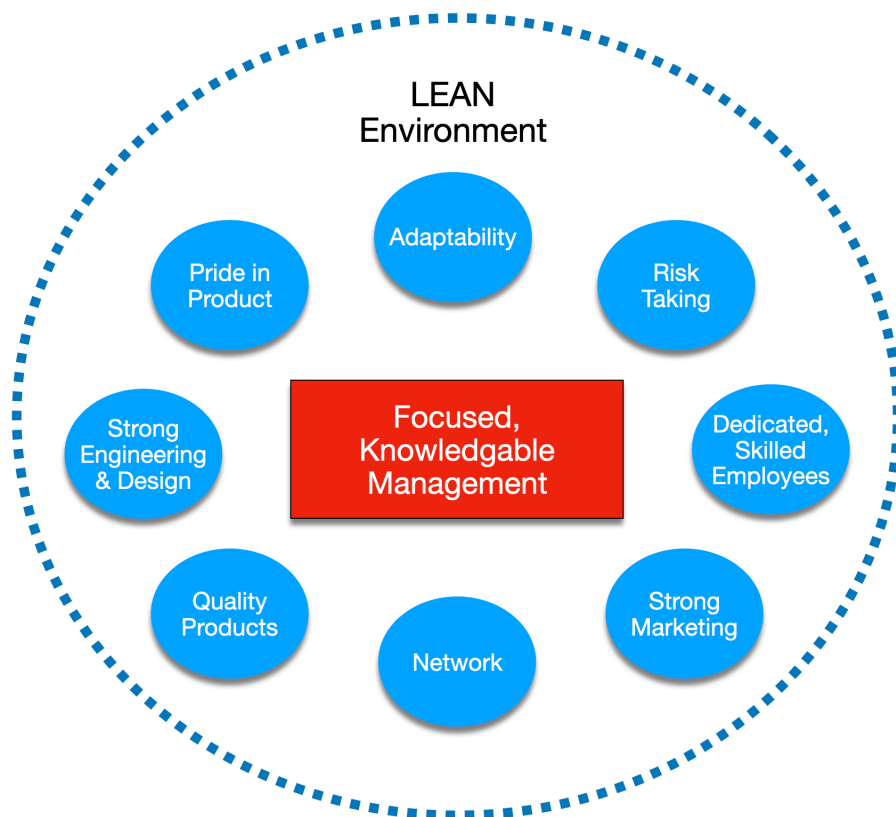


Senior Management's Collated Tables & Observations

Question — In your opinion, what has made Play Magic so successful?	
<ul style="list-style-type: none"> • “we’re positive” (and always have been) that “we can do that” • not be afraid to try new markets • able to hire & keep people • very experienced personnel 	<ul style="list-style-type: none"> • make quality products • are customer focussed • innovative design • the community has a relatively small pool of workers, but a person from the area likes the opportunities we provide

Observation

The following diagram gives several factors seen by an outsider as contributing to the success of PLAY MAGIC. The broken line of the circle suggests that the LEAN environment has yet to be fully implemented.



Question — What are the different job classifications of employees?	
<ul style="list-style-type: none"> • administrative assistant • advertising personnel • assemblers • custodial/waste management personnel • customer support personnel • designers • finishers (non-toxic, child-safe finishes) • information technology personnel • kiln operator 	<ul style="list-style-type: none"> • machine operators (drill presses, lathes, saws, routers, sanders, and planers) • packagers • purchaser • quality control personnel • researchers • sales personnel • supervisors • warehousing/shipping personnel

Observations

1. Not only is there a wide variety of jobs, there is also a very wide range of skills required to perform the jobs successfully.
2. The so-called soft skills*, rather than the technical skills, are the ones that are common to all employees.

[*Note: **Soft skills** are a combination of interpersonal people skills, social skills, communication skills, character traits, attitudes, career attributes, social intelligence and emotional intelligence quotients among others that enable people to effectively navigate their environment, work well with others, perform well, and achieve their goals with complementing hard skills. https://en.wikipedia.org/wiki/Soft_skills]

Question — What skills do employees need to do their jobs well?

<ul style="list-style-type: none"> • need hand-tool types of skills • reading instructions • reading blueprints • trouble shooting • seeing alternatives (logical thinking) • retaining verbal instructions • understanding safely procedures 	<ul style="list-style-type: none"> • understanding how machines work • proper handling of liquid finishes • attention to detail • proactive problem solvers • good team workers (teamwork training needed —> LEAN will help)
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Observation

1. Not surprisingly, employees need a combination of job-related, hard skills and soft skills of the sort mentioned in the note above.

Question — What are the qualities or attitudes of your "star" employees?

<ul style="list-style-type: none"> • attitude —> “getting the job done” (will put in extra time, if necessary) • ability to take instructions from supervisors & designers one time & do it • logical thinking (problem solving) 	<ul style="list-style-type: none"> • star employees get the custom jobs can think on their feet (problem solvers) • can look at our products and suggest improvements • show common sense • get the work done
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Observation

1. The “star” employees are those who already possess a strong combination of hard and soft skills.

Question — In terms of the nine Skills for Success, what do you see as the training needs of employees?		
Skill	Training Needed?	Comments
Reading	<ul style="list-style-type: none"> • not sure • no • no • yes • no 	<ul style="list-style-type: none"> • document use weak but important
Numeracy (Math)	<ul style="list-style-type: none"> • no • yes • yes • yes • not sure 	<ul style="list-style-type: none"> • document use weak but important
Writing	<ul style="list-style-type: none"> • not sure • no • no • not sure • no 	
Digital	<ul style="list-style-type: none"> • no • yes • yes • yes • not sure 	<ul style="list-style-type: none"> • document use weak but important
Problem Solving	<ul style="list-style-type: none"> • LEAN • yes • yes (in 4 sub-skills) • yes • yes 	<ul style="list-style-type: none"> • learn by doing [LEAN training] • job task planning & organizing (production & shop — i.e., final assembly) • problem solving (engineering) • decision making (on the floor) • decision making • job task planning & organizing • finding information • problem solving
Communication	<ul style="list-style-type: none"> • yes • yes • some • yes • yes 	<u>Supervisors</u> <ul style="list-style-type: none"> • clearer explanations • motivational interchanges (<u>not</u> negative) • conflict management • respectful employee handling (<u>not</u> negative) • communication flow (<u>not</u> oral comm.) • writing

Collaboration	<ul style="list-style-type: none"> • yes • yes • yes • yes • yes 	<ul style="list-style-type: none"> • for supervisors communication is a real need • trying to change the culture • supervisors (eliminate negative interchanges) • sensitivity • awareness
Adaptability	<ul style="list-style-type: none"> • “all for it” • “absolutely” • yes • yes • yes 	<ul style="list-style-type: none"> • LEAN • supervisors • job skill refreshers • lunch & learn • decision making (purchaser, customer support)
Creativity & Innovation	<ul style="list-style-type: none"> • possibly 	<ul style="list-style-type: none"> • may not have to go see designers so much

Observation

1. While there is some difference of opinion as to the need for further training in specific skill areas, there is also a high degree of unanimity, with problem solving, communication, collaboration, and adaptability, as well as attention to document use, being identified as skill areas in need of additional development.

Question — In addition to the Skills for Success training that you have identified, what other training needs do you see?	
<u>Supervisors</u> <ul style="list-style-type: none"> • LEAN • no-blame environment • bring problems to the surface • crosstraining • supervisory skills • ability to work with & communicate with employees & motivate them • discipline of employees • course for management on how to boost morale 	<u>Frontline Workers</u> <ul style="list-style-type: none"> • LEAN • empower employees • teach them to be problem solvers • crosstraining • refreshers for job skills

Observations

1. Some of the items listed can be incorporated into essential skills courses (e. g., constructive feedback, supervisory skills, communication, motivation, morale boosting, problem solving).
2. “Lunch and Learn” was mentioned in relation to the essential skills question, above, and it may be an approach that could be used effectively for some of the other training needs identified here.
3. There may be opportunities to use “Lunch and Learn” so that course participants can share their new knowledge with others.