

Essential Management Skills Programme

'Making a Difference'

Implementing an improved pallet management storage & return system

Andrew Evans enrolled on the Essential Management Skills 4/17 Programme.

Andrew Evans is the Operations Logistics Supervisor for Ystrad Mynach based Kautex Textron CVS Ltd, who develop, manufacture, and distribute automotive products such as fuel systems, selective catalytic reduction systems, clear vision systems, air duct systems, and camshafts. Andrew, who supervises 20 reporting staff, has been with the organisation for 13 years, initially joining with a role in 'Goods In'.



Pallets Located correctly

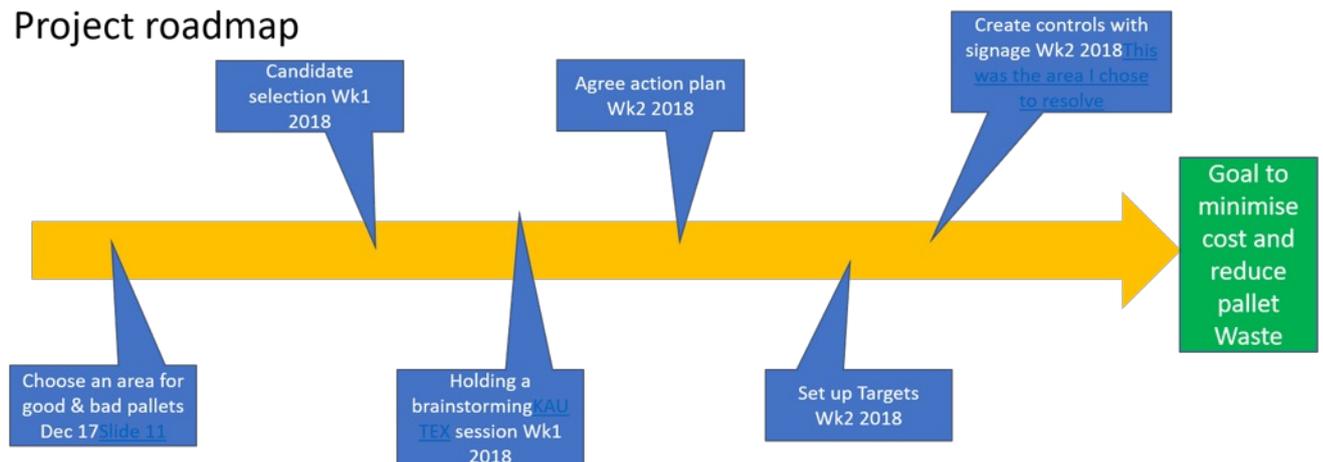


After making workplace observations and concluding that it would be a good fit for his 'Making a Difference' project, he decided to focus on implementing an improved pallet management storage and return system, which he believed was currently being neglected. The key reason for this decision was that at present good pallets were being returned to the supplier and could be reused, therefore creating unnecessary spend on purchasing new pallets.

To begin with Andrew used the SMART problem solving tool kit, which was covered in workshop 2, to evaluate the current pallet management system and created a project roadmap in order to assist him in achieving his 'MaD' project.



• Project roadmap



Then, using the Insights Colours tool kit covered in workshop 3, he evaluated his team in order to identify the best candidate to support him in actioning his project. Andrew was swayed towards an earth green colleague, and in particular Neil Hackleton, due to his excellent commitment, reliability, loyalty, and communication skills, which were the key attributes that Andrew identified he needed to support him through his 'MaD'.



By using the insights tools I chose Neil Hackleton due to his profile being swayed to earth Green. The key items were:-

- Loyalty
- Patient
- Committed and Reliable
- Clear on instruction
- Good communicator

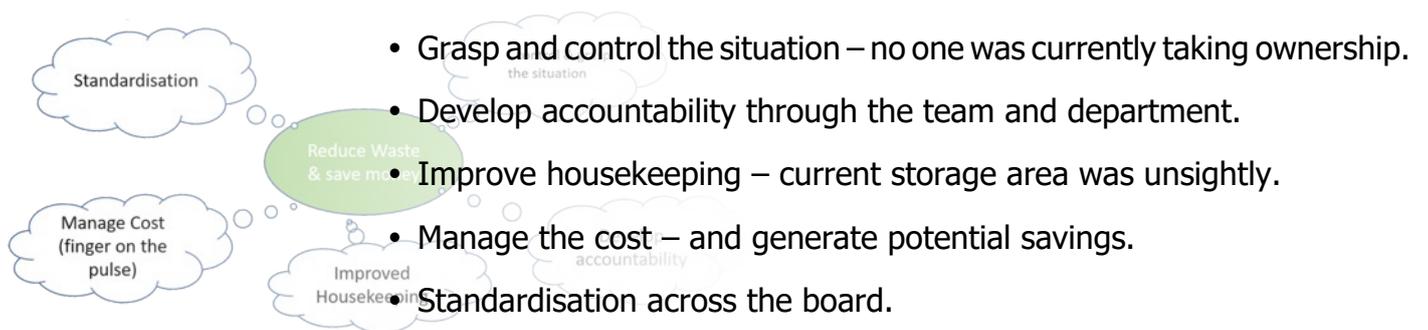


Communicating across the styles

How do you now consider how best to communicate with the individual colours. What are some of the things you should do to enhance communication? What are some of the things you should avoid?

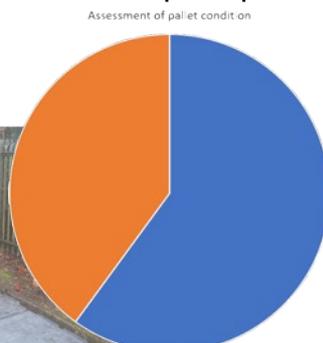
Cool Blue	Fiery Red
<p>LIKES</p> <ul style="list-style-type: none"> • BE WELL PREPARED • LET THEM CHOOSE OPTIONS • HAVE A DETAILED PLAN • BE PRECISE AND SPECIFIC • BE THOROUGH AND UNBUSHED <p>DISLIKES</p> <ul style="list-style-type: none"> • BE CASUAL, IMPERIAL OR LAZY • BE UNPREPARED OR UNORGANISED • GO TO FACTS • GOY GOING ON PERSONAL 	<p>LIKES</p> <ul style="list-style-type: none"> • BE FACTUAL AND USE THE CONCRETE • BE CONCERNED AND CAREFUL OF FEELINGS AND UNDERSTAND THE IMPACT TO THE TEAM • FOCUS ON OBJECTIVES/RESULTS • ASK SHORT TALK <p>DISLIKES</p> <ul style="list-style-type: none"> • HESITATE, WAIVER OR HESITATE • FOCUS ON FEELINGS • TRY TO TALK SOME • MAKE LONG TALK • SAY NO
Earth Green	Sunshine Yellow
<p>LIKES</p> <ul style="list-style-type: none"> • BE CALM AND COLLECTIVE • ENJOYING OTHERS SUCCESS • GOOD PLANNING • CLEAR INSTRUCTION & COMMUNICATION • PATIENCE • SUPPORTIVE & DISCREET (CONCEPTS) • COMMITTED & RELIABLE <p>DISLIKES</p> <ul style="list-style-type: none"> • COMPARISON • CHANGE • INEFFICIENCY • RUSHING/DECELERATING • CONFLICT (BOTH PUBLIC & PRIVATE) • UNDESIRABILITY 	<p>LIKES</p> <ul style="list-style-type: none"> • BE FRIENDLY AND SOCIABLE • EXPRESSIVE AND STIMULATING • PROVIDE A PLAN • ASK THEM OTHERS <p>DISLIKES</p> <ul style="list-style-type: none"> • THE PLAIN DETAILS • ASK THEM TO WORK ALONE • BE IMPERSONAL • FAIL TO FEEDBACK

Andrew and Neil arranged a brainstorming session in order to identify and discuss the overall objectives of the project. They agreed that to save money, and reduce waste through an improved pallet management system, they would need to:



Andrew's action plan to achieve his objective in a realistic time frame was to:

- Carry out an assessment of the current pallet stock, and segregate all 'no good' pallets from the current area.
- Create signage for the new area with pallet category management e.g. standard pallet good stock, standard pallet scrap.
- Arrange for supplier to collect and remove all 'no good' pallets from site.
- Place category pallets into new designated storage areas.
- Create Kan Ban area inside the plant for lean principles.



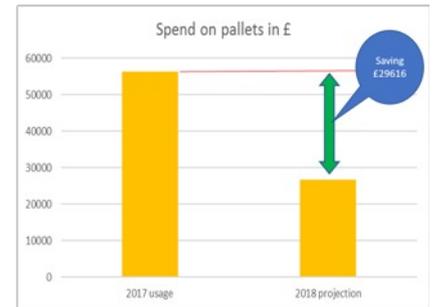
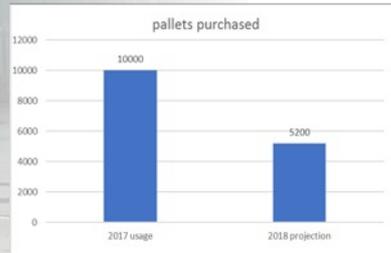
In the six months since Andrew started this 'MaD' project, he has been able to make Kautex a quick and easy saving. In 2017 Kautex spent £56,000 on purchasing pallets, and as it currently stands on the 30th April, Andrew has projected that in 2018, following the implementation of the new pallet management system, Kautex will reduce expenditure on pallets to a maximum of £28,000, generating a saving of £28,000 per annum.



Pallets Located correctly



Summary of the results



Average cost of a pallet £6.17

Going forward, Andrew aims to implement these further actions, which will help to continue to improve his new pallet management system:

- Maintain the new structure and layout of the current activity, and assess ongoing monthly cost savings so he can report them to management.
- Share the skills and knowledge of the project with the whole team, so everyone is aware of procedures to follow going forward.
- Apply the principles to other scenarios in the plant – what else could be improved, where else could savings be made?

After completing his 'MaD' project, and the Essential Management Skills programme, Andrew believes he has gained confidence in the art of delegation, improved his communicating with clarity skills, and now fully understands the costs incurred in the organisation that can be avoided through using SMART management.

S.M.A.R.T

