

Course ID
MANULEAD
Course Duration
3-4 days

Course Title
Manufacturing Leadership Workshop

Related Courses

- Cost Reduction: Opportunities and Strategies (COSTRED, 2 days)
- Root Cause Failure Analysis and Experiment Design Workshop (RCFA3D, 3 days)
- Delivery Performance Improvement (DPI, 2 days)
- Leading Virtual (Global) Teams (VLEAD, 1-3 days)
- People in Projects: Foundation for Project Success (PEOPLE, 3-4 days)
- Advanced Leadership Workshop: The Vision, the Strategy, and the Execution (LEAD3, 3 days)

Aimed At

This course is aimed at manufacturing leads, supervisors, managers, manufacturing engineers, quality supervisors, quality engineers, schedulers, program managers, and others responsible for building and leading manufacturing teams.

Group Size

7-25

Prerequisites

The course assumes a manufacturing background.

Course in a Nutshell

This is a comprehensive and intensive 3-day training program that presents the essentials of an effective and proactive manufacturing management system, with a special focus on developing a capable first-level manufacturing management team. The course focuses on the roles of the lead person, supervisor, and executive managers in a manufacturing environment, and how these key spots influence quality, cost, and delivery performance. This is a practical course taught from the perspective of an experienced manufacturing manager, with a special emphasis on real-world solutions, the “nuts and bolts” of manufacturing leadership, and delivering quality products on schedule. The course develops and presents a results-oriented roadmap for implementing an effective manufacturing management system.

Customize It!

Whatever the nature of your industry and manufacturing system, we will customize the course to meet your specific requirements. Here are some of the ways in which we can tailor the course to help you get more out of it:

- Add an “Action Learning Day (ALD)” to the course to allow the participants to work together to analyze manufacturing leadership issues specific to your organization. The ALD day can be scheduled a few weeks after the course to allow time for applying the strategies presented in class under an experienced

practitioner's guidance.

- Schedule post-class follow-up consultation for ongoing manufacturing leadership and management improvement.

Learn How To

- Develop an effective leadership development system.
- Objectively identify manufacturing improvement opportunities.
- Work together to improve your manufacturing team.
- Identify and address the causes of delinquent schedule performance

Course Outline

- Session 1: Introduction
 - Course content
 - Historical manufacturing perspectives
 - Manufacturing enterprises
 - Organizational approaches
 - Organizational cultures
- Session 2: Leadership
 - Leadership
 - Leadership traits and styles
 - Characteristics of a good leader
 - Situational leadership
 - Supervision versus management
 - Executive management
 - Responsibilities versus organizational position
- Session 3: Theories of Motivation
 - Hunsaker-Allesandra personality styles
 - Maslow's hierarchy of needs
 - The power/achievement/affiliation motivation model
 - Identifying individual motivational factors
 - Motivators and demotivators
 - *Exercise*
- Session 4: First-Level Supervision
 - Lead responsibilities and authority
 - Supervisor responsibilities and authority
 - Maintaining the supervisor/subordinate relationship
 - Selecting leads and supervisors
 - Coaching leads and supervisors
 - Role of the lead and supervisor in shaping the culture
 - *Exercise*
- Session 5: Building a Manufacturing Team
 - Team development
 - Elements of a successful team

- Building trust
- Cross training
- Competition
- *Exercise*
- Session 6: Work Assignment
 - The nature of the production control challenge
 - Planning, scheduling, and priorities
 - Matching individuals to work requirements
 - Basic MRP operating systems
 - MRP dispatch lists and transactions
 - Lead and supervisor work assignment responsibilities
 - Improvement opportunities
 - *Exercise*
- Session 7: Manufacturing Standards
 - Standards definition
 - Developing standards
 - Standards accuracy issues
 - Standards updating
 - Making standards effective
 - Communicating standards
 - Lead and supervisor standards responsibility
 - *Exercise*
- Session 8: Measuring and Improving Productivity
 - Productivity definition
 - Utilization definition
 - Productivity and utilization challenges
 - Identifying productivity and utilization detractors
 - Delay ratio analysis
 - Efficiency evaluation
 - Recognizing and rewarding superior productivity
 - Lead and supervisor productivity responsibility
 - *Exercise*
- Session 9: Assessing Capacity and Load
 - Capacity and load definition
 - Using standards for load determination
 - Comparing capacity versus load
 - Theory of constraints
 - Identifying and resolving production bottlenecks
 - Lead and supervisor capacity and load assessment responsibility
 - Improvement opportunities
 - *Exercise*
- Session 10: Overtime
 - Overtime definition

- Overtime assignment and authority
- Overtime budgets and budget monitoring
- Assessing overtime effectiveness
- Lead and supervisor overtime responsibilities
- *Exercise*
- Session 11: Quality
 - Quality definition
 - Quality responsibility
 - Prevention versus detection
 - The inspection function
 - Lead and supervisor quality responsibilities
 - Quality measurement and reporting
- Session 12: Problem Solving
 - Identifying problems
 - The 4-step problem solving process
 - Identifying all potential causes
 - Converging on most-likely causes
 - Corrective action identification and implementation
 - Lead and supervisor problem solving responsibilities
 - Knowing when to call for help
 - *Exercise*
- Session 13: Conflict Management
 - The nature of conflict
 - Identifying and understanding conflict
 - Positive and negative aspects of competition
 - Resolving conflict
 - Lead and supervisor conflict resolution responsibilities
 - *Exercise*
- Session 14: Training
 - Job-specific success factors
 - Recognizing training needs
 - Training newly-assigned personnel
 - Refresher training
 - Manufacturing instructions
 - Lead and supervisor training responsibilities
 - *Exercise*
- Session 15: Work Center Organization
 - Work center definition
 - Work flow
 - Lean manufacturing concepts
 - Cellular manufacturing
 - Work center cleanliness
 - 5S and Mr. Clean programs

- Lead and supervisor responsibilities
- *Exercise*
- Session 16: Visual Manufacturing and Communications
 - Productivity metrics
 - On-time delivery metrics
 - Overtime metrics
 - Utilization metrics
 - Schedule/MRP compliance metrics
 - Metrics posting
 - Lead and supervisor responsibilities
 - *Exercise*
- Session 17: Interviewing
 - Interview purposes
 - Interview questions
 - Interview preparation
 - Overcoming interviewee reluctance
 - Selling the organization
 - *Exercise*
- Session 18: Time Management
 - Personal time management
 - Lead, supervisor, and manager time management considerations
 - Keeping a personal schedule
 - Prioritizing
- Session 19: Meetings
 - Meeting purposes
 - Meeting logistics
 - Minimizing meetings
 - Agendas
 - Meeting follow-up
 - Supervisor responsibilities
 - Improvement opportunities
- Session 20: Counseling
 - Assessing work from quality and productivity perspectives
 - Providing feedback
 - Eliminating blame, fear, and intimidation
 - Recognizing and rewarding superior performance
 - Knowing when to ask for help
 - Lead and supervisor responsibilities
 - Improvement opportunities
- Session 21: Staying on Schedule
 - Delinquent delivery root causes
 - Process yield

- Productivity
- Supplier performance
- Purchasing
- Planning
- Organization
- A delivery performance improvement roadmap
- Session 22: Course Wrap-Up
 - Course review
 - Course evaluation

How You Will Learn

- A seasoned manufacturing executive/consultant/instructor will present this course in an interactive lecture/workshop format.
- Along with the lectures, we will use exercises, puzzles, case studies, and interesting group activities to enrich the instruction and highlight the essential points.
- You will receive a printed Participant Handbook that includes all materials presented in class, which will help you remember and retain what you learned and apply it on your job.
- You will learn key manufacturing management concepts from theoretical, practical, and organizational perspectives.

Rev. 3Kj-f