



Project Data

***Clients:** Fortune 500 Global Corporation specializing in Robotics, Power, Electrical Equipment & Automation Technology*

***Location:** Northern Mississippi, USA*

***Timeframe:** Continual Reviews*

***Key Project Factors:** People, process and system challenges had developed throughout the facility due to lack of KPI and departmental expectations; impacting labor performance and utilization throughout the distribution operations. Without studying the activities at the elemental level, constructing multi-variable engineered standards and identifying continuous improvement opportunities, the client would have been unable to address the inefficient process and facility layout challenges negatively impacting their throughput and performance.*

The Challenge

Lack of accurate standards in the facility led to limited support for accountability and performance coaching at the Associate level. Associate coaching is critical to driving productivity and sustaining best practices throughout distribution centers as they develop a performance culture; and a lack of coaching had led to lower productivity and utilization of existing labor.

The Approach

After process improvements and engineered standards were implemented, a Performance Coaching Initiative was installed to further develop the performance culture throughout the facility. Managers and Supervisors were trained to use customized coaching tools for every department supporting best practice sharing, program performance communications, and manager grade factoring so Associates could be appropriately reviewed and coached to success. Associates performing in the bottom 20% were identified through performance reports and coached to higher performance levels. These reviews became integral components of Associate annual reviews and merit increases.

The Results

Performance reviews created support from the Managers and Associates that standards were fair and accurate and established a sense of trust for the realistic expectations. Working with employees to set goals and achieve higher levels of performance strengthened the relationship between management and employees which further allowed the program benefits to be realized and sustained over time.