



## **Consulting Case Study #1**

### **Background**

A leading manufacturing company of proportioning/dispensing equipment was experiencing rapid growth. It was determined that cell leaders in the assembly area, who had previously been selected based on technical skills and job performance, needed lead and supervisory training to help them succeed in their new leadership roles. Training areas such as performance management, interpersonal communication, participative decision making, interaction skills and developing people were new to this group and much needed. Obstacles to succeeding in their lead roles included the pressures of “peer to boss,” lack of experience and exposure to coaching and developing skills, and lack of prioritization or stress/time management skills.

### **Goals**

- To appreciate differences regarding decision-making styles and how to effectively approach others
- To promote positive communication patterns that increase efficiency and reduce waste and down time
- To build talent and back-up (promote bench strength), and retain great workers
- To develop a supportive approach to performance management
- To address barriers to working productively

### **Approach**

Following an extensive assessment of needed skills and leadership challenges, a “Building Collaboration” Supervisory Development Series was developed. Participants, divided into Group A and Group B, were involved in the learning process to maximize success through case studies, assessments, exercises, learning activities and discussion of actual day-to-day challenges. Action plans were utilized for learning integration.

Feedback from participants indicated a desire to continue to reinforce previous topics and introduce new leadership topics to further their development. In addition, ongoing training provided an opportunity to integrate and support LEAN initiatives, as well as prepare individuals for fulfilling requirements in their new roles. To further assist individuals in assuming new roles, one-on-one support was established as individuals stepped forward to request additional coaching.

The initial sessions were so successful that two phases of follow-up sessions were conducted. Continued company growth required an exploration of a new leadership structure to help maximize production support as well as promote continuous improvement. Consultative assistance included:

- Identification and development of new production roles and responsibilities



- Competency identification and training support specific to new role responsibilities
- Communication roll-out

This additional consultative support was provided through ongoing discussion and involvement with leadership, supervisors and individuals affected by the new role development. A communication roll out plan was successfully implemented, and ongoing support, coaching and training continue to leverage success.

### **Outcomes**

- Increased lead and supervisory effectiveness and confidence
- Successful transition of individuals to new higher level supervisory roles
- Seamless coverage during continued periods of growth
- More comfort in addressing interpersonal workforce issues
- Enhanced efficiencies in implementing internal processes for producing work that meets customer demands and on-time delivery
- Revisions to performance management forms and processes