

Automotive



Production plant of gas and diesel engines, employing 3,200 people, with 700 temporary staff. The site is highly automated



Objectives

Our client had an urgent need to increase the throughput from the manufacturing site. Though new machinery had been installed to improve overall equipment effectiveness, they weren't getting the results and volumes they were expecting.



Tools

- Tools, controls, resource scheduling, reports, briefings and review meetings were revised to better manage production
- All levels of management were trained extensively, including front line managers
- Simulations games demonstrated the shortcomings of the way they had been operating and provided them with the tools they needed to alter their approach
- Essential supervisory behaviors included making assignments, giving direction, following-up, problem-solving, training and reporting
- Further training focused on problem solving to help them anticipate problems and take preventative action



Outcomes/ Deliverables

- Crankshaft production rose by 15% and crankcase production by 13%
- The key difference was the behavior of front line managers who were now practicing the techniques of active supervision, were anticipating problems and taking corrective action promptly
- This uplift equated to an additional 100,000 cars per year

Proudfoot