

Case Studyilm Learner of the Year



Nigel Dobbs the Production Manager at LyondellBasell Industries previously known as A Schulmans, Crumlin Plant which manufactures compounding plastics for a range of component manufacturers. He has worked at the plant for a total of 44 years and is responsible for three Production Shift Managers operating a 24-hour shift pattern, 60 Production Staff and liaises directly with Planning, Laboratory Test, Quality, Logistics, Maintenance, Customers and EU Colleagues.

A Leadership and Management Development need was identified by his Manager, Sean Bishop after his recent arrival at the Company. Sean recognised that for Nigel to get the best out of his managers he needed to learn to let go and trust them. A key requirement was to enable Nigel to move from a management to a leadership perspective, and be able to influence and motivate his direct line managers and key colleagues. Nigel had a very direct approach, was too controlling and subsequently worked long hours to satisfy production and customer demands. Whilst Nigel's commitment and dedication could not be faulted, his home life was suffering and his Shift Managers were simply not given the opportunity to develop.

We recommended Nigel join LEAD Management Programme to firstly raise his awareness of his current behaviours and then to provide him with a set of tools and techniques to support a change in approach to his management style. At the pre-programme one to one, whilst Nigel identified the need to develop his leadership skills, a key focus was to enhance his inner self-confidence to step outside his comfort-zone and embrace a personal change in his management style.

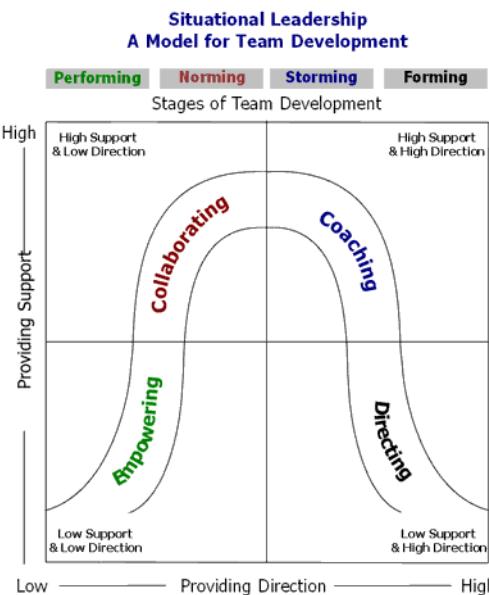
The LEAD programme is delivered through a combination of twelve half day seminars, one to one coaching sessions, and a Making a Difference (MaD) project. Nigel embraced and absorbed the learning from each workshop. He enthusiastically defined and applied a range of action plans to implement the proposed tools with his team and colleagues whilst interacting and challenging the other programme delegates to do the same.



As part of the Programme Nigel defined a Making a Difference Project that would give him the personal opportunity to apply, develop and deliver measurable improvements to the business. He set up a War Room where he mapped out a departmental battle plan to achieve the following:

- Improve Plant efficiency (from 47.5% to 66%+)
- Improve OEE (from 47.6% to 60%+)
- Reduce rework levels (from 6.6% to less than 3.5%)
- Reduce quarantined material (from 4.5% to less than 2%)

Underlying these qualitative and quantitative measures was a personal drive to be recognised by his Manager as a suitable candidate for a senior management role.



Key to the success of these objectives was the involvement and contribution of his three Shift Managers and colleagues from the various departments. To achieve this, Nigel adopted two management tools that allowed him to adapt his personal style and influence team members. These were the Insights Personality Tool and Ken Blanchard's Situational Leadership Model.

"Training does not produce results.
Training shapes behaviours.
Effective behaviours produce results."

The above statement that all delegates are made aware of when they commence a leadership and management development programme. It is a statement that outlines the need to embrace the learning and apply to the benefit of all.



What is so remarkable about the work submitted was the need for Nigel to radically change his behaviour and approach, to gain the buy-in from his managers and peers, and as a team generate the measurable outputs and improvements.

The current performance measures averaged over the past 6 weeks are:

- Plant efficiency currently 65.96% (an improvement of 17.46%)
- OEE currently 55.31% (an improvement of 7.71%)
- Measurable reduced rework levels currently 2.9% (a reduction of 3.7%)
- Quarantined material currently 1.72% (a reduction of 2.78%)

This has been achieved through:

1. The utilisation of competent and committed people – the introduction of performance management tools, regular reviews and feedback.
2. Reliable plant equipment – involving and empowering the maintenance department to take ownership of plant efficiency.
3. The use of fit for purpose materials – involvement of Planning, Lab Test and Quality departments to improve process controls.

Between each workshop Nigel was given the opportunity to apply his learning back in the work environment through several management action plans and the MaD Project. To capture all that was required he set up and maintained a strategic 'battle plan' within a 'war room' (training room) with brown paper mapping proposed objectives to improve the performance of the production department and also to incorporate within the proposal other departments such as logistics, quality and maintenance.

The following statement was provided by Nigel:

"Through gaining confidence and trust, I quickly realised I needed to change and adopt a different leadership approach. Motivated by Leadership and the One Minute Manager, I adopted the principles of the Situational Leadership Manager within my day to day activities.

Working closely with my Shift Managers and encouraging them to do the same with the Line Leaders, I have noticed a more enthusiastic and committed approach to carrying out their day to day duties and their daily goal setting meetings. All sixty-production staff and now contributing to fresh ideas for change and improvement."

As a result of Nigel's development and the outputs being achieved it is clear the Shift Managers and other Departmental Managers are motivated and empowered to continually improve performance. In addition, the following programmes have commenced:

1. ilm Endorsed LEAD Management programme for the three Shift Managers, Process Control Manager, Maintenance Manager and Lab Test Manager.
2. ilm Endorsed Ideal Leadership Skills Programme for the six UK Senior Managers.

The managers attending number 1 above are currently in the process of implementing personal action plans and defining their MaD Projects, all of which will be contributing to measurable improvements across the business. It is also encouraging to see how Nigel has empowered both his direct managers and peers to embrace the leadership and management learning process and proactively apply the lessons learnt.

The Battle Plan continues to be up-dated by all six managers with daily briefings made to their respective teams.

The most gratifying reward is seeing how the six Senior Managers have bought in to the learning process and will soon be defining their strategic MaD Projects.

Nigel has not only embraced his personal learning journey but has clearly inspired others to benefit from the ilm Endorsed programmes.

