



Front-Line Leaders Make Positive Changes

A U.S.-based nuclear power company, operating in Sweden, offers nuclear products and services to utility industries on an international scale. In addition, they provide support and services in nuclear fuel and maintenance, instrumentation, and control and design of nuclear power plants.

DB&A was brought in to be a part of the company's efforts toward the standardization of their metrics and tools for managing the business. DB&A's services and expertise were utilized in assisting with the need to drive accountability around safety, customer satisfaction, quality of work and performance through a change in their management culture.



DB&A Analysis

DB&A worked with the the client's team, investing in excess of 1500 man hours to conduct studies in order to evaluate capacity and resource utilization, maintenance and quality effectiveness, MOS system critiques, PM execution assessments, and production variances.



The DB&A Difference

Analysis Financial Proposal

- Proposed Project Cost: \$1,700,000
- Guaranteed Savings Rate: \$4,100,000
- Guaranteed ROI: 2.4:1

Actual Financial Results

- Actual Project Cost: \$1,700,000
- Annualized Savings Rate: \$5,315,661
- ROI: 3.1:1

Project Results

- Overtime Reduced by 29.3%
- Productivity Improved by 20.3%

Types of studies include:

- Day in the life studies with 8 supervisors and managers
- Detail studies with 25+ unique employee observations over the course of a week
- Supervisor Opinion Questionnaire (SOQ) with responses from 49 Team Leaders, Supervisors and Managers
- Over 1,000 pages of data produced & analyzed
- Management Operating System critique
- Maintenance execution assessments
- Capacity modeling and production variation
- Employee and equipment utilization
- Maintenance, Quality and material effectiveness studies

During the analysis the DB&A team discovered managers and supervisors do not effectively control their area of responsibility, primarily due to a culture driven by a heavier focus on administrative activities rather than focusing on the management of their people and processes. Use of time studies also indicated that employees in production areas and support functions were not fully loaded and had more available time than initially indicated pre-study.

Based on observations conducted throughout the course of the analysis, identified opportunities included improvements in planning for effective scheduling and execution resulting in improved resource utilization. There were gaps found in cross functional communication allowing issues in proper coordination of resources to solve day-to-day problems. In addition, opportunities to improve continuous improvement on the floor through the implementation of process improvements was identified.

DB&A found supervisors spent on average 9.3% of their day 'Supervising', while perceiving they spent 25.6% of their day supervising. On average the supervisors spent 25.8% of their day available

(visible in the area or in the office) and 58.7% in some type of administrative capacity. Supervisors were also observed spending zero time of their work day engaged in 'Proactive Problem Solving' opposed to the 5.4% of time spent in 'Reactive Problem Solving'.

In addition, observations found supervisors were only spending 1.8% of the day engaged in some type of 'Process Improvement/Planning/Metric' activity. The activities that would comprise this category would be a supervisor or lead actively engaged in action planning around process changes/improvements to their area, calculating metrics, planning work, and the like.

“We experienced transformational changes across the organization. Working with DB&A was a positive injection to the leadership.”
Managing Director



Implementation Actions

Throughout the course of the 30-week project, DB&A and the client's management team worked together to implement behavioral and cultural change strategies. Tying these strategies together with process improvements in order to achieve the desired results needed to ensure both immediate and long-term success to the organization.

A key element of installation during the project was teaching all levels of management how to properly allocate their resources to be most efficient. This was done by teaching a resource loading technique that helps leaders connect a work-to-time relationship. This process was critical in setting each leader up to be successful in controlling their labor cost and being able to make swift business decisions. Looking at their labor cost from this perspective was fundamentally different than they had ever done in the past.

The team developed roles and responsibilities which in turn was utilized for the implementation of Leader

Standard Work to create a more proactive approach based on reoccurring behaviors. Leader Standard Work creates more opportunity for teachable moments due to the surfacing of immediate opportunities to improve processes, allowing the work culture to learn together what is working and what is not. The effective development of Leader Standard Work created both an immediate impact to initiating needed behavioral change while at the same time meeting the need for long-term sustainment.

A series of training workshops were conducted, along with direct coaching and interaction between DB&A coaches and managers. A combination of behavioral and process-based training and coaching occurred throughout the duration of the project allowing for effective installation of both immediate and long-term improvements. Following each workshop, managers were given an assignment to complete that would allow for "real world" implementation helping equip front-line leaders make positive changes to their area. A few examples of some of the work done in this area include educating and assisting leaders in their understanding of Change management, Paradigms, Effective Communication, Time Management, using data to manage by the numbers, and effective leadership through positive confrontation.



Management Culture Transformation Results

- 17.5% decrease in contractor hours
- 8.8% decrease in production payroll
- 15.2% increase in production clearances
- 26.3% increase in clearance labor dollars
- Actual supervising/floor time improved from 9% to 49%.
- 32% decrease in administrative time
- 73% decrease in "available time" or time not utilized.
- 79% reduction in maintenance work order backlog
- 89% on time PM completion rate versus a target of 80%.

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.dbaresults.com or email contact@dbaresults.com