DrupalCon

NASHVILLE 2018
APRIL 9-13

Scrobbesbyrigscīr...

...but you can call me Amy

W. Edwards Demming

"Eighty-five percent of the reasons for failure are deficiencies in the systems and process rather than the employee. The role of management is to change the process rather than badgering individuals to do better."

Red Bead Experiment

Red Bead Experiment

Improve the system.   Distort the system.   Distort the data.

So what can we do?

14 Points of Managment

Create constancy of purpose for improving products and services.

- Plan for quality in the long term.

- Resist reacting with short-term solutions.

- Don't just do the same things better – find better things to do.

- Predict and prepare for future challenges, and always have the goal of getting better.

WORTHINGTON
INDUSTRIES

Adopt a new philosophy

- Embrace quality throughout the organization.

- Put your customers' needs first, rather than react to competitive pressure – and design products and services to meet those needs.

- Be prepared for a major change in the way business is done. It's about leading, not simply managing.

- Create your quality vision, and implement it.

Cease dependence on inspection to achieve quality

- Inspections are costly and unreliable – and they don't improve quality, they merely find a lack of quality.

- Build quality into the process from start to finish.

- Don't just find what you did wrong – eliminate the "wrongs" altogether.

- Use statistical control methods – not physical inspections alone – to prove that the process is working.

End the practice of awarding business on price alone

- Quality relies on consistency – the less variation you have in the input, the less variation you'll have in the output.

- Look at suppliers as your partners in quality. Encourage them to spend time improving their own quality – they shouldn't compete for your business based on price alone.

- Analyze the total cost to you, not just the initial cost of the product.

- Use quality statistics to ensure that suppliers meet your quality standards.

Improve constantly and forever every process for planning, production, and service

- Continuously improve your systems and processes. Deming promoted the Plan-Do-Check-Act approach to process analysis and improvement.

- Emphasize training and education so everyone can do their jobs better.

- Use kaizen as a model to reduce waste and to improve productivity, effectiveness, and safety.

Zappos

Institute training on the job

- Train for consistency to help reduce variation.

- Build a foundation of common knowledge.

- Allow workers to understand their roles in the "big picture."

- Encourage staff to learn from one another, and provide a culture and environment for effective teamwork.

Boehringer
Ingelheim

Adopt and institute leadership

- Expect your supervisors and managers to understand their workers and the processes they use.

- Don't simply supervise – provide support and resources so that each staff member can do his or her best. Be a coach instead of a policeman.

- Figure out what each person actually needs to do his or her best.

- Emphasize the importance of participative management and transformational leadership.

- Find ways to reach full potential, and don't just focus on meeting targets and quotas.

NATIONAL 4-H COUNCIL

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Drive out fear

- Allow people to perform at their best by ensuring that they're not afraid to express ideas or concerns.

- Let everyone know that the goal is to achieve high quality by doing more things right – and that you're not interested in blaming people when mistakes happen.

- Make workers feel valued, and encourage them to look for better ways to do things.

- Ensure that your leaders are approachable and that they work with teams to act in the company's best interests.

- Use open and honest communication to remove fear from the organization.

Break down barriers between staff areas

- Build the "internal customer" concept – recognize that each department or function serves other departments that use their output.

- Build a shared vision.

- Use cross-functional teamwork to build understanding and reduce adversarial relationships.

- Focus on collaboration and consensus instead of compromise.

Eliminate slogans, exhortations, and targets for the workforce?

- Let people know exactly what you want – don't make them guess. "Excellence in service" is short and memorable, but what does it mean? How is it achieved? The message is clearer in a slogan like "You can do better if you try."

- Don't let words and nice-sounding phrases replace effective leadership. Outline your expectations, and then praise people face-to-face for doing good work.
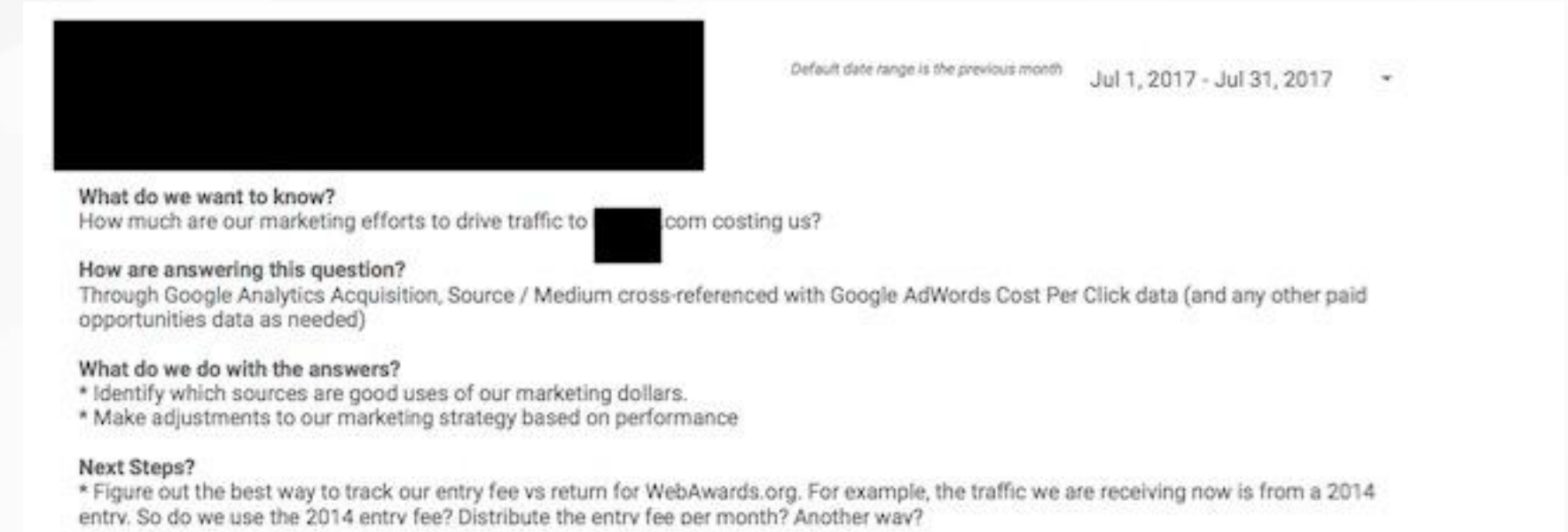
adept

when growth is the goal

Eliminate numerical quotas for the workforce and numerical goals for management

- Look at how the process is carried out, not just numerical targets. Deming said that production targets encourage high output and low quality.

- Provide support and resources so that production levels and quality are high and achievable.

- Measure the process rather than the people behind the process.

Default date range is the previous month Jul 1, 2017 - Jul 31, 2017

What do we want to know?
How much are our marketing efforts to drive traffic to ████ com costing us?

How are answering this question?
Through Google Analytics Acquisition, Source / Medium cross-referenced with Google AdWords Cost Per Click data (and any other paid opportunities data as needed)

What do we do with the answers?
* Identify which sources are good uses of our marketing dollars.
* Make adjustments to our marketing strategy based on performance

Next Steps?
* Figure out the best way to track our entry fee vs return for WebAwards.org. For example, the traffic we are receiving now is from a 2014 entry. So do we use the 2014 entry fee? Distribute the entry fee per month? Another way?

Remove barriers that rob people of pride of workmanship, and eliminate the annual rating or merit system

- Allow everyone to take pride in their work without being rated or compared.

- Treat workers the same, and don't make them compete with other workers for monetary or other rewards. Over time, the quality system will naturally raise the level of everyone's work to an equally high level.

COACH
LEATHERWARE

EST. 1941

Institute a vigorous program of education and self-improvement for everyone

- Improve the current skills of workers.

- Encourage people to learn new skills to prepare for future changes and challenges.

- Build skills to make your workforce more adaptable to change, and better able to find and achieve improvements.

Put everyone in the company to work accomplishing the transformation

- Improve your overall organization by having each person take a step toward quality.

- Analyze each small step, and understand how it fits into the larger picture.

- Use effective change management principles to introduce the new philosophy and ideas in Deming's 14 points.

Questions?

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Join us for contribution sprints

Friday, April 13, 2018

Mentored Core sprint

9:00-18:00
Room: 103

First time sprinter workshop

9:00-12:00
Room: 101

General sprint

9:00-18:00
Room: 104

#drupalsprint

What did you think?

Locate this session at the DrupalCon Nashville website:

http://bit.ly/drupalcon2018amy

Take the Survey!

https://www.surveymonkey.com/r/DrupalConNashville

Thank you!