

Gardner Group Ltd | Case Study

“Strategic Business Planning & Implementation at Gardner”



NEEDS

Day to day operational problems were preventing progress in performance improvement plans. Required single point of accountability and capability to support implementation of improvement plans

APPROACH

- Effective transfer of knowledge and practical lean thinking
- One to one coaching and support of the Change Agent
- Hands on practical demonstrations
- Specific training in lean tools and techniques

RESULT

- Routine, frequent and formal measurement of operational performance.
- Daily tracking of key performance indicators
- Improved management control
- Improved delivery and quality performance and improved on time in full delivery
- Balanced measurement of inputs, process and outputs
- Standardised diary defining drumbeat reviews and improving review process adherence and quality

“This coaching intervention by Redthorn Ltd has helped us to refocus the management team on the key measures of performance and the need to rapidly solve day to day problems”

Karl Lee, Site Director, Gardner Aerospace

The Need: The management team had identified that day to day operational problems were preventing them from effectively and routinely progressing strategy and plans for performance improvement. They recognised the need to develop a single point of accountability and capability to support the implementation of their improvement plans.

The Approach

The primary goal was to develop self-sustaining implementation and coaching capabilities in a member of the management team designated as the Change Agent. The approach was:

DEVELOP

- ▶ Effective transfer of knowledge and practical lean thinking to create self-sufficiency in the implementation of lean thinking.
- ▶ One to one coaching of the change agent to develop a contextual appreciation of how to implement planned improvement activities and an understanding of the impact of change.

DEPLOY

- ▶ Hands on practical demonstration of implementation tips and tacit knowledge enhancing the overall capability of the change agent across a wide range of improvement situations.
- ▶ Specific training in lean tools and techniques and the development of training material and user guides.

MEASURE AND SUSTAIN

- ▶ Ongoing coaching and support for Change Agent

The Results

- ▶ Clear standards established supporting routine, frequent and formal measurement of operational performance.
- ▶ Daily tracking of key performance indicators supporting rapid problem recognition and improved management focus .
- ▶ Improved management control of operational performance and choosing operational priorities.
- ▶ Improved delivery and quality performance with reduction in outstanding customer returns and improved on time in full delivery.
- ▶ Balanced measurement of inputs, process and outputs to align improvement actions and results.
- ▶ Standardised diary defining drumbeat reviews and improving review process adherence and quality.



Case Study Summary

Industry

Aerospace

Client Overview

Gardner Aerospace manufactures machined and fabricated parts for the aerospace industry. Activities include 5-axis machining, turning, sheet metal fabrication, non-destructive testing, surface treatments, final assembly and kitting.

Location

Various UK sites

Website

www.gardner-aerospace.com

For more information contact:

Telephone **+44(0) 1772 336 944**

Email **sales@redthorn.com**

Website **redthorn.com**