

Visionary Leadership In Support of PLM

Module 17

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Teaching Notes in Notes Page View



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

Product lifecycle management is the newest wave in productivity and lean thinking. PLM focuses on the use of information sharing within the entire product lifecycle - from design, manufacture, support, and disposal. This sharing of information results in greater efficiencies and the potential reallocation of resources -time, energy, materials- that if captured, can be reallocated to the process of innovation resulting in new products and ultimately new revenue streams. PLM is an application of systems thinking

None of the above activities associated with a visionless organization add value to the customer.

Time, money, and materials spend on these activities reduces productivity, increase costs, and detract from innovation.

Where there is not vision, the organization will perish..

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”**

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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

Differences between Visionless and Visionary Organizations are discussed in terms of the leadership style that is most often practiced in each, e.g., Visionless Organizations are most often led by people who practice Standard Leadership; Visionary Organizations are most often led by people who practice Visionary Leadership.

When Standard Leadership is practiced, 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

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

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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

Given that Product Lifecycle is concerned with eliminating waste through a more efficient use of time, energy, and materials, a case is made that Visionary Leadership is better practiced when implementing Product Lifecycle Management. With Visionary Leadership, problems are addressed by appropriately trained people who are closest to the problem and/or opportunity for innovation. 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. Decision-making responsibility, at all levels, allows minor problems to be solved by those who are first aware of the problems. Management can stay focused on problems related to the organization goals. Employee motivation is high when they feel that what they are doing makes a difference.

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

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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

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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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