



- The culture of excellence must begin at the senior management level.
- Give the credit to the front-line people. This will trigger empowerment, engagement, and excitement.



BACKGROUND

Managers and supervisors play an important role in transferring the culture of excellence. The culture of operational excellence begins at the senior management level; however, it is management that must execute the activities and projects to begin the transformation journey.

THE SITUATION

PSF Co* is a vegetable packaging company that employs over 300 people. They had trouble coping with sped up growth, having constant manufacturing delays in the production schedules, production errors, customer complaints, and keeping their people motivated (high turnover rate).

Management understood that everything begins with an initial knowledge of how improvement and problem resolution works and to give empowerment to the front-line employees



Lean Management Training for Managers and Supervisors

THE SOLUTION

We developed a customized training schedule for managers and supervisors and mixed the teams in an 8-hour training program split into 4 sessions. The program included

targeting an improvement/problem project in their respective areas. During the program, they applied the problem-solving tools to evaluate and implement their solutions.

THE SUCCESS

During the training, the problems were solved, and solutions implemented. Credit It was given to Supervision, and the support came from their managers who understood the genuine needs of their people.



Management participants practicing lean and problem-solving methods

Everyone treasured the value of lean and critical thinking methodologies. We supported the project's dollar quantification by gathering the data to plot the total savings.



The first training program was so successful that senior management requested a second group to be trained. We formed 17 “Lean Champs” in this company and founded the “Continuous Improvement” department.



The savings were calculated at over \$760,000 annually, from reducing labor costs to implementing quick-changeover methods, mistake-proof jigs and a kanban system.

* The company's identity has been disguised for the sake of privacy; however, the case study is genuine.