

TDG Delivers Improved Productivity (12%) and Quality (35%)

While Reducing Accident Rate by more than 50%

Pre-Program Situation

- Rapidly growing plant with inexperienced and poorly trained supervisors. The supervisors lacked clear goals and performance expectations. Roles and responsibilities were unclear and inconsistent throughout the plant.
- Growth market able to absorb additional production capacity. Physical production capability adequate but limited by inter/intradepartmental communications, workflow and coordination issues.
- Unacceptable levels of machine downtime, waste and labor productivity

Program Objectives

- Improve the interpersonal and organizational communications of management team
- Assist the management team to develop and implement plant goals
- Develop specific performance measurement tools with management team
- Develop the management and problem solving skills of managers and supervisors
- Strengthen teamwork by improving the level of trust, communications and cooperation within and between departments, shifts and processes

Program Results/Benefits

- Result: Operating performance improvements within first year of program implementation:
 - Productivity increased by 12%
 - Quality rates improved by 35%
 - Material waste reduced 30%
 - Machine downtime reduced by 5%
 - Accident rate reduced by more than 50%

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Program Results/Benefits (cont.)

- Result: Defined expectations and accountabilities for entire organization
 - Supervisors have specific expectations for operator and equipment performance
 - Supervisory roles and responsibilities clearly defined

- Result: Developed standards, work controls and procedures
 - Greater control over operations
 - Increased ability to identify problems and root causes
 - Greater visibility of plant performance among supervisors and operators, increasing sense of individual and team contributions

- Result: Supervisory skills improved
 - Planning capabilities improved, reduced schedule delays
 - Assignment practices improved to include solicitation of operator input and communication of performance expectations
 - More constructive follow-up, including more interaction with operators and better problem identification and resolution.

- Result: Increased employee involvement
 - Broader input of ideas into problem solving and process improvements
 - Employees developed a greater sense of how their jobs contribute value

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