

Turnaround for Three-Shift Manufacturing Plant

Impetus for EnTeam involvement

A plant with over 200 employees was losing money and faced imminent closure. Four labor unions, plant management and supervisors were engaged in conflict rather than collaboration to save the plant and jobs. The new plant manager had the managers and supervisors interview and choose a firm to improve the situation. EnTeam was selected.

Goal of EnTeam intervention

To improve teamwork among the manufacturing associates with the aim of implementing a turnaround that would allow the plant to continue operations.

EnTeam's Role

Over a period of six months, EnTeam facilitated a series of two-hour workshops on measuring cooperative performance. Through this process, several results were realized:

- Managers and supervisors identified essential leadership qualities to success: honesty, golden rule, find solutions -- not fault.that created an action plan for improving communication and cooperation with hourly associates.
- A grading scale was installed for hourly associates to evaluate supervisors and management and measure cooperation and communication.
- The situation of conflict was transformed into an environment in which the manufacturing associates were able to have a voice.

“EnTeam provided training that improved communication skills among the management, supervisors, and hourly ranks which was key to the turn-around that kept this facility open.”
Plant Manager

Immediate Impact

The manufacturing associates saw a significant improvement in these areas each month of the process and again, when measured six months afterwards. The plant manager commented, “The EnTeam program helped improve communication skills among the management, supervisors, and hourly ranks which were key to the turnaround to keep the facility open.”

Financial and long-term benefit

Net revenue at the plant went from \$10 million in the red in the year prior to \$4 million in the black in the year following the EnTeam program. The turnaround kept the plant open and averted job losses.

References available on request