

REORGANISATION SUPPORT

Customer Description

Our client, Cerestar UK Ltd [now part of the Cargill Group], is a major manufacturer of food ingredients including Starch, Glucose and Caramel. They supply many leading food, beverage and pharmaceutical customers with premium grade products from their factory in Manchester.

Situation

In pursuit of efficient operation, client reviewed their maintenance work force and its organisation. Having reviewed the various options open to them, they decided to slim down the operation and reinforce it with contracted services rather than seeking a partner for a fully outsourced service. To maximise efficiency the client also decided to reorganise the production and maintenance personnel in each plant area into a single team. This represented a major change for the maintenance group who had previously been a centralised resource.

Services Provided

Fulcrum provided some initial advice on the options available for reorganisation and facilitated a discussion to determine the relative advantages of each option and to highlight associated areas, which would require attention.

Once an agreed approach was decided upon, fmea developed an approach to encourage a shared understanding of the

- need for change
- requirements for success
- future method of working.

Fulcrum used a combination of Learning Organisation, Systems Thinking and Creative Problem Solving approaches to identify the key issues, highlight individual concerns and encourage a business focused approach.

“a thorough understanding of the operational and functional issues was evident in the design and delivery of the programme”

Following a preliminary workshop with the Site Management Team to clarify the requirements and intent, a two-day workshop was held for the combined teams. This used similar techniques and integrated training on team roles and working methods.

Our knowledge of the operational issues allowed us to produce appropriate exercises to simulate possible plant situations. This allowed issues surrounding degrees of empowerment, division of responsibilities and behaviour standards to be explored in a safe but realistic environment.

Outcomes

- All the team members agreed that they had had an opportunity to discuss their fears and concerns and that these had been allayed.
- Everyone had a clear and shared vision of how the new working arrangements would work both under normal and stressed circumstances.
- There was no residual concern remaining from the previously polarised work approaches.
- Everyone understood the complexities of the proposed Matrix Management approach and their responsibilities and their role in making it work.
- Detailed action plans were agreed.
- A forward programme of progress review and reinforcement meetings was agreed.
- Significant steps towards the implementation of the action plans had been made by the first monthly review.

“the facilitation style was excellent, they knew just when to support us, when to challenge us and when to let us make progress on our own”

“Fulcrum made the new arrangement and the logic behind it easy to understand so we all knew what was expected of us.”

- Fulcrum has continued to give support and guidance in the initial implementation stages.
- The approach has allowed significant cost savings in a year of record production. The savings far outweigh the client’s original expectations.