

New ways of thinking redefines operational excellence at Westinghouse

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Mike Denison, founder of Lean Mentor International talks about his experience working with Mick Gornall from Westinghouse.

Mick and his team embraced the new way of thinking which gave them the additional time they needed, to be more effective in their roles. I'm very pleased with the results so far and look forward to implementing the programme in their US plants later this year.



Mick Gornall is the operations director at the Westinghouse nuclear fuel manufacturing facility at Springfields. He had spotted an opportunity to improve the deployment of Westinghouse Manufacturing Systems (WMS), through the development of their leadership team.

"It isn't the tools and techniques that deliver value, but more so the way they are deployed by our leaders."

"In the past the majority of our leadership development for middle management, was centred on generic business leadership training, supported by MBA programmes. "Whilst this generic development plays its part, it was not providing our area managers with the necessary mind set and practical methods to get the most from their staff."

"What we needed was leadership development for the modern manufacturing environment, centred on the behaviours and processes needed to meet the WMS standards we had set."

Creating leadership with IMPACT

"So when I was approached by Lean Mentor International (LMi) to implement their high impact leadership programme, I was happy to bring them on board." Lean Mentor

International's High Impact Leadership Programme incorporates lean thinking and management styles, and is delivered through a combination of 1-2-1 coaching and applied learning. The outcomes from implementing the programme have been significant to the success of Westinghouse operations.

"Even though the group were experienced manufacturers, we gained new insights into the potential of the business, and more importantly as leaders, an understanding of what is needed to realise that potential."

Staff are happier and more empowered

The programme has left managers at Westinghouse with a more systematic and sustainable way of managing and improving business. Staff are happier and more empowered in their roles as they have confidence from their managers to make decisions and take action.

"The Westinghouse Manufacturing System core team is now working with LMi to roll the programme out to the rest of my operational management team. I am convinced we will be able to translate this training into measurable return on investment, enabling us to meet the business challenges ahead."

Westinghouse will be working with LMi to roll the programme out across the 11 other sites internationally, this will bridge the gap between leadership and continuous improvement, and in doing so accelerate productivity in the business.

Contact LMi for a copy of the 'Leadership IMPACT Programme' email:
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