

AUTOMOTIVE

New supervisory skills accelerate production



With an urgent need to increase the throughput from the Peugeot Trémery site, new machinery had been installed to improve overall equipment effectiveness. A world leader in diesel engines, the site produces gas and diesel motors for use across the PSA group. Employing 3,200 people, with 700 temporary staff, the site is highly automated, outputting 27,000 crankcases a week. In less than three months, Alexander Proudfoot helped the PSA team drive a 7% uplift in volume largely by addressing weaknesses in supervisory behaviors.

WHAT WERE THE ISSUES

The Proudfoot team conducted a review and identified a number of issues:

- Management behavior was inappropriate. There was no active supervision and little was being done to improve performance
- Production planning was poor and there was a general lack of discipline to keep the production line running
- Communication between production and maintenance

was poor leading to sub-optimal use of resources.

WHAT WE DELIVERED

Working together, a bespoke management operating system was designed and installed that included the tools, controls, resource scheduling, reports, briefings and review meetings required to better manage production. All levels of management were trained extensively on the new tools.

The project's success hinged upon the improvements the Proudfoot team achieved with front line managers in production and maintenance. A modular programme was designed, tailored to their needs. This explained why they needed to act and operate differently and provided the tools and know-how for them to do so. Various simulations games demonstrated the shortcomings of the way they had been operating and provided them with the tools they needed to alter their approach.

Crucial to the project's success was improving active supervision. Managers and supervisors were trained extensively on the eight behaviours, which, when practised effectively, enabled them to make better use of their resources. The eight essential supervisory behaviours included making assignments, giving direction, following-up, giving positive feedback, problem-solving, negative reinforcement, offering help (counseling / training) and reporting. Further training focused on problem solving to help them anticipate problems and take preventative action.

By coaching the PSA team on how to deliver the training themselves, Proudfoot cascaded best practice across the plant and promoted the sustainability of the behavioral change

THE RESULTS

In less than three months, the much needed volume increases were achieved. 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.

Management was delighted with the results and the new methodology that fostered a far more rigorous approach within production as Didier Blanchard explained, *"I am totally satisfied with the way that they worked with, and changed my people. The operational and the financial results were obtained in only 3 months and I would not hesitate to use them again."*

5.4:1

Return on investment
in year one