

# Plant Manager Leads Turnaround

The Plant Manager understood a turnaround was needed – just not how badly

An experienced female Plant Manager was hired from the outside to lead development of a greenfield site next to the existing plant.

- The sunsetting of the existing plant was imminent, and the greenfield construction timetable tight
- The Plant Manager wasn't told how problematic the existing operation was, and realized process and behavior improvements had to be in place pre-move
- She was the first female Plant Manager in the company's history, and her team would not make it easy for her

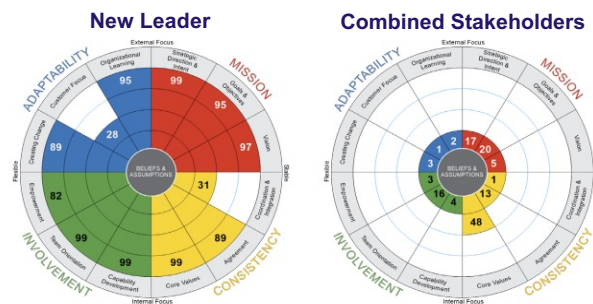
Why did they choose to measure culture, and what did they find?

- The company recognized culture change was necessary, and the new Plant Manager needed to learn a lot about her operation – quickly
- Ratings showed the team and all stakeholders found performance sub-par, and a high priority

*“She was very careful to learn about, and respect, the old culture. This was while bringing us all to a new way of thinking and doing our jobs. Our team made waves, sometimes directly fighting changes, but we now have the highest-performing plant in the company.”*

- Director, Quality

## New Leader vs. Combined Stakeholders



What the Plant Manager did about it:

- Immediately called a town hall meeting to share findings, and engaged the team in root cause (and solution) identification
- With their input, created team norms that rewarded risk-taking and transparency (and forgave past errors and issues)
- The team was empowered to bring forward evidence of, and solutions for, systems and processes misaligned with their new goals

Results achieved:

- On-time plant opening
- Improved teamwork, quality, safety, and productivity
- Decreased turnover

