

Leadership Improvement Programme

Client

Leading Kitchen / Bedroom Manufacturer

Background and Challenge

Our client, a leading supplier of kitchen and bedroom joinery to the trade realised that there were inconsistencies of management across the group.

After studying their Group Leaders' performance, they realised that their working practices were varied. Significantly, through lack of continual improvement and problem solving capability, the business was not being driven forward.

This lack of consistent leadership was starting to impact on performance. Due to the client's commitment to developing their own staff, recruiting outside replacements with the required skill set was not an option.

Solution

To address the deficiencies in their supervisors qualities, full job descriptions were written clarifying exactly what was required, this enabled the Group Leaders' skills to be standardised.

Working structures were defined and visualisation of the group's performance was put in place facilitating both performance and governance improvement.

Implementation

The activity targeted the worst performing group as a pilot, it was then rolled out to a further three groups. The implementation consisted of:

- A study to understand the actual activities completed by the Group Leaders
- Confirmation of the required skills of a Group Leader
- Establishment of the Group Leader working area
- Establishment of the Visualisation Control Centre
- Training and mentoring, data gathering & interpretation
- Training and mentoring the Group Leader behaviours
- Establishing the required standards



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Case Study - S042



Spitfire_leadership

Results

The project was completed on time and with the end of programme results being:

- The project was completed with six Group Leaders, two more than originally planned
- Improved production volume in normal production hours
- Lean skills and management behaviours transferred and sustained

Knowledge transfer, during activity: pilot group leader results:

- Production capacity target = 35,000 units per day (4p per unit)
- Average pre-activity = **26,666 units per day (11p per unit)**
- Activity pilot results = **50,000 units per day (2.8p per unit)**

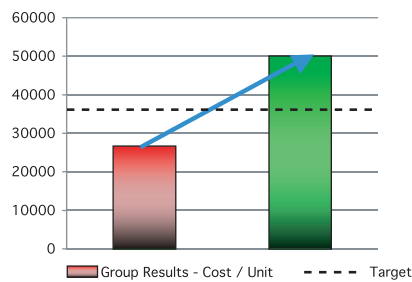
Sustained performance, post activity: pilot group leader results:

- Annualised cost saving of **£637,000** from original cost position
- Overtime removed – Area meeting volume targets and cleared backlog volume in normal production time

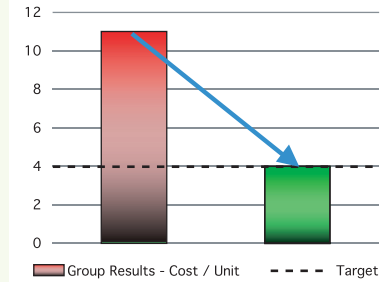
GL Visualisation Control Centre



Pilot Group - Production Capacity



Group Results - Cost / Unit



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