

## CASE STUDY

### Supporting Plant Leadership / Cultural Change

#### RESULTS

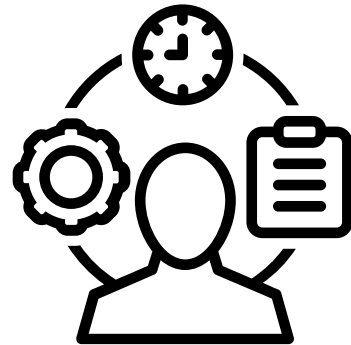
- ✓ Implemented more accurate and integrated attendance tracking process.
- ✓ Trained Supervisors on management strategies for monitoring and addressing attendance issues, thereby increasing time at task.
- ✓ Reinforced accountability for adherence to production schedules, production goals, and improvement metrics.
- ✓ Introduced new and better-aligned Key Performance Indicators (KPIs) to facilitate more specific focus on Continuous Improvement initiatives.

#### ASSIGNMENT

Mentor plant management on manufacturing best practices and measurement tools.

Reduce reliance on hiring of additional labor by maximizing hours of existing workforce, focusing on efficiency and accountability.

Provide leadership training to improve management of and coordination among existing workforce.



#### CHALLENGES/TASKS

- > Lack of data collection and analysis; no metrics on machine uptime, throughput, or pieces per labor hour.
- > Multiple voices of input without true collaboration nor an understanding of production capacity.
- > Incorrect standards for process controls and quality; lack of organization and workflow.
- > Plant operations in a community of ample employment opportunities; poor reputation.