

WHAT DO I TALK ABOUT, WHEN I TALK ABOUT ... TPM

STEP 1: ANNOUNCING THE MANAGEMENT BOARD'S DECISION ON TPM IMPLEMENTATION



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The process of TPM implementation in an enterprise may be commenced by quoting the words of a Chinese philosopher, Confucius, who said, 'A journey of a thousand miles begins with a single step'. In our case, the beginning step is INFORMATION. Indeed, there is no error at all here. The first step out of twelve in the entire programme described by Seiichi Nakajima involves the Management Board to announce the decision, or information, that the TPM programme will be implemented in a given enterprise. In many situations, one can notice that the actions taken as the first step are way off the mark and performed hurriedly. As a consequence, the entire approach fails at a later stage.

Before the first step is taken, it must be preceded by adequate preparation. This preparation encompasses many factors that I would like to describe in this article.

Before I present how the decision on TPM implementation should be announced in an enterprise, let me focus on the main reasons for the failures during TPM implementation. These reasons can be divided into the following groups:

- corporate implementation – this implementation largely results from corporate rigour and compulsion. The "Mother" company decides to implement TPM and all other companies worldwide are obliged to implement TPM as well. The same "standard" should be applied everywhere and confirmed by a corporate audit, thereby creating the so-called "internal benchmarking" within a given company. During this

type of implementation, no heed is paid to the limitations and restrictions present in a given enterprise in a specific locality and everything is considered merely from the perspective of the "Mother" company. This, in turn, generates numerous errors and problems that eventually lead to failure;

- marketing implementation – this implementation is imposed by a customer that is supposed to enter into cooperation with a given company. A business customer requires that a given enterprise in a given area, which will be producing goods for this customer, should have "TPM implemented". The inverted commas are not without reason here. It is about implementing certain elements of the TPM system, such as AM, so that the customer can pass an audit and the enterprise could deliver (sell) its products to the customer. In many situations, it is a strictly theoretical approach which is reflected by means of colourful tables and a great deal of waste paper in the form of printed charts, audit sheets, etc.;
- project-based approach – this case refers to strictly project-based management in an enterprise. It is noticeable that such an enterprise lives from project to project. A typical day for the top and middle management involves participation in meetings to review the current status of projects. Even if you look more closely, it is unclear how many of such projects are open in a given enterprise and how many employees are involved in them. As far as TPM is concerned, the commencement and completion dates as well as the so-called milestones have been established. One question is absolutely central to the entire approach, namely what happens after we reach the final date, or our finishing line?

- following the trend – this approach can be summarised as follows: "TPM is being implemented throughout Poland because it is ... sexy". Though a bit humorous, this statement reflects the motives behind the entire implementation, or rather an attempted implementation. Everyone wants to have a bite off of the cake called TPM. Companies that do not implement TPM become sort of passé. But is it really true? Is it about being modern? It is worth giving it some thought.

The above-mentioned reasons for failure have a common denominator. Their common denominator is the fact that step 1 was omitted in the entire approach to TPM implementation. There is one conclusion that can be drawn from the examples of failures described above – the lack of adequate communication about the need to implement TPM.

It is, therefore, worth giving some thought to how this first step should be carried out and what it should include in order for further implementation to make sense rather than end in a disaster.

Well, this question was answered as early as in the ancient Greece by one of the most famous philosophers, namely Aristotle. Aristotle is believed to be the father of the communication theory. Each piece of information should include elements that will effectively influence humans. He divided these elements into three categories:

1. ETHOS
2. LOGOS
3. PATHOS

**Does it ring a bell? It is true, isn't it?
How should we decipher these three categories?**

Ethos is nothing else than credibility. Logos means argumentation that uses the principles of logical reasoning, data and statistics. Pathos involves making references to human emotions. Bearing in mind these three categories, it is now necessary to properly prepare the message that will be presented to employees in an enterprise, concerning the relevance of TPM implementation. First of all, the message should be announced by the Chief Executive Officer (CEO). This represents the ethos, or the credibility of the actions taken. Who can guarantee that the actions taken will be successful if not the CEO? Through the involvement of the CEO, we give utmost importance to the process of TPM implementation in an enterprise. As a result, we can eliminate resistance right at the very beginning.

Secondly, the message presented must include suitable arguments that highlight the need to implement TPM. At this point, we should use figures, data and facts to give answers to the following questions: What do we implement TPM in a company? What are the main problems that bother our organisation?

It is possible to add a few subsidiary questions here, but what is important is to use strong arguments to show that there is no other way.

Thirdly, the message must stir the emotions of the employees. This part is the

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most difficult one and should therefore dominate over the remaining parts of the speech. In this part, it is worth answering one basic question that keeps nagging all employees: "What will I get from it"? Wishing to arouse emotions, we have to speak the language of benefits to employees. Why is it worth getting employees involved? These emotions are to be built on the identity and subjectivity of the employees in the entire TPM process.

As illustrated in the above example, there is no difficulty in this step. And yet, it mustn't be underestimated. If we wish to achieve a proper result, this step must be carried out really thoroughly. There cannot be a single error in this step, otherwise this error will come out for sure, sooner or later.

Summarising step 1, or the announcement of the Management Board's decision to implement TPM, the message

should be prepared in the following proportions:

1. ETHOS 10%
2. LOGOS 30%
3. PATHOS 60%

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