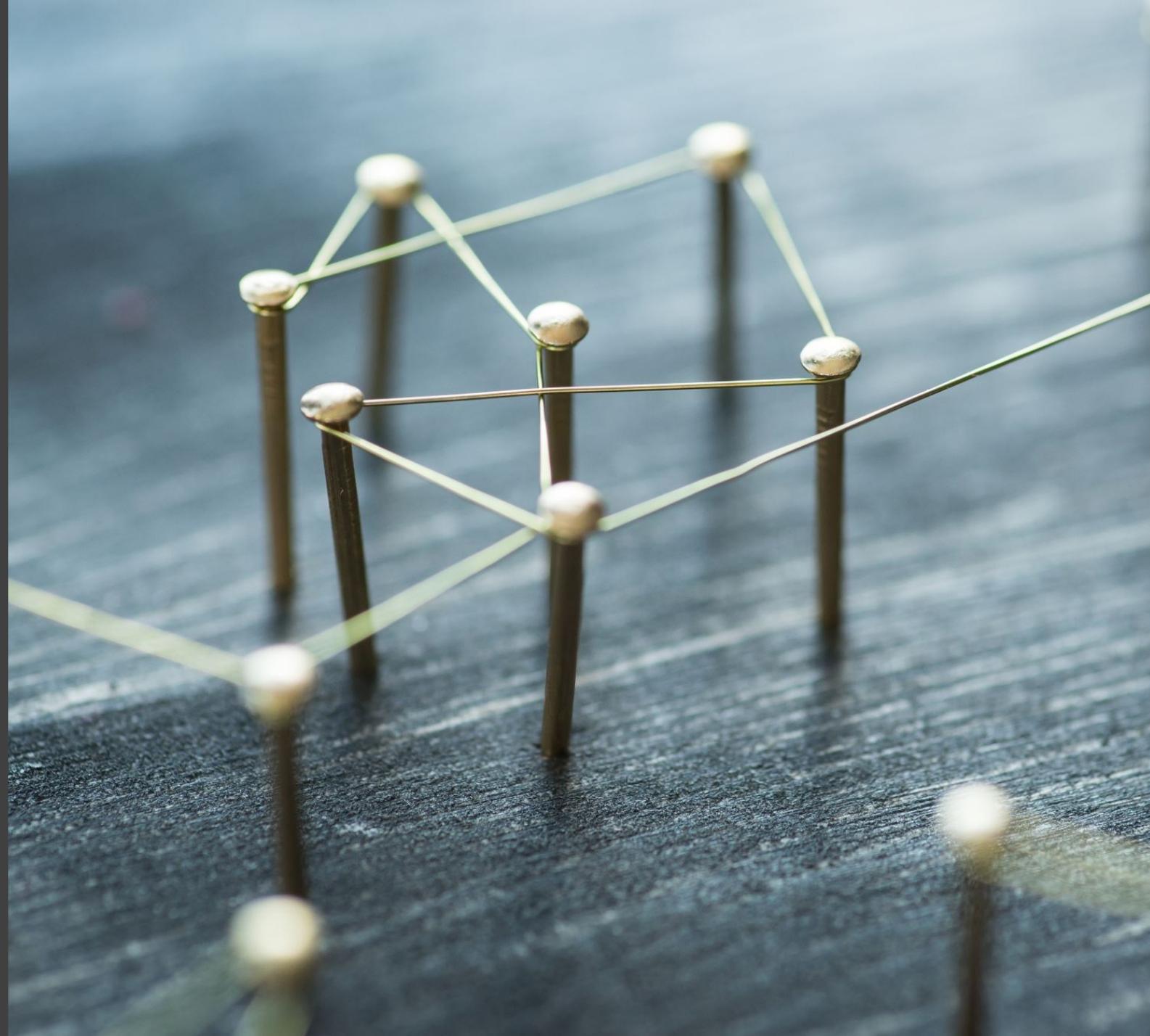


TOTAL *PEOPLE* MAINTENANCE

Eight Pillars to build world-class teams to drive performance & profits



THE GENESIS



Evolving a Culture of Continuous Improvement

- In the period 1950-70, Seiichi Nakajima introduced to Japanese industry a culture of continuous care and improvement of machines, called Total Productive Maintenance.
- The aim was to involve all players – from business owners to shopfloor operatives – to generate a culture which delivered ZERO unplanned machine failures, ZERO product defects and ZERO accidents.
- Toyota, 3M, Proctor & Gamble, General Motors and Ford were early adopters.
- In the late 1990s, David Boddy (ASIS Business Coach) introduced a programme into the Home Care Division of UNILEVER to mirror the 8 TPM ‘Pillars’ – but this time focused on PEOPLE.
- He called it: *TOTAL PEOPLE MAINTENANCE*

PILLAR 1: Autonomous Team Maintenance

- TOTAL TEAM CARE - Autonomously, without waiting for higher management intervention. Every company employee is trained in:
 - Understanding the person - an Emotional Intelligence exploration of what makes each team member tick
 - What is their natural way of working?
 - What are their motivations? What do they love to do and not to do? How do they 'flow'?
 - What do they naturally pay attention to and what do they avoid?
 - How can you spot when a team member needs help, is in trouble, is "off their game"?
 - How can you support them, lift them up, re-energize and re-focus them?
 - Evolving a culture of "we all care for each other"; what has to change to make that happen?
 - What has to develop in the culture of a company to ensure that the care can remain on-going?

PILLAR 2 : Planned Team Maintenance

- THE LISTENING LOOP

- Building in regular opportunities/processes for reviews, feedback sessions
- Creating planned “ Creative Conversation Circles” for all team members – from the top down – to dialogue on issues, problems, opportunities, innovations, changes.
- Developing a culture of appraisals and personal development plans
- Evolving “ listening posts” across the company so difficulties are identified early and responses actioned quickly

Listening Loops can become a dynamic intra-company communication process, providing direct feedback to more senior management. They create a culture of LISTENING – HEARING – DIALOGING – ACTING.

The key is to ensure these opportunities are planned, given time, and take place regularly.

PILLAR 3: FOCUSSED IMPROVEMENT

- TALENT SPOTTING : Making sure the stars in the business can fully shine
 - The main intervention here is ONE TO ONE COACHING
 - Strategic plans need to identify future leaders and put in place programmes to develop them
 - Developmental coaching, with specific objectives, ensures leadership teams at all levels rise to high performance levels
 - This includes coaching shopfloor leaders, shift leaders, middle and senior management, up to and including the Board.
 - Total *People* Maintenance is an holistic and inclusive approach to top performance

PILLAR 4: NEW PEOPLE MANAGEMENT

- THE CONNECTORS

- Connecting and integrating new team members requires regular intervention – by existing team members
- The primary intervention here is MENTORING/BUDDYING
- New arrivals can be quickly helped to better understand the team dynamics – and their part in it – if provided with a Mentor.
- A recommended response is to coach the Mentors in their new skill and provide them with a feedback mechanism for communication to their immediate line managers.

PILLAR 5: QUALITY TEAMS

- TOGETHER EVERYONE ACHIEVES MORE
 - Team building programmes are integral to TOTAL *PEOPLE* MAINTENANCE
 - Corporate culture is built through teams working with each other and with other teams
 - Team composition is reviewed through the use of HR diagnostics
 - Team unity is established through meeting regularly in “ Creative Conversation Circles”
 - A company deploying a full Total *People* Maintenance Programme will ensure such events are regularly scheduled and kept to.
 - Our recommendation is for management across the levels to participate in these programmes.
(Where ‘Circles’ have been regularly operating, this integration is natural and highly productive.)

PILLAR 6: A SAFE ENVIRONMENT

- MENTAL HEALTH & EMOTIONAL WELL BEING

- According to the Health & Safety Executive, for every team of 4 people, 1 is likely to have had, has or will have a mental health issue requiring intervention.
- Mental health problems at work cost the UK economy £34.9bn in 2019 - £1300 per employee
- Work related stress and mental health problems are often found to be two sides of the same coin.
- This Pillar is designed to ensure that the workplace is an emotionally and mentally stress-free environment, generating a positive sense of well being for all company members, whatever their function.
- In today's context, a 'safe environment' goes well beyond physical health & safety.
- We recommend an audit of company employees mental and emotional well being prior to initiating any specific programmes. The work through the other pillars, in itself, creates a positive well-being factor.

PILLAR 7: TRAINING & DEVELOPMENT

- CONTINUOUS PROFESSIONAL DEVELOPMENT

- An audit of employee satisfaction with CPD forms the basis of work in this pillar
- In addition to skills development, the Total *People* Maintenance Programme advises company-wide training of all the Pillars for every team member.
- A common focus of such training for non-managerial staff is “ how to improve communication with my boss”.
- Much of this training is done via Webinars, videos and online.
- Creative Conversation Circles can also be established to upskill the whole company in how to care for each person.
- These interventions have a powerful impact on employee perception of the company and its management, delivering, where needed, effective culture change.

PILLAR 8: TPM in ADMINISTRATION TOO!

- ONE COMPANY:

- No one is left out in a Total *People* Maintenance programme – least of all the admin staff who look after vital assets such as payroll, pensions, benefits etc.
- Coaching & Mentoring & Team Building programmes give emphasis to this point
- Just as a missing small cog in a large wheel doesn't allow it to function smoothly, so too when it comes to people management.
- By establishing this Pillar, senior management cannot ignore this group. Total *People* Maintenance is for the WHOLE COMPANY.
- A sense of ONE COMPANY TOGETHER is a powerful driver for success and profitability.

The SMART Internal Deliverables

- ❑ Productivity Improvements – clearly measured from identified base
- ❑ Higher retention of top performers
- ❑ Fewer absences – especially stress related
- ❑ Better morale – higher ‘satisfaction’ ratings
- ❑ Effective career progression
- ❑ Recruitment savings
- ❑ Improved mental health & well being
- ❑ A ‘One Company Culture’ continuously driving towards improvement

The SMART external Deliverables

- Happier customers
- More repeat business
- More referrals
- Fewer customer complaints
- A more 'attractive' company to do business with
- Happier suppliers with improved reliability
- A great reputation as an employer to work for and a service/product provider to buy from.

For further information and a FREE ONSITE or VIRTUAL CONSULTATION please contact us:

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