

1.c) Total Employee Involvement

Total employee involvement is the natural result of a work environment that encourages the active participation of each employee in the day-to-day operation of the company. The environment must clearly define goals and objectives; have stable, uniform direction; trustworthy leadership and, most importantly, have a viable, open communication throughout the organization. This concept sounds easy and the senior management of most companies truly believes that these conditions already exist in their companies. Unfortunately, most companies don't meet any of these criteria and, therefore, don't have the full support of their workforce.

The key to total employee involvement rests with corporate management. Only the highest level can effect the changes in company policy and procedure that are a prerequisite to this critical part of any improvement program. Unfortunately, most corporate managers don't have the knowledge of day-to-day operation, at the plant floor level, required to recognize the limitations and problems that existing management philosophy is causing.