



Client improves culture, retains family atmosphere

This DB&A client has provided high-quality analytical instrumentation, optical equipment, and scientific testing instruments to laboratories around the world since 1936. They have become a global leader in the industry, with 25 offices serving 75 countries.

Despite working excessive amounts of overtime, employees were still not able to meet their on-time delivery schedule or satisfy customer requirements. Orders remained constant, but inventory was building as there were disconnects in their build schedule and what was being produced on the shop floor. The company chose to partner with DB&A to help prioritize and implement strategies to meet their goals. They knew they needed a transformation building strong accountability to improve safety, quality, on-time delivery, overall performance, and productivity.



DB&A Analysis

During an in-depth 2-week analysis, DB&A consultants assessed the Organizational Culture of production area while analyzing the following:

- What Systems/Tools existed and how well they were being utilized
- Supervisor Use of Time – to understand how Supervisors managed problem solving and challenging situations throughout their shifts
- The prevailing attitudes and opinions of the organization towards managing people

DB&A found that Supervisors and Managers were not effectively controlling their areas of responsibility and spent much of their time expediting parts. Supervisors historically reacted to issues by adding more resources instead of focusing on the proactive management of their people and processes.

Production Control released schedules but failed to adjust those schedules to meet the production goals. There was a disconnect between the released schedule and what was actually being produced. The culture was “hurry up and wait”. Parts were not where they needed to be, causing disruptions in production.

The diagnostic data showed that Supervisors scored

The DB&A Difference

Analysis Financial Proposal

- Proposed Project Cost: \$975,660
- Guaranteed Savings Rate: \$1,460,000
- Guaranteed ROI: 1.5:1

Actual Financial Results

- Actual Project Cost: \$975,660
- Annualized Savings Rate: \$2,140,000
- ROI: 2.2:1

Project Results

- 12% increase in Productivity
- 97% improvement in On Time Delivery
- 89% decrease in Overtime
- 30% reduction in time doing administrative tasks

“unsatisfactory” in 8 out of 12 categories including the importance in employee training, communication, and planning.

Other areas with notable room for improvement included:

- Setting and managing Key Performance Indicators
- Quantifying lost time
- Aligning Roles and Responsibilities
- Improving communication and reporting

Implementation Actions

As a first step, Consultants worked with the client's leadership to establish clear roles and responsibilities. This required them to set and communicate clear expectations at all levels.

Both a standard Management Operating System (MOS) and business rhythm were established with emphasis on accountability and breaking down siloed communication.

Workshops were facilitated with the supervisors and other members of the management team. DB&A worked 1:1 with on the floor coaching to support supervisors to implement proactive behaviors.

With better tools, along with training, the client increased compliance and utilization from employees and supervisors. Tracking and reporting provided the data needed to allow supervisors to take an active role identifying issues and implementing changes, holding their employees accountable to meet defined production goals.

The creation and implementation of daily and weekly operating reports allowed Supervisors to summarize their Daily Schedule Controls into a Daily/Weekly Operating Report. This report shows results on a weekly basis alongside an overall summary for the facility, area, and an individual supervisor to drive accountability within the plant.

A Series of Management Development Workshops were developed and conducted. Topics included:

- Lost Time Identification
- Proactive Problem Solving/Root Cause
- Barrier Resolution
- Setting Plan and Short Interval Follow-up

Production Control personnel were taken to the floor to understand what was happening to the schedule once it was released. This allowed the client to take back control of scheduling. A new tracking system was implemented to better utilize existing systems. Vigorous reviews were implemented to ensure the schedule was being followed as published, inventory growth was being managed, and overtime was being controlled.



Project Results

The company achieved their goals to improve the management culture while retaining a “family atmosphere”. Overall, the management’s behaviors changed as leaders began taking a more proactive approach. They are now proactively seeking out problems and opportunities while recognizing constraints sooner to address them.

Leaders are using the MOS to execute their “plan for the day”. They are leveraging this to continue challenging their teams regarding performance and quality. By utilizing real-time data, team leaders are making better decisions to manage performance.

These changes have resulted in a 12% increase in productivity and a 97% improvement in On-Time Delivery. Overtime was also reduced by 89%.

The biggest impact was realized in how Supervisors were spending their time. There was a 30% decline in administrative tasks and a significant improvement in active supervision. The management culture shift has created a proactive approach to managing people and processes. Managers are taking ownership of their areas and solving problems at the right levels.

Since 1987 DB&A has provided cross-industry management consulting delivering 15-20% in operational and financial improvements to our clients with a financial guarantee. We deliver customized solutions that maximize existing resources to increase efficiency, capacity, and productivity. Our approach is to work with all levels of management to transform management culture in order to drive accountability where it matters most: the front-lines. For more information visit www.dbareresults.com or email contact@dbareresults.com