

Plant Management

COACHING FOR SUCCESS IN A CRITICAL ROLE

Manufacturing site leadership is a critical role in an organization. Plant Managers must balance multiple priorities: Innovation, Productivity, Customer Service, Safety, Quality, Environmental Impact, and Costs. They have to do this while promoting positive labor relations, a vision and sense of purpose among staff, and they need to develop technical and logistical talent for the business.

Running a factory also carries daunting risks for a business. Quality problems, safety incidents or production disruptions carry huge risks for a customer-facing enterprise. In a production environment, there is little margin for error.

Preparation

Typically, bright and capable people become Plant Managers from a background in either Engineering or Supply Chain roles. So far, so good.

The problem is that the candidate is suddenly placed in a role where they are responsible for so much more. A person who excelled at managing equipment or processes suddenly has to manage people, getting a cohesive team to perform at a high level, responsible for areas that are outside the Managers' core expertise, all without painful and consequential errors.

The current competitive landscape forces firms to place such an emphasis on productivity, speed to market and getting projects done that they often can't spare the resources to coach and support new Plant Managers as effectively as they would like to. But the reality remains the same—this is an absolutely critical role for the success of the business.

On their own

Experienced Plant Managers describe in stark terms the isolation that comes with first taking on this position. Peers are no longer peers, they are direct reports. The boss, typically at another location, is far away and not looking to do hand-holding. It's very much a sink-or-swim situation. With so much at stake, is this really a good approach?

Let's help

Mentoring is not old-fashioned, it's critical to success. Luminance offers a veteran Plant Manager from a Fortune 500 consumer goods organization who can help a new Plant Manager navigate to successful outcomes. Employing a coaching model, we'll help the new Plant Manager:

- Advance all aspects of the operation: Innovation, Productivity, Customer Service, Safety, Quality, Environmental Impact, and Costs.
- Lead and mentor a high-performance team of direct reports.
- Effectively balance people issues with task issues, while overcoming differences and misalignment.
- Set and achieve ambitious goals that meet business KPIs.
- Use situational communication styles to effectively interact with everyone from the plant floor to business leaders.





Helping with leading teams

Successful work teams accomplish their goals, develop strategic innovation, and create an element of community, cohesiveness and collaboration that gets breakthrough results. With support, you'll better be able to:

- Have the team take ownership for results.
- Delegate and trust team members with important projects and decisions.
- Effectively communicate expectations for team members and reinforce the team's mission and vision.

Candidates for Plant Management have a high sense of responsibility and strong work ethic, but the trick in this new role is to get the team to perform at a similar high level.

Great teams don't just happen: They have to be formed, nurtured, and maintained. We can help.

Helping practice great leadership

The biggest challenge involved in becoming a Plant Manager involves the transition to leading other managers, and ensuring *their* effectiveness.

Great leaders learn to avoid command and control and micro management and create shared ownership for results, assess individual and group needs, and create a collaborative environment to achieve results. Not only does that make for better business results, it better positions the Plant Manager for future, higher-level leadership roles.

Helping manage strategically

Strategic management is the ability to mobilize and focus resources and energy on things that make a difference and position you for success in the future. Strategic leaders think and act before they have to, before they are forced to take up a defensive or reactive position. Our Coach can help keep an eye out for avoiding the problems of tomorrow, not just dealing with the issues of the moment.

About the Coach

Managers look for a Coach with credibility, depth, empathy and excellent communication skills. They also want someone who has "been there." Our Coach, Rodger Blair:

- Has worked in various Management roles throughout a 25-year career in industry with one of the largest multi-nationals, including Maintenance, Engineering, Production, Plant Management, & Supply Chain.
- Has experience with both small and large-scale factories ranging in size from 40 to 600 employees,
- Uses a team-based leadership approach to drive results and empower employees, from the factory floor to the site leadership team.
- Has proven success in both union and non-union work environments.
- Is an excellent communicator at all organization levels, from the factory floor to senior management.
- Is a strong believer in utilizing values and beliefs to drive culture change and continuous improvement opportunities.

