

## AUTOMOTIVE

Practicing active supervision delivers 10% uplift in production



€1.6  
million

Total savings  
delivered to  
client within  
18 weeks

The PSA Vigo plant in Spain produces the Picasso model and has the reputation of the most efficient plant across the whole group. With demand for the Picasso high and sales buoyant, the Managing Director of the Vigo plant was asked to deliver an hourly production uplift of 10% or an additional 4 cars per hour – and within three months. This call for a production uplift came just as the plant was facing the twin challenges of committing to a major cost reduction program that was being rolled across PSA, as well as a more local initiative to rejuvenate its workforce.

Aware of Alexander Proudfoot's experience with PSA Group's front line supervision, he took the decisive step of calling upon Proudfoot to help him and his people deliver the increase required.

### WHAT WERE THE ISSUES?

The initial phase was for the Proudfoot team to conduct a thorough review of

two areas within the plant; maintenance and the body workshop area where a number of issues were identified.

- There were significant gaps in performance between actual and maintenance best practice, with issues not being addressed
- Management behavior was inappropriate. There was no active supervision and little was being done to improve performance
- Production planning was poor and there was a general lack of discipline to keep the production line running.

### WHAT WE DELIVERED

Working in close partnership with our client's people, a bespoke management operating system was designed, developed and installed that included the tools, controls, resource scheduling, reports, briefings and review meetings required to manage production as well as maintenance.

The project's success hinged upon the improvements the Proudfoot team were able to achieve with PSA's first line managers across both production and maintenance. A modular program was designed and tailored to the needs of the PSA managers. This helped explain why they needed to act and operate differently as well as provide the tools and know how for them to do so. Simulation games were used to demonstrate the shortcomings of the way they had been operating and to provide them with the tools they'd need to change their approach.

A key area of focus for the training was active supervision. The managers and supervisors were trained extensively on these behaviors, which when practised effectively would enable them to make better use of their resources. Further training included a session on problem solving to help them focus on anticipating problems and preventative actions as well as team motivation training.

To ensure the sustainability of the behavioral change, the PSA team was also coached on how to self-deliver the training.

### THE RESULTS

The PSA Directors did not initially believe it would be possible to deliver the uplift of the 4 cars per hour. By the end of week 11 and well within the required timeframe, the workforce was producing the targeted number of 44 cars with the same number of people and the same machinery. The key difference was the behavior of the front line managers who were now practicing the techniques of active supervision, were anticipating problems and taking corrective action promptly.

By the end of the 18 week project, Proudfoot had delivered over €1.6 million in savings and had transformed the behavior of their front line managers. The PSA team were delighted with the results. Soon after, a decision was taken to extend the project to a further five workshops, delivering a further €4.5 million in benefits to PSA.