

# behind&beyond #1

**Do I have something to say? Yes, I do. And I'm not alone!**

In today's behind&beyond, I want to talk about everyone who has something to say but isn't being heard.

It's more than disconcerting how little logistics managers listen to their employees. Top management and middle management are no different in this regard. Top management discusses things "within their own ranks," holds strategy meetings, or goes into retreats. What about the department heads, operations managers, shift, group, and team leaders who face these challenges daily and know exactly what the root causes of the problems are, what workarounds might look like, or which measures could be used to resolve and improve them effectively? Are they being asked? Far too rarely. Therefore:

- Always include middle management in optimization sessions
- Use simple and direct communication methods and ask middle management for their input
- Organize agile workshops and ensure a balanced representation of operational practice
- Assign middle management direct tasks and responsibilities for optimization and improvement

But something else bothers me and needs to be addressed.

The involvement of the operational level, the shop floor employees, by middle management is practically nonexistent. Why not?

For me, collaboration with the shop floor employees has always been characterized by openness, honesty, trust, and knowledge. Their knowledge base is immense. Continuous improvement (CIP) is of great interest, especially there. The employees want to be involved.

Do I need a sophisticated CIP program? No!

- I need leaders who can approach employees openly and without reservation.
- To involve them and seriously consider their suggestions.
- To implement suggestions directly, and to have them carried out by those who made them.

- To signal trust in the experience and expertise that every employee possesses, regardless of language, culture, education, position, or whether they are a permanent employee or a temporary worker.
- To radiate motivation for everyone involved.

There is immense untapped knowledge. Let's use it.

Yours truly,  
Detlef Kurzbuch