

LIVE SEMINAR



Manufacturers Alliance
Providing Training & Education Peer to Peer

STRATEGICALLY DEVELOPING **PROBLEM SOLVERS**

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SEMINAR SPEAKER



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Quanex Building Products

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Quanex Building Products Corporation

Who are we?

Headquartered in Houston, Texas, with locations around the world, **Quanex Building Products Corporation** is an industry-leading manufacturer of components sold to Original Equipment Manufacturers (OEMs) in the building products industry. Quanex designs and produces energy-efficient fenestration products in addition to kitchen and bath cabinet components.





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Quanex Building Products Corporation

A little bit more about who we are

- Founded in 1927 as Michigan Seamless Tube Company and has grown through acquisition.
- Quanex means "quality connection", tracing its origins to the combination of the word "quality" and the Latin word for connection, "nexus".
- Over 3,300 employees at 35 sites across three countries.
- Publicly traded on the NYSE as NX.
- **Fenestration** Industry - refers to the design, construction, or presence of windows and doors in a building.

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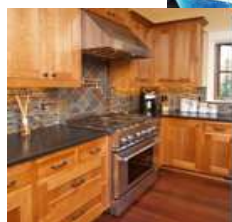
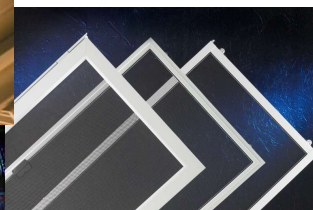
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Quanex Building Products Corporation

Two Divisions



North American Fenestration

- Mikron Industries
- Homeshield
- Insulated Glass Systems

North American Cabinet Components

- Woodcraft Industries

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Practical Problem Solvers

What prevents someone from being a good problem solver?

- Have always been told what to do.
- May not feel that they have 'permission' to do so.
- They're afraid of making the wrong decision.
- Exhibit a mindset of 'it's not my job'.
- Do not have the technical knowledge required.
- Lack of problem-solving tools.



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Woodcraft Industries, Inc.

Example #1: Moving from Solution Seekers to Problem Solvers

Background

- Acquired by Quanex in 2015
- Previously privately held
- Culture of directive leadership
- Operated within silos
- Lack of authority to make decisions



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Building Problem-Solving Muscles

What changed along the way?

- Set expectations
- Educated on core values and beliefs
- Coaching for the expected results
- Accountability for resolving problems/issues
- Recognize we won't get it right each time
- Encourage collaboration and an exchange of ideas
- 'One team'
- Addressing the root cause vs. just 'putting out the fire'
- Leaders accountable for planning and results



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Woodcraft Industries, Inc.

Example #2: The employee who needs a lot of direction and validation



Where do you want me to start on this project?

I don't know what to do.

What do you want to do about this?

Hey boss, I ran out of materials at my machine.

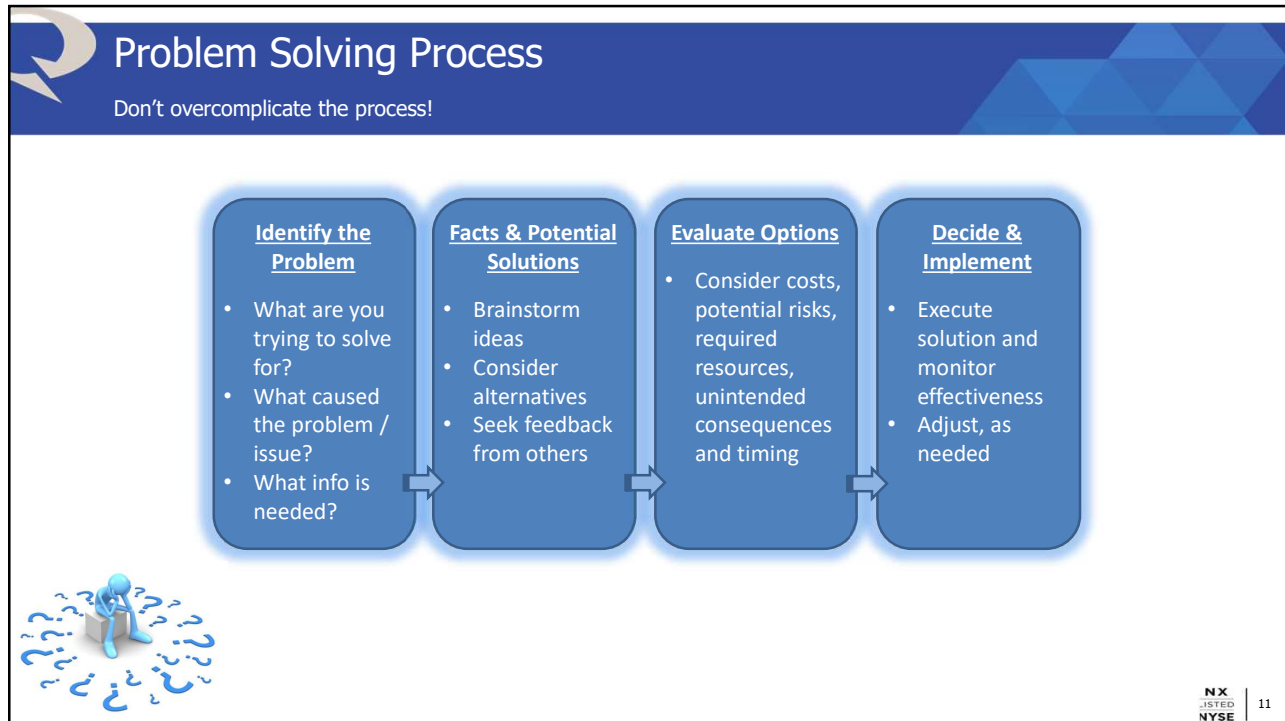
I told them but they just don't care.

Just thought you would want to know there's a problem with the machine.

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Coaching for Effective Problem Solving

What does that conversation sound like?

ABC Customer continues to complain about quality issues, what should I do?


What have you already tried?

Additional QUESTIONS

- What do you think will work?
- Who else could help you?
- I have confidence you can handle this. Let's get you on the right track!
- What do you already know?
- What do you already know about the situation?
- How did it start and where do we need to get to?
- What factors do you need to consider?
- What are possible solutions?

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Developing Problem Solving Skills


Methods for improving problem solving skills

- Assign projects/work to that will provide opportunities to problem solve.
- Role playing
- Develop technical skills
- Mentoring and observation of others




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Developing Problem Solving Skills

Recognize progress and application of new skills



You tell people what to do next when you praise what they last did.

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Lessons Learned and Keeping the Momentum Going

- Upgrade talent / opt-outs
- Others embraced the new expectation and 'flourished'
- People expanding outside of their comfort zone
- Needs to be top-down driven effort
- Targeted skill development was required
- Continue intentional mentoring
- Coach on Call Program



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