

## Gardner Group Ltd | Case Study

# “Lean & Continuous Improvement at Gardner”



### NEEDS

Day to day operational problems were preventing progressing strategy and plans for performance improvement. Need to develop a single point of accountability and capability to support improvement plans.

### APPROACH

- Effective transfer of knowledge and practical lean thinking
- One to one coaching of the change agent
- Hands on practical demonstration of implementation tips
- Specific training in lean tools and techniques and the development of training material
- Ongoing coaching and support for Change Agent

### RESULT

- Confident application of lean tools and techniques
- In-house capability established to expand use of lean tools and techniques to other areas of business
- Reduced reliance on external coaching and consultancy
- Enhanced capability to plan and manage longer term change programmes
- Sustainable capability to manage internal development programmes

**“Training provided in a classroom environment has given a foundation of knowledge but personal coaching and the practical experience and knowledge I have gained from Redthorn Ltd has been invaluable”**

*Helen Reynolds, Change Agent, 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**

Confident application by the change agent of lean tools and techniques and change management

- ▶ In-house capability established to expand and accelerate the application of lean tools and techniques to other areas of business
- ▶ Reduced reliance on external coaching and consultancy interventions, reducing cost
- ▶ Enhanced in-house capability to plan and manage longer term change programmes
- ▶ Sustainable capability to manage internal development programmes to coach, advise and train other employees.



#### **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](http://www.gardner-aerospace.com)

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For more information contact:

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

Email **[sales@redthorn.com](mailto:sales@redthorn.com)**

Website **[redthorn.com](http://redthorn.com)**