Match your criticism or recognition based on the worker’s personality.
  - Offer food items as a reward for desired good behavior.

## Results

1. Production Improvements from January 2010 to the present. Line 1 average improvement went from 899 in 2010 to 917 in 2011. If the current trend continues, this will be an increase improvement of 18 dialyzers per hour resulting in the production of approximately 39,600 additional dialyzers in 2011.
2. We had the lowest number of rejects on line 2 during the month of April by staying ahead of the curve on machinery issues. There was some chipping going on and we figured out how to resolve it. We were to fix this issue to by adjusting the cutter, but that was not the issue. We noticed that a bracket was bent and was causing rejects to go all over the place. Our line went from having 837 rejects to only 17 over a four day period.
3. Having close contact with the machinery, we were able to see the need and design a slide hammer that will prevent motor shafts from bending during bearing replacement. This improvement could save approximately \$100,000 per year.
4. Designed a glass tube guide improvement which could result in a \$250,000 per year savings.
5. Moving people around to work where they fit best. Identify their strengths and capitalize on them. Spend time on the line observing people and machines.
6. Quality book-details on every reject. How common is it and how do you fix it? Give the book to Machine Operators, Quality Inspectors and Quality Specialists Include a daily checklist of items to look at before the shift starts.
7. We found a new shaft seal design that could work better than what we are currently using.

## Conclusion

My data shows continuous improvement since the beginning of 2010. By considering the input from my workers, we have been able to make small adjustments to the machines on the line on a daily basis to improve performance. Spending the time on the line observing both team members and machines has enabled me to make sound management decisions while maintaining and improving my line. Examples of the effectiveness of this process are the reduction in rejects and the slide hammer innovation.

We recognized the need for a way to replace the bearing without damaging the shaft. We devised a slide hammer that would accomplish this task. My “hands on” style of working on the line has enabled this type of innovation and problem solving. My teams know that I will not ask them to do something that I am not willing to do, or have done myself.

## Improvement Suggestions

Involve other leaders in this process of actively participating on the line.

## Sustaining Measures

1. Continue to spend time on the line.
2. Listen to suggestions and maintain rapport.
3. Choose the right kind of people and using their strengths to place them in their optimal position.
4. Offer training, and suggestions based on my personal experience.

## Acknowledgments

Skyler Morgan, Line 1 Technical Specialist

Austin Loftus, Line 2 Technical Specialist



# FROM COMPETITOR INTO A TEAM PLAYER

Peter Christensen

Supervisor, D Shift, Lines 3 and 4

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# FROM COMPETITOR INTO A TEAM PLAYER



*“Some people dream of success...while others wake up  
and work hard at it.”*  
(Author Unknown)

Peter Christensen  
D Shift Supervisor, Lines 3 and 4

Peter has been at Fresenius since March of 2003. He started as an assembler on Line 2, D Shift. He was promoted to Machine Operator after 2 months. A few months later, in December of 2003 Peter advanced to the position of Technical Specialist. In October of 2005, he became the Supervisor over Line 4, D Shift and currently supervises Line 3, D Shift as well.



## ABSTRACT

Dialyzer lines were mandated to begin tracking numbers as a line instead of individual shifts. Supervisors and Team Members alike were skeptical of success. After deciding to “buy in” and look for ways to contribute, we discovered ways to benefit the team while still getting over all production improvement. Score keeping was used to show individual and group progress. Communication among shift supervisors increased, and data reporting procedures were improved.

As a result, lines 3 and 4 have consistently improved average production numbers, and decreased reject rates. Each individual can make a contribution to the team, and still get what they want in the process.

## CONTENTS

Introduction .....	124
Statement of Purpose .....	124
Research Conducted .....	124
Hypothesis.....	124
Procedure Lists.....	125
Results.....	126
Conclusion .....	126
Sustaining Measures .....	126
Acknowledgments .....	127
Bibliography .....	127

## Introduction

Moving from a competitive mind-set to a team focus is hard to do. Creating a team is important because it supports the direction the department is taking. Plant leaders value the team concept, so in order to promote teamwork, Supervisors must also value the team concept.

Production for D Shift Lines 3 and 4 were good. Each line was receiving recognition for their production numbers. We were outperforming most of the other shifts. I was not excited about the “teamwork philosophy” and the necessary shift in leadership practices. I decided that I needed to evolve and change my focus. In order to get what I wanted out of my assignment I would have to be more creative.

## Statement of Purpose

The purpose of this project is to develop and use new tools to experience and deliver personal and team improvements.

## Research Conducted

1. Meetings with other line 3 and 4 Supervisors;
  - a. Mike Combe
  - b. Scott Berrett
2. Discover their primary concerns
3. Explain my concerns
4. Determine what I wanted to change
5. Determine what I could change

## Hypothesis

If we are able to buy into a team initiative, then the team member’s recognition and improvements will be part of an effort that is greater than that of the individual.

## Procedure Lists

### Materials List

Computer

Spreadsheets

Email

Microsoft Office

### Procedures

#### 1. Personal Improvement using Scorekeeping Techniques

I learned how to use score keeping by implementing a personal plan for “On Time Batch Production Reports.” This project was a success.

#### 2. Team Improvement using Scorekeeping Techniques

I made the decision to improve reject rate. Scorekeeping was initiated for my Machine Operators to determine where reject rates could be improved. The Machine operators were having difficulties in visualizing the rejects in a percentage rather than a number. On an average night of full production two rejects is an acceptable number. If production is low, two rejects is unacceptable. They were focused on a number rather than a percentage.

I held a group meeting to implement scorekeeping for rejects. Each Machine Operator was responsible for collecting their own data on rejects.

Track individuals who are participating in the scorekeeping. Give feedback and small rewards to those who are collecting their data.

A free lunch was awarded when production goals were met. The goal was changed from reject rates to man hours per 1000 parts once the reject goal was consistently reached.

#### 3. Communication with other Supervisors

Team members must be able to comprehend that the changes made to the line will benefit them in the long run. Team members needed to feel good about the team system. They needed to see that issues that were important to them were being addressed with other Supervisors.

The Production Report issue was addressed at the line meeting. Data was kept on how often the report gets filled out completely and accurately. Results were shared with other Supervisors.

I asked other supervisors for their cooperation with any issues team members felt were important to their performance and success. Otherwise it negatively affects individuals because they perceive their price is greater than the benefit.

## Results

Increased team “buy in” to line based number tracking.

1. Production report-recognition for helping make the process better.
2. I noticed a difference in attitude of Machine Operators who have participated in tracking rejects. Team members are using scorekeeping as a tool to think about “why am I getting rejects and what can I do to prevent them?”
3. Eighty percent of the Machine Operators on Lines 3 and 4 are participating in reject tracking. Team began shifting into accountability when I introduced scorekeeping. They began tracking their own rejects and looking for ways to decrease them on their own.
4. Overall production averages for line 3&4: (4<sup>th</sup> Qtr 2010 vs. 1<sup>st</sup> Qtr 2011
5. Overall reject % averages for lines 3&4:
6. Shifted from making Shift based decisions to making Line based decisions.

## Conclusion

I was able to accept buying into a team initiative. The result in recognition and the improvements that are part of an effort that is greater than that of the individual occurred. By making improvements within my shift, I enabled team members to contribute to the overall success of lines 3 and 4. I have learned new ways to communicate with the other line supervisors and with my team. My changes have helped everyone get what we want. As a result, Fresenius customers get a higher quality product.

## Sustaining Measures

1. Continue looking for ways to improve.
2. Make decisions for the Line, not the Shift.

## Acknowledgments

Skyler Payne, Technical Specialist

Dustin Chew, Technical Specialist

Tracy Ford, Production Specialist

Daun Byington, Production Specialist

Alaina Wilkerson, Quality Specialist

Nichole Gunnell, Quality Specialist

Felica Morgan, Quality Specialist

## Bibliography

Greene, Robert. 48 Laws of Power, Penguin, New York, 2000.

Blanchard, Ken Whale Done, Free Press, New York , 2002.

Updegraff, Robert. Obvious Adams, Harper & Brothers, New York, 1916.



# IDENTIFYING FACTORS FOR REDUCING REJECTS, INCREASING PRODUCTION AND MAINTAINING ATTENDANCE

Jeremiah Wilkinson

B Shift Supervisor, Line 5

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# IDENTIFYING FACTORS FOR REDUCING REJECTS, INCREASING PRODUCTION AND MAINTAINING ATTENDANCE



*Lack of focus and discipline is just a mind-set. We have the elements, it's just a matter of us collectively putting it together"*  
(Unknown)

Jeremiah Wilkinson  
B Shift Supervisor, Line 5

Jeremiah has been at Fresenius for 14 years. He began assembling dialyzers in 1997. Two weeks after he was hired he was given a position as a Machine Operator. In 2002 he was promoted to dialyzer supervisor, where he uses his unique personal skills to relate to those he works with.



## ABSTRACT

It can be difficult to determine which factors actually cause improvements to a dialyzer line. The best ideas often come from collaborating with others from different lines and shifts. Sharing people and tactics was responsible for utilizing improved data collection and tracking practices, resulting in improvements in reject rate and production.

## CONTENTS

Introduction .....	132
Statement of Purpose .....	132
Research Conducted.....	132
Hypothesis.....	132
Materials List .....	133
Procedures.....	133
Results.....	134
Conclusion .....	134
Improvement Suggestions.....	134
Sustaining Measures .....	134
Acknowledgments .....	135
Bibliography .....	135

## Introduction

What factors improve Dialyzer Reject Rates, Attendance and Production? My job is easier when I share ideas and accept feedback. I listen to others and their ideas as well as coming up with my own strategies.

## Statement of Purpose

Reject rates must be reduced. Knowledge, Training, Focus on Quality, Communication, Daily Feedback all have an impact on the quality of our production. Is there any one factor that will accelerate improvement?

- Production is important because it is getting more products to the patient in a cost effective manner.
- Attendance is important to make quality product. If you have enough people on the line they are not stressed out and they do a better job. Too many on the line we lose efficiency. If 15-16 people are on the line at all times, resources can be utilized in the most effective way.
- Reducing reject rate is important because it improves the quality of the product. Reducing rejects increases production efficiency.

## Research Conducted

1. Attendance, Production and Reject History for the last quarter of 2010 through first quarter of 2011.
2. Previous knowledge and experience as a Technical Specialist and data collected during the last 14 years.

## Hypothesis

If I accept feedback from individuals or groups and utilize the best improvement ideas, then I will improve the performance of my line as related to production, reject rate and attendance.

## Materials List

- Computer
- Excel Spreadsheet
- Dialyzer Production Database-utilizes a tool that is already there.

## Procedures

1. Conducted shift meeting to get team members focused on reject rates.  
Shift meetings have been successful ways to improve production in the past. Attendance and overall production were also addressed. These areas were not necessarily a concern, but you cannot afford to become stagnant.
2. Spend time on other lines.  
Observed Quality Specialist on line three. She was utilizing a tool in the Dialyzer Production Report to more accurately track rejects. This tool gives more specific feedback to Machine Operators and line workers to know what is going on and what they should pay more attention to. For example: Gave the Quality Inspectors an idea of an issue that happened the day before. It may have only been 10 or 15 rejects but that may have put us over the goal. How can we cut this down today?
3. Share People  
The Quality Specialist from line 3 visited line 5 to show line 5 how to utilize the tool. The line 5 Quality Specialist, now posts this data on the door to the gowning room at the beginning of every shift. If we reach all of our goals the team gets an extra 10 minute break. If they don't look at the data sheet, they don't know if they get the break or not.
4. Communicate Results  
Post data on attendance, production and rejects at the beginning of each shift.  
  
Walk through the line during the shift to chat and maintain rapport.  
  
The Line 5 Quality Specialist, updates rejects every three hours.  
  
Check in with the Technical Specialist to see if there are any issues that need to be addressed.
5. Communicate with Machine Operators and line workers from other lines during breaks. Offer suggestions and take suggestions.
6. Change over improvement.  
Be proactive. Make it a point to know when any product changeover will take place. Be prepare with the proper tools, parts and personnel.

## Results

1. The Team is more aware of what is going on, paying attention to detail, and looking for ways to continue improving.
2. Communication has improved since started Managing Expectations. I have a better rapport with my people and they are more open to share ideas and suggestions.
3. Overall Quality improved and Reject rates dropped.
4. Attendance improved.

## Conclusion

I found that sharing knowledge works. If knowledge is conscientiously shared, then one can expect improvement in the areas where you are sharing that knowledge. Communicating with others on different lines and shifts has assisted me in maintaining the performance of my line. At the same time we have been able to make small adjustments that keep us improving at the level needed. Keeping track of the numbers and communicating results has helped my team get focused and look above and beyond their current performance.

## Improvement Suggestions

1. Implement a program that allows Technical Specialists to spend time on other lines, with other supervisors and Technical Specialists to see what they are doing differently.
2. Duplicate “break time” into a structured setting to exchange ideas and discuss issues and solutions.

## Sustaining Measures

1. Pay attention to the people who do the work.
2. Continue tracking, posting and communicating with team members.
3. Find ways to share people with other lines and shifts.

## Acknowledgments

Thank you to the following individuals for sharing their knowledge and ideas, and helping Line 5 to become even more successful.

Correna Perkins, Quality Specialist on Dialyzer Line 3.

Senia Claros, Quality Specialist, Dialyzer Line 5.

Dana Rasmussen, Technical Specialist, Dialyzer Line 5.

Trent Stromberg,

Bret Bowthorpe,

## Bibliography

Acklin, Charles M, WIIFM: Results Leadership, VOLTI, Heber City, UT, 2006.



# DABBLING IN OTHERS' SUCCESSES

Mandy Lynch

Dialyzer Assembly Technical Trainer

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# DABBLING IN OTHERS' SUCCESSES



*If you do what you are supposed to do the way you are supposed to do it then the numbers will come.*

Mandy Lynch  
Dialyzer Assembly Technical Trainer

Mandy Lynch came from an education background. In her 17-year career with Fresenius she has provided opportunities for others to build satisfying careers or become company leaders. Her value-based approach to problem solving and decision making is evident in the work her shifts have produced and in the challenging assignments she has accepted. Though she did not start out as a teacher, her unobtrusive approach to building talent has started those who are fortunate to have worked with her on their own successful Fresenius Career.



## ABSTRACT

To be prepared for our future growth, development, and expansion, Fresenius Medical Care - North America needs a developing pool of proven talent. This project identifies five general activities for Supervisors who want to strengthen their knowledge pool and retain career-oriented team members. Leaders must want to build their teams. Supervisors must create a personal vision with career-driven team members. Use simple conversations to discover team-member motivation. Recognize the improvements team members make. This process is not an ‘off-the-shelf’ self-help program. Nor is this process a ‘get successes overnight’ scam. To become truly successful individuals (both supervisors and team members) must be willing to focus on what they want. Then, they must be willing to do what is necessary to accomplish their goals.

## CONTENTS

Introduction .....	140
Statement of Purpose .....	140
Research Conducted .....	140
Hypothesis.....	140
Materials and Procedures .....	141
Results .....	142
Conclusion .....	142
Improvement Suggestions.....	143
Acknowledgments .....	143
Attachments .....	143

## Introduction

To be prepared for our future growth, development, and expansion, Fresenius Medical Care - North America needs a developing pool of proven talent. For the growth we may be anticipating our options are:

1. Bring in new leaders from other companies or universities,
2. Grow our own leadership, and
3. A combination of sources.

As long as we can prepare individuals for future leadership we will continue to provide a strong career path for those who want to continue their education and employment. At the same time we will be strengthening our company's future.

## Statement of Purpose

My purpose is to spread knowledge—because the more people know, the more they will comprehend. The more they understand, the more they will take ownership of their job and their position.

## Research Conducted

Working on a production line for seventeen years gave me opportunities to watch how people work. As a supervisor I was able to find out what people really wanted—and help them get to where they wanted to be. I have concluded that:

Different people want different levels of success.

Some individuals want to be excellent workers and to have a career path with a steady job.

Many team members need clear directions and will follow those directions.

Some team members want to become a leader.

Future leaders want to understand the why of what they are doing.

## Hypothesis

If managers and supervisors develop the ability to see opportunities for their people, then we will be able to move those people into leadership positions. Strengthening our ability to grow our own leaders will assure for us a broader and deeper knowledge base for future growth and development.

## Materials and Procedures

### 1. Basic Attitude

Managers and supervisors must want to build their teams.

- Before starting an improvement processes for any individual, understand that you cannot make anybody do anything.
- The most you can do is point them in the right direction.
- Give them suggestions such as materials to study and books to read.

### 2. Vision

Create a personal vision with the person you are supporting.

- Suggest that if they want to be successful they must first find someone to emulate.
- Then observe and copy that person.
- Learn from their mistakes, and do not repeat their mistakes.

### 3. Discover What Team Members Want

A simple conversation can reveal what motivates your team members.

- When you are talking to a team member about their work, the question “What do you want?” could give you a surprising amount of information.
- You must be willing to accept what team members tell you.

### 4. Notice What Team Members Do

When someone is new at a work assignment they are essentially being forced to do something that they may be uncomfortable doing.

- People are being required to work with their coworkers and supervisor.
- Recognize what the people you are leading do.
- Find out what a person really wants to do for all of his life.

### 5. Maintain Your Relationships

- Supervisors do not have to try to be anyone’s friend.
- Become comfortable with work-only relationships.
- Emphasize that relationships come from needing each other.
- Strengthen relationships by supporting team members.

## Results

### 1. Identified Talent

- I became constantly aware of people who wanted to improve and progress.
- An assembler told his bosses that he wanted to become a Technical Specialist. We started by outlining requirements. He was soon promoted to an Alternate Machine Operator, and then he qualified for a Machine Operator position. After four years of preparation he is now an Acting Technical Specialist.
- Another assembler jokingly said, “I want to go all the way.” He is now a Fresenius Shift Supervisor. Thirteen years ago he explained that he wanted to learn more and become a Technical Specialist. We met frequently. He developed a step-by-step plan to learn more. After being pointed in the right direction he became an innovative shift supervisor who has a reputation for building productive shifts.
- An SOS Temporary employee was given the opportunity to explain what she wanted. We directed her to jobs that would give her experience. She is now a Production Specialist.
- A new hire demonstrated a positive attitude toward doing a good job. Now she is being trained as a Technical Specialist and has the intention of becoming a Fresenius Supervisor.

### 2. During my five years as a supervisor:

- 10 individuals have been promoted (estimated).
- 8 Team members have started and are continuing higher education.

### 3. Align Personal Values Support Company Values

- Two personal values that support building others are Happiness and Success. With these driving values supervisors can take people where they never dreamed they could go. (Appendix 1: Happiness Value. Appendix 2: Success Value.)

## Conclusion

This process is not an ‘off-the-shelf’ self-help program. Nor is this process a ‘get-success-overnight’ scam. To become truly successful individuals must be willing to focus on what they want. Then, they must be willing to do what is necessary to accomplish the goals. You cannot get a duck to soar with the eagles, yet it is amazing what a duck can accomplish when his drive overcomes perceived limitations. Anyone can achieve if he has the material and persistence to be recognized.

I enjoy being a supervisor because of the interaction I have with people. I have been fortunate to have worked with and have helped build the careers of many of our company’s best workers.

## Improvement Suggestions

1. Create ways to demonstrate caring for team members.
2. Discover what team members really want.
3. Facilitate people getting what they want while working for you.

## Acknowledgments

Martin Glommen—he taught me to look for what is next and lay out the steps to get there.

Margaret Glommen instilled in me the desire to teach people. You cannot teach everyone the same way.

Kirk Stickler—a supervisor who drove me to learn more and to not become stuck in a rut.

All those people I watched do things the wrong way because they inadvertently taught me how to do things the right way. They taught me how to build and guard a reputation.

## Attachments

1. Appendix 1: Happiness Value
2. Appendix 2: Success Value

## Appendix 1: Happiness Value

### HAPPINESS VALUE

#### Definition:

Becoming happy with the situation you find yourself in.

#### Thoughts:

What is most important?

#### Feelings:

Establish structure and trust

#### Actions:

Act as if they are my people

Taking on Opportunity

Organized

Flexible approach based on situation and personalities

Establish relationships

Determining what needs to be established

Push back

#### Knowledge:

Knowledge Cycle of choosing and experiencing, results and perception

#### Focus:

Behavior then numbers

#### Quote:

If you do what you are supposed to do the way you are supposed to do it then the numbers will come.

## Appendix 2: Success Value

### SUCCESS VALUE

Definition:

Watching others I have trained succeed.

Thoughts:

Did I give them what they need?

Feelings:

Accomplishment

Actions:

Watch

Question decisions

Ask why they are doing

Question their depth of knowledge

Questioning is a teaching tactic

Challenge their level of learning

Asking why

Surface their reasoning

Knowledge

Comes from understanding and comprehension

Focus

Step by step

Quote:

“Move a little deeper.” Mandy Lynch





# EIGHT ELEMENTS OF SURVIVING CHANGE and The 40 Lessons Learned

Jill Howard

Manufacturing Execution System  
(MES)

Dialyzer Assembly Division

Fresenius Medical Care - North America

Ogden, Utah, USA

August 2010 - May 2011

# EIGHT ELEMENTS OF SURVIVING CHANGE and The 40 Lessons Learned



*Be open to differing opinions.  
Realize you cannot be right all of the time.*

Jill Howard  
Manufacturing Execution System  
(MES)

Jill Howard presents her experiences that enabled her to quickly change and more fully participate in a critically important project. Jill has developed the ability to succeed during the eighteen years she worked in Fresenius. She has been an assembler, logistics clerk, a dialyzer machine operator, technical specialist, line supervisor, and Department Technical Trainer. She is now responsible for the successful installation of the Manufacturing Execution System (MES). Throughout her Fresenius career she learned how to move forward by developing the skills and abilities to take on increasingly challenging assignments.

Introduction to the Eight Elements of Change.....	150
Be Ready To Learn Quickly.....	150
Do Not Let Stress Get to You.....	151
Adjust Accordingly .....	151
Expect Surprises .....	152
Anticipate Change .....	153
Expect Push-Back.....	153
Sell Yourself .....	154
Keep Others Excited About the Project .....	154
The 40 Lessons Learned .....	155

## The Eight Elements of Change

During my 18 year tenure with Fresenius my assignments were relatively clear. Be to work on time, learn and perform my assignment, find ways to improve. As a supervisor I was expected to arrive at work on time, learn and perform my assignment, find ways to improve and lead a production team. All assignments and expectations were basically the same. I knew to succeed I needed to have precise directions, be strong-willed and be dedicated to my company and my assignment. Then everything changed. My work life became more demanding than when I was a Technical Specialist and a line Supervisor.

In 2010 a decision was made to create Electronic Batch Production reporting. Production Report with CamStar Manufacturing Execution System was started. The Ogden Plant was selected as the Pilot Site. The project was an interruption at times for supervisors and they were able to adjust. I was working as Technical Trainer at the time and was somewhat removed from the CamStar Project. I was aware of the challenges others were facing and the adjustments that were necessary to install such a comprehensive project. At one point the project came to a crisis point and a new lead person was necessary. I was asked to take over the CamStar project.

My Initial thoughts were to dig in and find out what I needed to do to catch-up. Even though most of the ground work was completed, I soon realized that I did not have enough information and we did not have enough time. For the next five months I lived within and environment that required intense focus and willingness to get the job done correctly. I discovered that 11 hour days were necessary. I needed to communicate frequently and clearly. I began adjusting to the demands of this new assignment. During this process I found that the work could be all consuming and that if I was to have any balance in my life I was responsible for creating it. I learned how to handle and adjust to multiple demands of the project, work with the project team (that often were as confused as I was) and please my supervisor.

The following are the lessons that I have learned as I grew into a demanding and important facet of my Fresenius Career.

- Be ready to learn quickly.
- Do not let stress get to you.
- Adjust Accordingly
- Expect Surprises
- Anticipate Change
- Expect Push-Back
- Sell Yourself
- Keep Others Excited About the Project

### Be Ready To Learn Quickly

I always thought I was flexible and knew I was strong. When I was given an assignment I would learn it and then do it well. I wanted clear instructions from my supervisor because I needed to know what was expected of me and I would deliver. Often there were conflicts and I was willing to support what was right. I believe I was a loyal and dedicated employee. Then I got a new assignment.

I quickly discovered that I could not be right all the time and that clear instructions were being replaced with a general description of direction. Other people who have never worked on a production line were making assumptions about a process that they knew nothing about. Opportunities for conflict surfaced. Cooperation became an unspoken mandate and cooperation in this environment was difficult. As our project progressed I withheld my opinions. I focused on facts. I changed to change.

I slowly started making adjustments in how I worked. I quickly realized slowly making

adjustments was a luxury that I could not afford. I needed to learn faster. Once I made up my mind to be open and become more flexible I was able to learn what was necessary. Only then was I able to fully participate and help chart the project's direction.

To participate in a challenging project you must be able to learn quickly. Learn quickly:

- Be open to differing opinions. Realize you cannot be right all of the time.
- Base your actions on facts.
- Learn from the mistakes of others and especially your mistakes.
- Develop a mind-set to succeed. Know the benefits MES program. Create and hold to your vision of the successful completion of your assignment. (Refer to your Pacific Institute information from Unit 1 – Change Beyond Pretense, Unit 3 – Self Fulfilling Prophecy and its Effect on Success, Unit 9 – The Self Talk Cycle and Unit 14 – The Key to Personal Power along with the corresponding CDs.)
- Become strong and avoid letting others sway you to do something that is not right.

### Do Not Let Stress Get to You

At first I was overwhelmed. As I got into the project I realized this experience was going to be different from any other experience I had at Fresenius. As I drove to the plant one morning, I began thinking about how I deal with the stress that this project was causing. I was realizing that this is different kind of stress. It is a stress that is not negative. It is a stress that comes from being excited about accomplishing something important. I thought that this stress could be more manageable than other stress I have had at work.

As I entered the plant parking lot it was dark. The night shift teams were busy getting ready to change. I found myself being calm and starting to think what I need to do today. Today, I am not pulling my hair out – fighting for integrity or personal worth. I am ready to get something done I thought as I turned my office light on and started my computer. With this project, I am willing to give 150%.

To get the maximum effort from the teams that will be working on important projects, Project Executives must have confidence in the person they have assigned to lead the project. Those leaders must give the assigned people the latitude to get the job done. Then, you must determine what needs to be accomplished and develop way to manage stress.

Consider what has worked for me:

- Arriving at your office before others arrive to quietly plan your day.
- Realize nearly everyone else you will be working with will be stressed beyond their limits. Find ways to help them by becoming a 'stress buster' by breaking tension.
- Be able to be intensely focused and then break your focus with humor. Laugh a little. Laugh at yourself. Permit goofy thoughts to enter your mind.
- Take 30 minutes a day and have normal conversations about things you like to do.
- Leave work on time and take work home. At your home only work a couple of hours. Learn when to stop.

### Adjust Accordingly

When training dogs trainers will often use a training collar (commonly referred to as a 'shock collar'). A training collar is an animal training tool used to train a dog to obey commands or stop an unwanted behavior. In the hands of a skilled trainer the shock collar is a valuable tool. When used inappropriately by pet owners, shock collars will not give the

anticipated result.

Sometimes, executives or supervisors will use a Shock Collar Tactic to make people aware of their unacceptable behavior. It works much the way a shock collar is used to get a pet to stop unacceptable behavior. The leaders could say or do something that shocks their team into paying attention.

Once I used a Shock Collar Tactic. It did not work. One afternoon I was in the middle of an intensive week of work. I noticed many of my coworkers were having what I believed were unnecessary meetings and taking what appeared to be long breaks. I spoke my mind and addressed the situation with my coworkers and explained what should be done. At the time I thought my comments were accurate, appropriate, and necessary. One of the individuals was offended. My supervisor heard the complaint and reprimanded my behavior. I felt the situation was taken wrong and explained that the situation of long breaks was serious and nothing was being done to address that issue. The Shock Collar Tactic did not work and there is a price to pay when I used it. I was too abrupt. I realized that I allowed myself to be diverted by insignificant behaviors of others and become upset. I changed my behavior.

Recently, I arrived at my office early. Our plan was to start an important step in the project at 7:00 am. When 7:00 am arrived, we realized a critical component was missing. The plan could not be started. Those who approved the plan anticipated everything would be ready for an early morning start. Now we had to wait for one and one-half hours for a key person to arrive and complete their assignment. The Shock Collar Tactic was not used. No one was reprimanded. The individual quickly finished their task. The project was started later than planned. Even with the late start and frequent interruptions of that day, we were able to adjust and complete the critical step on time.

Now, I have a different approach. You can avoid the negative results of shocking people into action by adjusting your reactions to situations:

- Realize that every day is an adjustment.
- Put your mind on what you need to and put annoyances aside.
- Eradicate/ Decimate interruptions by not having time to be annoyed.
- Understand that even when plans are detailed and in place they may not work.
- You have to allow yourself to be pushed into different directions. Do not be upset. Adjust.

## Expect Surprises

We were planning to start test cases early Monday morning. Time was set aside, production teams were ready. Then on Friday morning, a key project manager said at least another two more weeks were going to be necessary to resolve reporting problems that had surfaced. Production leaders were certain that the reporting process was nearly ready to go. However, everyone agreed to add the additional time to resolve the reporting issues. Production teams returned to production activities. Preparation for the Monday test was stopped. Then on Monday morning the project manager who needed the additional two weeks showed up ready to start the test. Because of the Friday announcement and my not expecting to start on the test Monday none of the documentation was ready to be signed. Production teams were criticized for not being prepared.

Where we were cooperating one day we were blaming each other the next. Though we may all agree at one meeting, tomorrow may be a different story. Yet there always seemed to be an element of unwanted surprise. Often we would wonder what will happen different today and wait for the next surprise.

While everyone is new to this project we must realize that individuals work differently.

Some people will come in early. Other people will not arrive to work before their scheduled time. Some individuals need clear direction and others may not be able to give clear directions. Confusion and anger may surface. At times the appearance may be that no one knows what is going on or what should happen next.

To minimize the frustration of surprises:

- Find strong seasoned workers, who would be interested in a challenging project.
- Know your people and how they will work. Do not bring in people and expect them to be dedicated 150% unless they have proven themselves and you know that they can give 150%.
- Be open and communicate at all times. Leaders at all levels must communicate the plans and expect that those plans and deadlines may need to be changed. What we anticipate and the start of a project of this magnitude may not be accurate.
- Allocate all resources to get the job done.
- Take care of your resources. Encourage team members by recognizing their contributions and infrequently use a Shock Collar Tactic when it is necessary.

### Anticipate Change

This happened in a CamStar Staff Meeting. Each day we conducted a ‘Stand-up Meeting’ to review plans and discuss exceptions. Each person (Production Team Leaders, IT Groups, and Department Leaders) entered that meeting prepared to move to our next step. The next step was; work on test cases.

I assumed all test scripts were completed by the IT group. The IT group assumed my teams had completed the scripts. The test scripts were not complete. This day, the stand-up meeting was brief. As the meeting ended I was told that I needed to create the scripts.

With that, my daily activities changed dramatically. Though I was heading up the production side of the MES Project we were following the IT time line. I did not see myself as a pioneer yet I felt that I was covering new ground. The way I worked in the past was changing without notice. Everything from how materials are handled at the beginning to how final reports are made is going to change. Also, MES was going to have to be adjusted for each department. At the end of the meeting I realized that I would be learning how to write scripts.

Here are a few suggestions that must be considered as you take on the role of leader for a project as large and as important as MES:

- Conduct daily Stand-up Meetings. These meetings are essential. Never miss a stand-up meeting.
- Make yourself become open to change. Everyone involved will have to change.
- You may be heading up Production or Leading IT, simply be ready to learn each side of the MES Project is doing and how they do it.
- It does not matter who you work for, you will be following someone else’s time line.
- Though you may not see yourself as a pioneer your work may open new possibilities.

### Expect Push-Back

This was a new program and no one will know what to do next. More than likely every installation will be a new program. Anticipate that you may not know what to do. Yet know what the outcome must be. Production leaders will need to be insistent as to what

the MES Project will deliver. There were some items that did not coincide with production needs. Those items needed to be changed and it was a developmental change and would cost more time and money. This situation could have been avoided if the IT side understood what production needed.

All involved must understand that the thought that something is not good because production or IT did not invent it has no place in a project of this magnitude. In one situation qualification for software testing was turned over to a production group. The production team was not anticipating that they were to validate software.

Our group was demoralized. Considerable time was needed to get the project on track. Leader's not needed to get others to commit or recommit to the same thing every day. People were resisting because they felt that had they been involved at the beginning their needs would have been understood. Now they were suffering because of poor planning. In time we all recovered however valuable time was used to get back on track.

It appears that when an idea occurs 68% either oppose or are unsure of the idea unless it was invented by them. My suggestions for avoiding this are:

- Expect IT and Production resistance because it was not designed by them.
- Once a decision is made involve as many people as possible in the planning of the execution.
- Avoid the attitude that out of a box solutions will fit everyone does not always work.
- Production teams need to think like IT Teams.
- IT Teams need to learn to think like Production Teams.

## Sell Yourself

The challenges in taking on a project as large as MES are daunting. I did not understand the scope as a leader should. Misunderstanding caused personal tension. I became frustrated at times and despondent when situations happened and they were not taken care of as I thought they should. I found that I wanted to isolate myself. Initially I wanted out of this assignment.

It was not until I realized that I was in control of myself first and the project next that situations began shifting. It is amazing how much a project leader can do when they realize how important their work is.

This realization will not come without effort:

- Become able to identify the positive benefit in each situation you find yourself.
- Get as much one-on-one training as you possibly can. Also, rely on previous training experiences.
- Learn about and practice GTM (Good Time Management).
- Create a strong professional relationship with key project leaders.
- Seek out the positive elements of the project and overcome the negative elements. Leaders do not want your complaining they want to see your results.

## Keep Others Excited About the Project

Too often there is not much time to sell yourself on a project that is starting or underway. Learn as quickly as you, faster if necessary. There are people who are willing to help you to. Seek out the people who can help you the most. When you take charge; when you learn and when you are willing to admit errors and correct them your life as a project leader will become less difficult.

Build your own excitement for your work. Then, from your excitement you will be able



to motivate others to become excited. You will have the ability to lead others in taking control of their part of this project. To do this you must:

- Realize the complexity and difficulty of making meaningful change.
- Learn how to become patient. Progress will not always happen as planned.
- Continually talk about the features and benefits of the project.
- Stay focused on facts rather than opinions. Require facts from others.
- Communicate clearly and frequently the contributions of others

#### The 40 Lessons Learned

While being responsible for the successful installation of the Manufacturing Execution System (MES) I have learned 40 lessons that others could use with similar projects.

1. Be open to differing opinions. Realize you cannot be right all of the time.
2. Base your actions on facts.
3. Learn from the mistakes of others and especially your mistakes.
4. Develop a mind-set to succeed. Know the benefits MES program. Create and hold to your vision of the successful completion of your assignment. (Refer to your Pacific Institute information from Unit 1 – Change Beyond Pretense, Unit 3 – Self Fulfilling Prophecy and its Effect on Success, Unit 9 – The Self Talk Cycle and Unit 14 – The Key to Personal Power along with the corresponding CDs.)
5. Become strong and avoid letting others sway you to do something that is not right.
6. Arriving at your office before others arrive to quietly plan your day.
7. Realize nearly everyone else you will be working with will be stressed beyond their limits. Find ways to help them by becoming a ‘stress buster’ by breaking tension.
8. Be able to be intensely focused and then break your focus with humor. Laugh a little. Laugh at yourself. Permit goofy thoughts to enter your mind.
9. Take 30 minutes a day and have normal conversations about things you like to do.
10. Leave work on time and take work home. At your home only work a couple of hours. Learn when to stop.
11. Realize that every day is an adjustment.
12. Put your mind on what you need to and put annoyances aside.
13. Eradicate/ Decimate interruptions by not having time to be annoyed.
14. Understand that even when plans are detailed and in place they may not work.
15. You have to allow yourself to be pushed into different directions. Do not be upset. Adjust.
16. Find strong seasoned workers, who would be interested in a challenging project.
17. Know your people and how they will work. Do not bring in people and expect them to be dedicated 150% unless they have proven themselves and you know that they can give 150%.
18. Be open and communicate at all times. Leaders at all levels must communicate the plans and expect that those plans and deadlines may need to be changed. What we anticipate and the start of a project of this magnitude may not be accurate.
19. Allocate all resources to get the job done.

20. Take care of your resources. Encourage team members by recognizing their contributions and infrequently use a Shock Collar Tactic when it is necessary.
21. Conduct daily Stand-up Meetings. These meetings are essential. Never miss a stand-up meeting.
22. Make yourself become open to change. Everyone involved will have to change.
23. You may be heading up Production or Leading IT, simply be ready to learn each side of the MES Project is doing and how they do it.
24. It does not matter who you work for, you will be following someone else's time line.
25. Though you may not see yourself as a pioneer your work may open new possibilities.
26. Expect IT and Production resistance because what you are working on was not designed by them.
27. Once a decision is made involve as many people as possible in the planning of the execution.
28. Avoid the attitude that out of a box solutions will fit everyone does not always work.
29. Production teams need to think like IT Teams.
30. IT Teams need to learn to think like Production Teams.
31. Become able to identify the positive benefit in each situation you find yourself.
32. Get as much one-on-one training as you possibly can. Also, rely on previous training experiences.
33. Learn about and practice GTM (Good Time Management).
34. Create a strong professional relationship with key project leaders.
35. Seek out the positive elements of the project and overcome the negative elements. Leaders do not want your complaining they want to see your results.
36. Realize the complexity and difficulty of making meaningful change.
37. Learn how to become patient. Progress will not always happen as planned.
38. Continually talk about the features and benefits of the project.
39. Stay focused on facts rather than opinions. Require facts from others.
40. Communicate clearly and frequently the contributions of others.

My reason for identifying the Eight Elements of Change that are associated with this MES Project and these 40 Lessons Learned was to enable you to become more successful. Realize the benefits of your contribution while you foster understanding, develop strategies, innovate and lead progressive improvement.