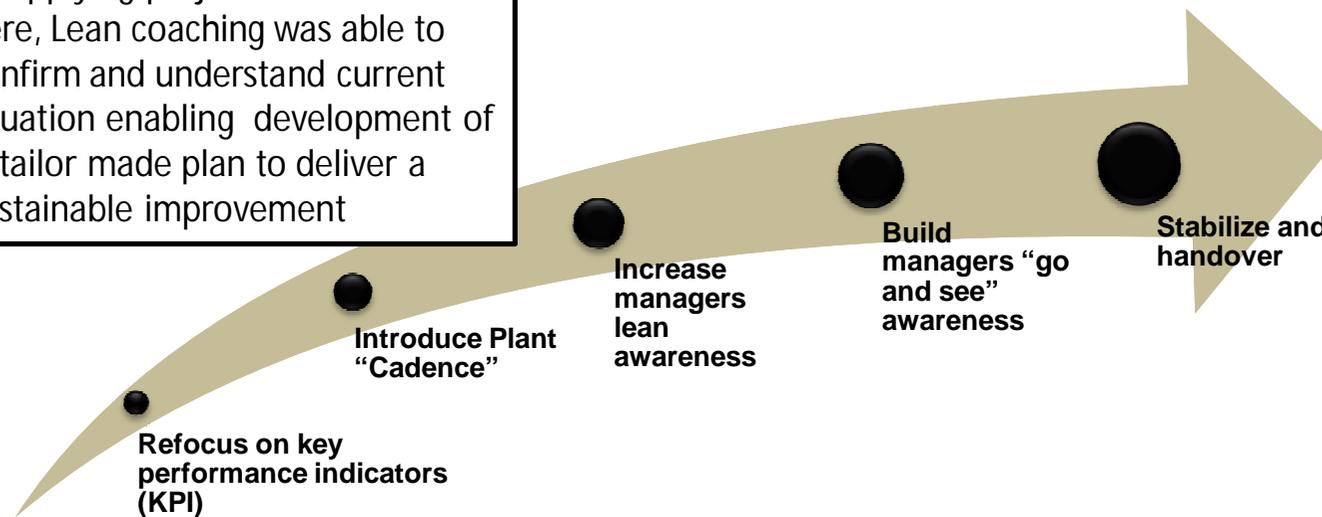


Initial Situation

The V-Engine manufacturing division of a German luxury car producer had, for several years, been attempting to implement a system for continually eliminating non-value added activities. The initiative, essentially a single corporate production system, had been driven, with a series of fragmented “bottom-up” continuous improvement schemes, workshops, training sessions and bespoke projects based on well-codified and widely known tools. The initiative was failing to sustain the implemented improvements and thereby the identified potential.

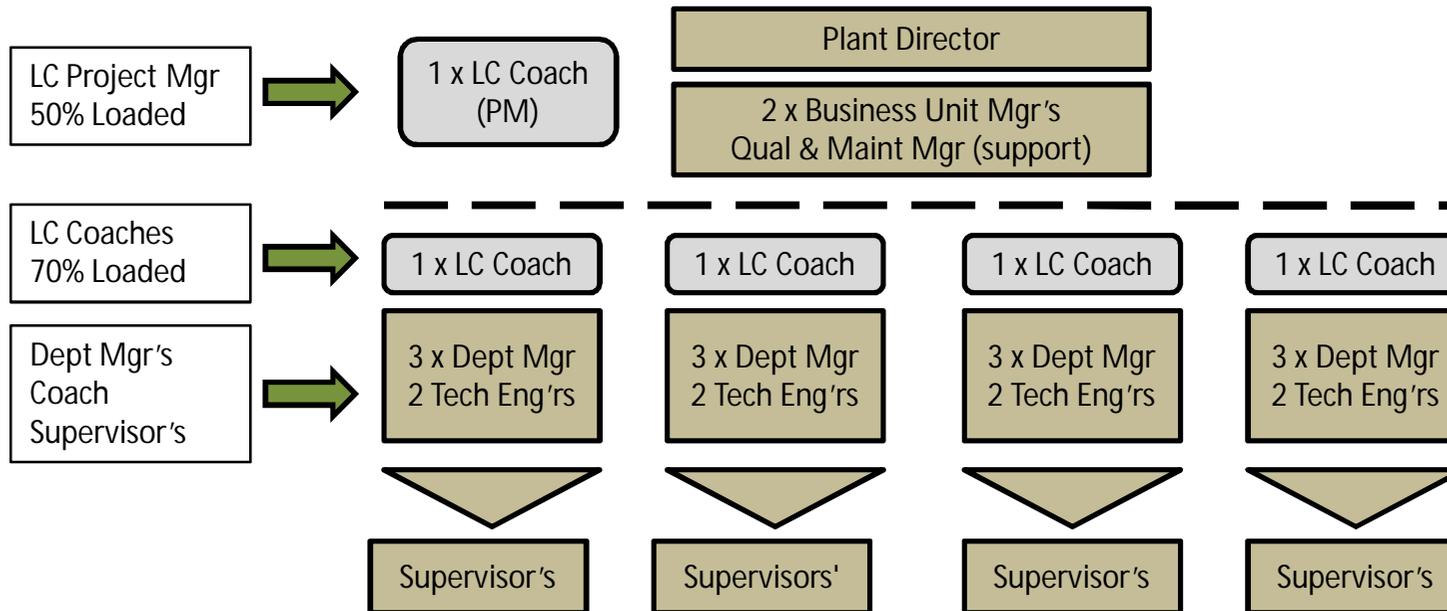
Project Model

By applying project model shown here, Lean coaching was able to confirm and understand current situation enabling development of a tailor made plan to deliver a sustainable improvement



Coaching Concept

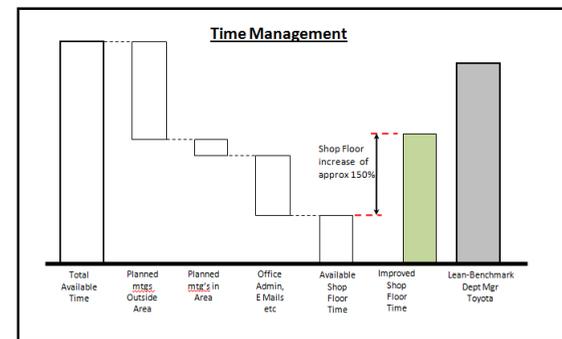
Lean Coaching Ltd helped the client recognise the underlying issue, namely the lack of “top-down” understanding, support and continuity. As a consequence, we recommended a Sensei coaching approach and assigned successful former Toyota leaders from our coaching staff to each key manager at every management level.



Soft Skills Improvement

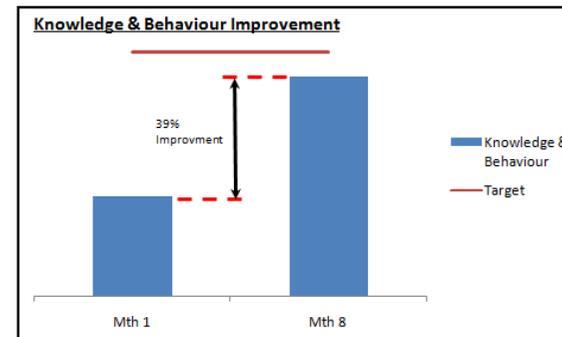
Our coaches developed their “trainees” by working with them on practical leadership behaviours such as direction setting, performance management, shop floor management and practical problem-solving. This approach integrated the excellent understanding of the techniques the managers already had but were not fully leveraging.

Important was to return to the shop floor, data collected showed that available effective Shop Floor time was averaging twenty percent of total available time. By the end of the project this had increased by 150%.



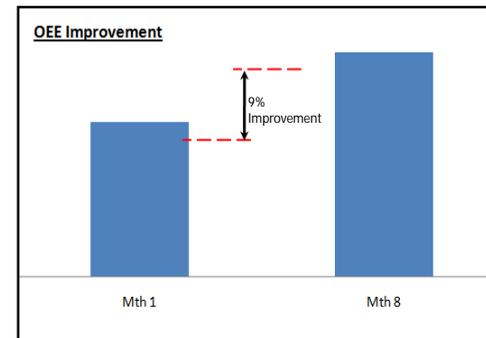
The project delivered a thirty nine percent increase in not just the knowledge of the management but the behaviour;

- 44% Increase in communication.
- 27% Increase in focussed management support.
- 47% Increase in problem reaction time.
- 32% increase in tiered down management coaching to supervisors.



KPI Improvement

Confirmed quantifiable KPI improvement was achieved by applying what had been learnt from coaching activities such as; 'go & see', training on live examples with 'hands on' support from LC Coaches.



Results indicate that the Sensei coaching model creates greater ownership and helps managers to prioritise the activities, which in turn generates a "pull" on the tools and projects, that hitherto were "pushed" from the corporate productions system offices. The "pull" greatly enhances the long term success of the overall system.

Client Benefit

Project delivered proven quantifiable returns and several distinctive awards:

- Approximately four times return on investment to the value of 7-8 million Euros.
- Sixty percent improvement in quality.
- Thirty percent more production with the same headcount.
- Second place in 'Most improved factory of the year' 2007.
- Five additional related awards.