DCMME FALL CONFERENCE “MANAGING SMART MANUFACTURING”
***** “SMART PEOPLE”

October 30, 2015

Jerry S. Rawls Hall RM 2082
Krannert School of Business
Purdue University
West Lafayette, Indiana
The story of a young boy that grew into leadership roles as his career advanced.
It is a story how many smart people helped this young boy grow up.
The “road trip” traveled from the city of flexible adaptation to the city of contextual application (more about this as we go through the slides).

A few questions to be answered along the way as we take our road trip.
1. How is value created in manufacturing organizations?
2. Who creates the value?

Value-creating growth is a learned competence based upon an aggressive approach to the creation of long-term value for shareholders through leadership commitment, development of a valuable formula, and a cornerstone of capability to manage change, contingencies, and potentialities (Doorley & Donovan, 1999).

Workforce is a diverse group of individuals hired to perform the specific tasks of an organization, which are to manufacture a product or to provide a service. “Workforce diversity means that organizations are becoming a more heterogeneous mix of people in terms of gender, age, race, ethnicity, and sexual orientation” (S. P. Robbins & Judge, 2007, p. 17). The complexity of the leadership and management of the workforce is made increasingly more difficult as the global economy changes.
Human capital shows “evidence . . . of a close link between investments in human capital and growth” (Becker, 1993, p. 324). It is “embodied knowledge and skills, and economic development depends on advances in technological and scientific knowledge, development presumably depends on the accumulation of human capital” (Becker, p. 324). The ability of an organization to leverage and “achieve extraordinary results with ordinary people” (O’Reilly & Pfeffer, 2000, p. 3) expands the use of “human intelligence and the demonstrated open-endedness of human capacities” (Garfield, 1986, p. 59).
ROBERT L. NIDA
Professional Experience

Wabash National Corporate Vice-President of Organizational Development (OD)
Vice-President/GM of the Retail Strategic Business Unit (SBU)
Corporate Vice-President Business Development

Accuride Corporate Senior-Vice President
VP/GM Steel and Aluminum Wheels
VP Steel Operations
VP Technology/Continuous Improvement (CI)
Director General Accuride de Mexico
Corporate Director of Continuous Improvement
Director of Human Resources and Continuous Improvement

AlliedSignal (Honeywell) Manager of Customer Quality
Manager of Human Resources

FAG Manager of Human Resources and Total Quality

Nida Group President & CEO

AlliedSignal (Honeywell) Manager of Technical Operations
Manager of Manufacturing/Engineering Plastics
Manager of Human Resources, Quality, Safety, and Environmental Affairs
Manager of Human Resources for Fibers Division
Manager of Human Resources
Superintendent of Personnel and Labor Relations
Supervisor of Labor Relations

Litton Industries Director of Purchasing and Personnel Director

Lehigh Portland Cement Personnel Manager

Education

Ph.D. Organizational Leadership, Regent University, Virginia Beach, VA
Dissertation: Leadership Power and Take Charge Behaviors in a Workforce Turnaround Performance Initiative: A Mixed Methods Study

Masters Total Quality Management, Friends University, Wichita, KS
BA, Sociology, Bridgewater College, Bridgewater, VA
• The Magic Wand, Balanced Scales, and Red-Line Principles guided my own “flexible adaption” as I searched for data to help me understand what was going on in the early years of my career.

• Smart People of varying degrees were found while doing so:
  1. High IQ
  2. Medium IQ
  3. Not so very high IQ.

• Yes, IQ is important but trust levels and the willingness of the individual worker to give his/her heart, soul, and brain to help the leader is of critical importance (Paint Line Example).

• The workforce, individually and collectively, chooses to help the leader to achieve goals. Yes, they often choose not to help; “payback” comes in many different ways.

• “Contextual application” including engagement, empowerment, risk taking, skills development and prudent upgrading of talent requires the earlier principles of adaptation along with more sophisticated data collection methods.


• *Economic sociology* “can be defined simply as the sociological perspective applied to economic phenomena” (Smelser & Swedberg, 2005, p. 3).
• Leadership Development is not isolated to the top of the organization; it includes all levels of the organization, salary and hourly.
• Team Turnaround Principles of Success; “C² TOP DUETS” has a beat and it can be a properly orchestrated.
• When the business plan is underperforming, Change it recognizing that Change is a process. *(C²)*
• Take charge individuals exist at all levels of the organization, find them, give them assistance, do so within the context of the Organizational culture once you have analyzed it. Power must be used wisely when undertaking a change initiative. *(TOP)*
• Define the brutal reality for all levels of the team, Use data when sharing, Engage all people, not just a selected few. Top management has the lead role so make certain they are aligned, and also make certain your leadership is serving the needs of those they lead. *(DUETS)*
Leadership power is multifaceted. Based upon the J. R. P. French and Raven (1960) typology it consists of (a) reward power, (b) coercive power, (c) legitimate power, (d) expert power, and (e) referent power. J. R. P. French and Raven posited that P (i.e., the person being targeted by O [i.e., the social agent]) decides to change behaviors by accepting the influence directed at him or her. Reward power is based upon P’s perception that O has the ability to mediate rewards for him. Coercive power is based upon P’s perception that O has the ability to mediate punishments for him. Legitimate power is based upon the perception of P that O has the legitimate right to prescribe behavior for him. Expert power is based upon P’s perception that O has some special knowledge or expertise. Referent power is based upon P’s respect and admiration of O, therefore desiring to accept influence behavior from this person.
• Smart People are team players.
• Smart People get results with an inclusive collaboration mental model.
• Smart People are adult autonomous learners (D.R.I. P).
• Smart People always need help, they cannot get to where they are trying to go without it.
• Smart People gather data to determine the existing organizational culture that exists within the company (levels of the hierarchy, geographical locations, departments, and smaller ad hoc groupings all need to be considered).
• Smart People are humble along with being fair and equitable in their decisions.
• Smart People use wisdom when deciding to remove a person from the organization (the three years later test of explaining the business reason to a stranger).

THANKS FOR THE OPPORTUNITY TO SHARE A FEW THOUGHTS ABOUT SMART PEOPLE IN SMART MANUFACTURING!

BOB NIDA