Visionary Leadership In Support of PLM

Module 17

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Visionless Organizations

- Without vision, organizations drift along
- Decision are made on a day-today bases, uncoordinated
- There may be an underlying belief that people are good, know what they are doing, doing their best, performing well
- In practice, people aren't performing well and their aimless behavior does not serve them or the organization well, e.g., projects late, cost overruns, quality problems
- Managers concentrate on the short term
- Too much time in aimless meetings
- Engineers over-engineer, functionality creep increases
- Too much travel, trying to understand mistakes

Organizations with Visions

- People see and shape the future, they aim, set direction
- The process of creating a detailed vision, results in people understanding the issues, the processes, and becoming responsible for them

Creating a Vision

- Vision should meet the business objectives and the requirements of the customers (both internal and external)
- Environment is dynamic, vision must be dynamic; as environments and resources change, strategies change
- Likely never achieve “the” vision due to accommodating change
- Time, energy, materials is spent on arriving, not the attainment
- Focus of assessment should be on continuously improving, not some arbitrary target

Visionary Leadership

- **Focused vision of the Future**
  - Today (Baseline)
  - Tomorrow (Goals)

- **Empowering employees**
  - Communication
  - Shared meaning
  - Shared information

- **Shared decision making**
  - Knowledge
  - Skill
  - Behaviors

- **Inspirational; develops a sense of "readiness to change"**

Visionary vs. Standard Leadership

- Visionary Leadership
  - Increased efficiency by moving decision-making responsibility down
  - Limited supervision
  - Supports development of quality decision-making skills
  - Wal-Mart

- Standard Leadership
  - Low efficiency due to command-and-control leadership
  - Disconnect between management and the frontline
  - Management ignores frontline issues until major problem
  - K-Mart

Objective of Visionary Leadership

- Increase workplace efficiency by controlling elementary problems through
  - workplace education/training
  - tools
  - information

- Workplace education/training offers efficient ways to get jobs done

Leadership Style

- **The goal in any task is to efficiently use:**
  - Time
  - Energy
  - Materials
  - Deliver quality, acceptable levels

- **Leadership style controls efficiency**
  - Efficiency controls competitive value of product or service
  - Competitive value affects market position

Leadership Innovation

- Fast growing organizations are built on leadership innovation (not product visionaries)
- Social visionaries
  - Invent entirely new ways of organizing human effort
  - Southwest Airlines, Inc.

Workplace Education/Training

- Creates a workforce of quality decision makers
  - Employees at all levels have the *opportunity* to discover and develop their unique skills
  - Knowledge and skill development inspire people to be quality decision-makers
  - Not everyone will embrace this opportunity, but the few that do will inspire others with positive attitudes

Environment

- Organization structure - controls decision-making responsibility
  - Visionary leadership allows decision-making responsibility all the way down to the frontline
  - Standard leadership limits decision making to management
- Priorities – Organization priorities control leadership style
  - When priority is responsibility at the frontline, leadership will seek talent, people s/he can depend on to complete tasks with limited supervision, “Just do it” attitude prevails
  - The frontline develops quality decision-making skills that are also found in layers of management
  - When the priority is control, leadership is organized in a way that suggests “don’t do anything until being told”
  - Layers of management slow the final decision, while lowering efficiency

Environment - continued

- Policies - Leadership style is controlled by workplace policies; leaders will adapt their style to the organization priorities and its goals
  - High efficiency workplaces are based on visionary leadership, where workplace policies authorize decision-making responsibility at the frontline, where the problems occurring
  - Standard leadership is based on man's instinctive desire for control, which is leadership by default; a leader's changing mood controls policy of the moment and no one knows what the priorities are; mood driven, changing priorities reduce efficiency

Frontline/Elementary Problems

- Elementary problems - Leadership style controls the level of elementary problems, which controls workplace efficiency. Level of elementary problems is controlled, in part, by learning opportunities and leader's personal priority
  - Decision-making responsibility, at all levels, allows minor problems to be solved by those who are first aware of them
  - Management can stay focused on problems related to the organization goals
  - Employee motivation is high when they feel what they are doing makes a difference

Frontline/Elementary Problems - continued

- A leader's desire for control prevents minor problems from being solved, because no one can make a decision without approval
- Leaders' priorities are based on high visibility events
- Employees adjust work habits to minor problems; minor problems become accepted as normal
- The volume of these "minor" problems becomes a "major" problem as minor problems slowly grow and the workforce becomes less efficient
- Management blames workers for their lack of ability to get the job done; assigning blame without responsibility solves nothing

Learning Opportunities

- Learning opportunity - Quality of worker decisions is controlled by workplace learning opportunities
  - Learning to make quality decisions is the result of worker
  - responsibility, resulting in the development of personal skills.
  - An experienced workforce prevents elementary problems
  - Continuous learning opportunity is highly motivating—it controls employee inspiration, skill level and quality

Learning Opportunities - continued

- People, who only follow orders, do not have learning opportunity, do not develop personal skills and do not learn quality decision making

- A workforce that is indifferent to the needs of the organization increases elementary problems; workers learn no more than necessary to their job; affects level of innovation.

Product Lifecycle Management (PLM)

- Product Lifecycle Management – integrated, information-driven approach that impacts
  - People
  - Processes and practices
  - Technology
- Enables leaders to efficiently manage resources
  - Time
  - Energy (utilities)
  - Material
- Resulting in increased innovation

Visionary Leadership Supporting PLM

- PLM, as an integrated, information-driven approach, supports pushing down the decision making power to the level where the elementary problem occurs, where educated/trained people with the right tools (IT) can access accurate information and make timely decisions. Efficiencies are realized!
  - Time
  - Energy (utilities)
  - Materials

- Captured time, energy, materials can be reallocated in support of innovation

Visioning Leadership Supporting PLM - continued

- PLM supports and clarifies the visioning process by helping to define
  - Product portfolio
  - Relationships between functional areas, across all products
  - Life cycle of all products
    - Engineering design
    - Manufacturing
    - Support Services, e.g., sales, customer service
    - Disposal/recycle

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