

The Eventus Personas: McGee Manufacturing Plant at Mason, Ohio



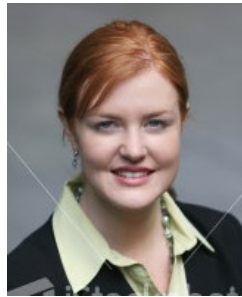
John O'Farrell

Production Supervisor

He manages a swirl of people, parts, and processes to meet production goals.

He is a “fire-fighter,” spending much of his day on the shop floor talking with people at all levels of the plant.

- Hit those numbers
- Build the best team
- Douse those fires quickly
- Own a small machine shop someday



Liz Fulton

Production Planner

She is the hub of the production lines, connected to people outside of the production.

She lives in systems and the numbers of the factory. She helps ground decisions in hard facts.

- Be on time, on target
- Be informed, in the loop
- Become a plant manager



Howard Cole

Purchasing Manager

He manages the “inflow” of the parts that make-up the product.

He evaluates suppliers with the product in mind, working with engineering and production.

- Get the best deal
- Keep his fingers on the pulse of the industry
- Master the madness



Pete Ellis

Operator (Production)

He is one of the many ground-troops of the production. His world does not change unless something is wrong or there is a change.

He works with other operators to streamline their work.

- Keep his station humming
- Look for a better way
- Cut out the “B.S.”



Karl Schmidt
Product Engineer



Chuck Hyde
Maintenance Manager

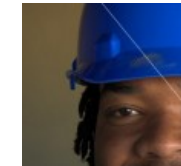


Marcie Mendoza
Quality Manager



Michael McAllister
Plant Manager /
Production Director

Brent Ashbury
Account Manager



Al Filbert
Operator
(Maintenance)



Fran Hayes
Warehouse Mgr.
(Logistics)

Primary Personas

John O'Farrell, 41

Production Supervisor

John has been with McGee Manufacturing's Ohio plant for 20 years. He started as an operator working on the production line, steadily moving his way up McGee. He has been a production supervisor for the past 4 years. Some people that knew him in the early days still call him "Johnny".

John is responsible for 2 production lines. Keeping production lines up and running is about knowing what's going on with his people, the machines, the process and the final product. He spends much of his time on the shop floor, and doesn't hesitate to chat with individual operators. "It's important to show your face to them every day."

Most of his day is about solving problems—one moment he could be resolving a dispute between workers, another moment dealing with a crate of parts that didn't arrive on the floor at the right time. He enjoys troubleshooting and the satisfaction of having issues resolved at the end of the day. He's built a team of "go-to" people he can rely on, those he calls "my right and my left hand." When he says "good job," people know he really means it and it means a lot to his people. The best thing anyone can hear him say is "I owe you a beer!"

In some ways, John feels that he understands the business better than his boss Michael, the plant manager. "A smooth production line doesn't *just* happen." John hopes that Michael will soon understand the day-to-day effort it takes to bring things back to "normal."

John shares an office with Liz, the planner. When he needs to ground his decisions with some hard facts, he can count on Liz.

He carries with him a spiral notebook and refers to the log books on the shop floor for information on the machines. He looks over his email on his blackberry often, but just calls back to answer them.

"Madge," his wife Margaret, doesn't like it when dinner gets cold, so John tries to make it home on time to be at the table with Scott (18), and Conor (12). His oldest, Maggie (20), began working as an Operator at McGee Manufacturing two years ago, which took John some convincing; now McGee has really become "family" for him. He coaches for Conor's soccer league on the weekends.



Goals

- **Hit those numbers**

At the end of the day, John is responsible for meeting or exceeding the production goals for his 2 lines

- **Build the best team**

John runs a "tight ship," a "well-oiled machine," and he wants to keep it that way. It took a long time to build these trust relationships.

- **Douse those fires quickly**

As firefighters, he wants to react fast to issues before they have larger, cascading implications.

- **Own a small machine shop someday**

From time to time while joining his co-workers for a beer, he'll talk about his small-town dream.

Liz Fulton, 32

Production Planner

Liz has been a production planner with McGee Manufacturing for 2 years. After finishing her B.A. in Business Administration, she started her career in production control and moved into the production planner role in her last company.

Day to day, Liz works closely with John, the production supervisor. They share an office and go to most of the same meetings, except for John's staff meeting.

Everyone knows that Liz is the planning hub of the production lines. Liz lives in the systems and the numbers of the factory, and is comfortable with technology.

She works with the sales, cost accounting, and purchasing and manufacturing department staffs to develop sales forecasts, which are used to estimate how many items must be manufactured. From these sales forecasts, she creates production forecasts for the plant.

Liz then draws up the master schedules that establish time limits and sequences of manufacturing operations, production schedules that specify specific operations, including where they will be performed, what tools, materials and equipment will be used, and how many workers will be needed.

In case of design changes, labor or material shortages, or other schedule interruptions, Liz works with others from marketing, sales, production, and engineering managers to reschedule production. She also may reschedule operations to process rush orders or to meet customer needs.

Liz monitors the production plan on an ongoing basis looking for planning errors and makes recommendations to correct the errors.

Liz loves her job and "lives in it." She is also taking classes toward an MBA. On her desk at home she has books, her trusty laptop and her cat Shasta, always about to take a nap or just waking up from one.



Goals

- **Be on time, on target**

In everything she does for McGee, she strives to be efficient, cost-effective, and accurate.

- **Be informed, in the loop**

Her success depends on her total-grasp of the business at hand, so she is connected and very aware of *everything* both in breadth and in detail.

- **Become a plant manager**

Liz knows the business at McGee so much that she's confident that she would be able to run it someday.

Howard Cole, 34

Purchasing Manager

Howard is the Purchasing Manager for the Mason, OH plant.

Howard is actually an engineer by training. He started his career here at McGee Manufacturing as an engineer only to find out that it really didn't fit him. He thrives on interaction with others and loves days where he has some "hunting" to do—for the right part, that is. He knows a lot of people on the industry – sales reps, production managers and even some CEOs and vice presidents of McGee's suppliers.

Howard manages 2-3 purchasing agents who handle the routine purchasing. Howard gets personally involved with the more technical and complex transactions.

He understands the products. He works closely with engineering and logistics. He sits close to engineering and advises them on cost, availability, and suitability of components for use in new product designs.

A key part of his job is evaluating suppliers. He travels several days per month to suppliers to look at products, their production facilities and to get a sense for the company. He stays on top of market trends, supply & demand of goods.

Howard often works nights and weekends. The weekends he has to himself he often hangs out in downtown Cincinnati with his new girlfriend.



Goals

- **Get the best deal**

The deal is good deal only if its delivered on-time, with high quality. The evaluation is on not just the product and price itself, but often the whole vendor company and McGee's relationship with it.

- **Keep his fingers on the pulse of the industry.**

He needs to be ready to meet new needs on a moments notice, so he must keep abreast of changes out there and know internal needs like the back of his hand.

- **Master the madness**

Howard has many projects at varying states of completion, urgency and importance. He must ensure that all urgent issues are addressed on time, and important issues are addressed before they become emergencies.

Pete Ellis, 43

Operator (Production)

They call him “Ellis” or “The Machine”. He and John go way back. John brought him into the company 18 years ago.

Ellis is the man. The manufacturing process has his fingerprints all over it. You can walk the production line and point to couple dozen areas in the production line that Ellis made just a little faster, safer, reliable, or just plain less-annoying. If there’s a better way, Ellis probably has it already figured out.

He has worked with the machines so long that he can hear when things don’t sound right, which is probably a good thing because he now has to wear glasses on the shop floor. Chuck and Al in maintenance are always amazed at his accurate detection skills. He’s not a bad troubleshooter either.

Ellis knows his job and loves his job, and he never had the desire to move up the ladder at McGee. He’s always loved working with the machines, and he likes that when he clocks out he doesn’t have to worry about work—he doesn’t envy John one bit.

Ellis sees his kids on weekends, and tries his best to make that time special.



Goals

- **Keep his station humming**
Ellis keeps his part of the line in tip, top shape.
- **Look for a better way**
Improving the way things get done isn’t a special project, it’s a way of life.
- **Cut out the “B.S.”**
“Give it to me straight and I’ll do the same.” Ellis is as straightshooter and expects the same from others.

Secondary Personas

These personas round out and enrich the believability of the design scenarios, the stories that drive the creation and communication of the Eventus design.

Secondary personas are served adequately even though the design aim to serve goals of the primary personas.

The distinctives in their working styles also point out some special needs that can be easily accommodated by adjusting the design without affecting the primary personas' experience with Eventus.

Karl Schmidt

Product Engineer

Karl is responsible for the design and customization of fuel injection units produced in John's lines. To ensure quality of the final product when drafting and modifying designs, he is thinking not only about the function of the product but also the way it is built. Karl is thus involved setting up manufacturing processes and policies.

Changes to a product design occur not just for product improvements, but just to keep producing the same product when there are changes in suppliers of the component parts.

Goals

- **Create products where customers notice the difference**
- **Find the solution**
- **Keep the whole picture in mind**



Brent Ashbury

Account Manager

Brent manages the biggest accounts for custom fuel injection units produced on John's production line, as well as some smaller accounts for other McGee products. There are custom-designed variants for each account, so Brent keeps close tabs to McGee's ability to deliver.

Brent works closely with Liz on minor adjustments to production schedules to meet his accounts' just-in-time manufacturing requirements, and works with John when there are significant issues to address.

Brent understands the full picture of what affects McGee's production and delivery, upstream and downstream. It is Brent's policy to be transparent so that his customers can react quickly and appropriately.

Brent is often on the road, and stays connected to McGee Manufacturing's headquarters remotely.

Goals

Brent's goals are similar to Howard, the Purchasing Manager

- **Make this sale/make his numbers**
- **Keep the customer happy**
- **Keep his finger on the pulse of the industry**



Chuck Hyde

Maintenance Manager

Chuck has 3 trusty men in his maintenance crew, and it is his responsibility to keep the machines at McGee Mason running without a hitch. Most of the day he is never at his desk, which is placed at one corner of the plant among the maintenance tool shed.

Chuck divides his crew's time into dealing with reactive issues in them in the first part of the shift and the later part of the shift to dealing with proactive maintenance. If there is an emergency, all these plans are on hold, and he becomes first-response for John.

Goals

Chuck's goals are similar to John, the Production Supervisor.

- **Keep downtime short**
- **Prevent problems before they start**
- **Don't get caught shorthanded**
- **Rise above the firefight**



Al Filbert

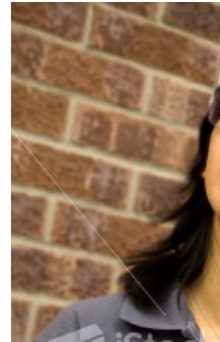
Operator (Maintenance)

Al's is one of the Maintenance Operators at the Mason OH. Plant, a frontline defense to all the problems that come up or may come up soon. Generally, Al descends upon the machines that Chuck directs him to fix, helps assess the nature of the problem, the remedy, and the amount of time and resources it would take to fix it.

Goals

Al's goals and working styles are similar to Pete's, the Production Operator.

- **Troubleshoot and solve quickly and completely**
- **Don't fix the same problems**
- **Get the straight story right away**



Marcie Mendoza

Quality Manager

McGee's pride is low malfunction rates traced back to its auto parts, thus the Mason plant is held accountable to meet certain quality standards each month.

Marcie sets up and conducts scheduled tests on quality from each production run. You can be certain to hear "Hey, you gotta run it by me!" whenever there is even a change in the manufacturing process.

She is often one to identify patterns in the source of quality problems, whether human error or problems with supplied parts. She can stop the new supplier if she isn't happy with the quality of parts. "You're not going online unless I sign off on it."

She runs her life off of a list of checks. Her goals are not for perfection, but managing risks.

Goals

- **Help McGee Mason meet those (quality) numbers**
- **Don't cut corners**
- **Don't believe it until I can prove it**



Michael McAllister, 38

Plant Manager/Production Director

Michael McAllister is responsible for the entire McGee manufacturing complex at Mason OH. He has an MBA degree, and joined McGee 5 years ago. He is concerned about the plant on not just how it runs, but how it meets the needs of McGee's customers and promotes McGee's brand value.

He cares about details, but only in terms where he can quickly get to the "net-net" He requires most details to be aggregated into big chunks. He is monitoring metrics he defines and refines over time. One challenge for Michael is drawing from John what he needs to know from the volume of minutiae.

Goals

- **Maximize productivity**
- **Minimize costs**
- **Maintain excellent quality**



Fran Hayes

Warehouse Manager (Logistics)

Like most manufacturers, McGee is a just-in-time operation, with limited time, changing details and limited space. Fran represents a new generation of Warehouse Manager, a job that is now less about merely storing and keeping track of inventory coming in and out, but more like an air-traffic controller.

Fran's priority is to get the manufacturing line the parts when they need it. She is used to being asked the question, "When will I have it?" She is held responsible for parts not arriving on the floor.

She is considered a cost center, so she is also rewarded by reducing costs and increasing efficiency, both for incoming materials and product being delivered to McGee's customers.

Goals

- **To have the right materials on hand, when we need them**
- **Reduce costs and complexity**
- **Know when Storms are brewing before they come**