

TDG Increases Production 21%

Increases Scheduling Performance to 95%

Reduces Waste 37%, and Overtime 8%



Background

- 300 plus employee dairy products plant, part of large, U.S. dairy co-op.
- Numerous organizational challenges were surfacing due to significant increase of new and inexperienced employees.
- Rapidly increasing demand for products necessitated a change in traditional management style.

Pre-Program Situation

- High rates of management/supervisory turnover.
- Autocratic style of management displayed throughout the organization.
- Leadership skills virtually non-existent, with managers/supervisors having little sense of personal accountability for results or resolving recurring problems.
- Shifting and unclear performance expectations for employees.
- Little teamwork within or between departments.
- Limited information systems for monitoring performance trends or for identifying problems/excessive process variability.
- Inability to consistently meet production schedules due to quality problems, inattentive operators and excessive maintenance delays.

Program Objectives

- Enhance leadership skills of managers and supervisors.
- Assist the management team in development and implementation of plant goals.
- Develop specific performance and process management/control tools.

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Program Objectives (cont.)

- Strengthen teamwork and accountability throughout the organization.
- Increase employee involvement and sense of ownership for process performance.
- Improve adherence to production/delivery schedules.

Program Results

- Production increased 21%.
- Increased scheduling performance from 84% to 95%.
- Reduced maintenance downtime 22%.
- Reduced waste 37%.
- Reduced overtime from 17% to 9%.
- Developed management/supervisory personnel in basic leadership skills utilizing a combination of seminars and one-to-one, on-the-job development.
- Defined plant and departmental performance goals and expectations.
- Installed statistical process control and analytical tools for identifying and resolving causes of process variability.
- Increased maintenance planning, scheduling and preventive maintenance capabilities.
- Established effective communication/coordination channels within and between departments.
- Gained greater employee involvement in problem solving and decision making.



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