

STAUFEN.

REACHING NEW ALTITUDES



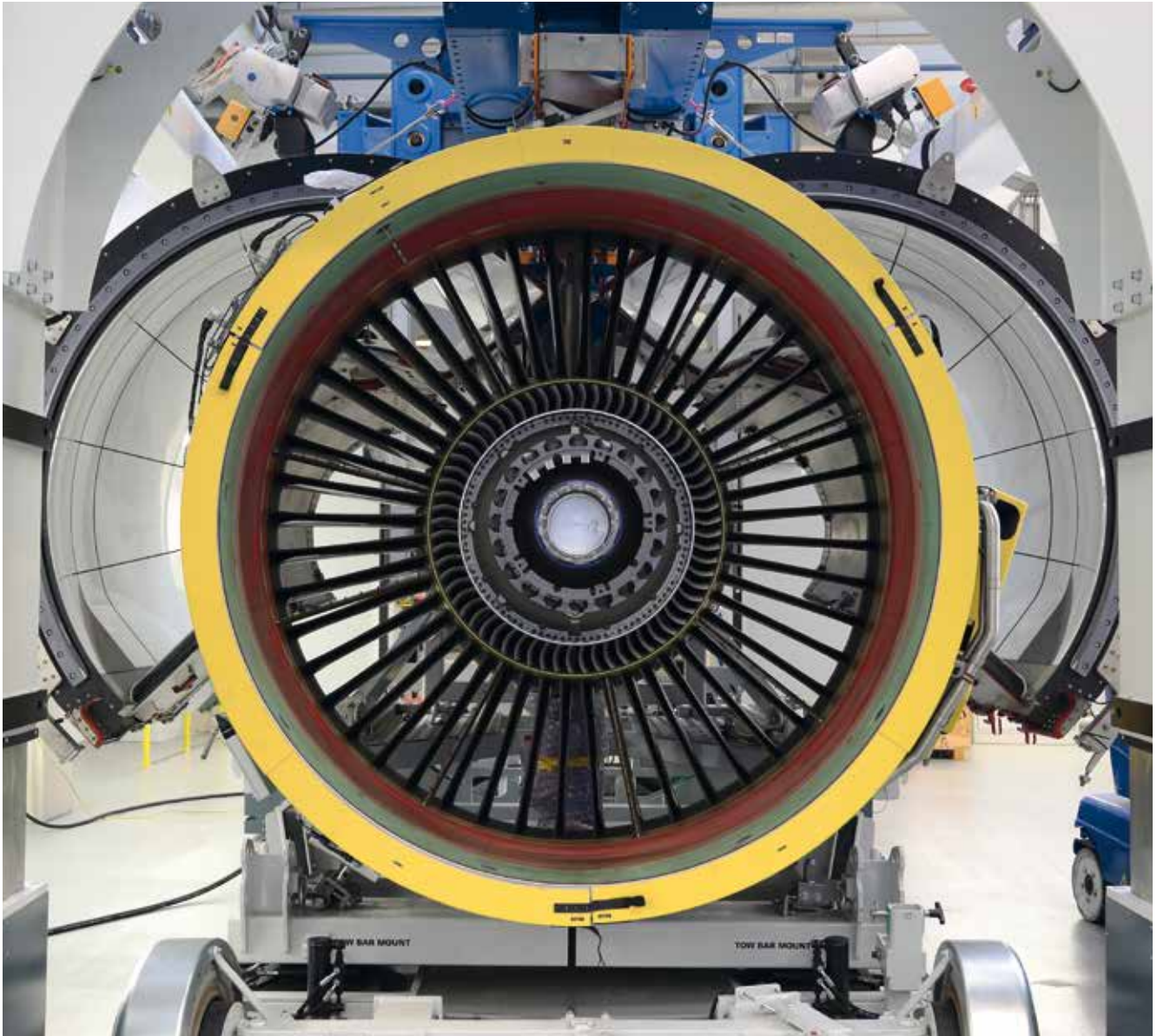
Reaching New Altitudes

AN ENGINE MANUFACTURER PUTS ITSELF TO THE TEST – AND GIVES ITS MANAGEMENT SYSTEM NEW MOMENTUM

"We want to offer our clients the right products of the right quality at the right time and the right place by working together as well as we can."



As a manufacturer of engines, MTU Aero Engines is part of a global industry – and despite its international activity, it still feels very much at home in Germany. With a total of around 10,000 employees, the company is a major name in the aviation industry; MTU parts are used in a third of the world's commercial aircraft. To be prepared to hold its own against international competitors in the future, the company felt a growing pressure to review its in-house processes. What it realized was that if it wanted to reach new altitudes, it would have to go deep into the heart of its own strategy. Proceeding with the same meticulous care as it does in its production and maintenance, MTU Aero Engines dismantled its management system with the help of Staufen – and reconstructed it with the help of shop-floor management, turning the company's work processes into a more powerful and efficient instrument.



"We know that the role which management plays and how leadership acts both have a critical impact on whether we can reach the goals we have set for ourselves and steer towards a successful future. The most effective path to excellent leadership performance involves implementing professional shopfloor management."

Ulrich Peters, MTU Aero Engines AG

BASELINE SITUATION

Ready for departure

MTU Aero Engines is active in a very volatile high-growth market. New technologies and rising demand keep the list of incoming orders long. At the same time, however, customer specifications are also increasing: engine programs require the greatest possible precision, a zero-tolerance strategy and absolute dependability in meeting deadlines, because the company is integrated into a complicated supply chain. MTU, which has a long-standing tradition, is committed to its site in Germany, and as a result there is an even greater focus on work processes that are competitive and can meet the challenges of the future.

The company took the strategic plunge into its new approach in mid-2013. An optimized form of shopfloor management was used to make productions more efficient. To make this happen, the managers and employees had to find a new clearer and more streamlined way to communicate with each other. It was essential to the management for the results to have a sustainable impact on the company. On top of that, the transition needed to be evident in terms of the bottom line as well. In an initial pilot project, these targets were implemented so successfully that other sites are now turning to this new way of doing business.



THE APPROACH AND THE SOLUTION

Like cogs linking

In the past, different steps had been taken to increase productivity, so employees had to learn to trust in this new and better attempt. A central element was the site leaders' clear commitment to successfully implementing the project. With the guidance of Staufen corporate consultants, two lighthouse projects were then launched. Managers in maintenance and processing who represented three tiers of the company were accompanied by trainers who asked them to question their own approach to communication, and they also had to seek out employee feedback repeatedly. Over time, new processes and paths were found for exchanging information throughout the company.

Better communications now generate a clearer dialogue in everyday business: at the beginning of the workday, managers from all levels of the company regularly meet with their employees in brief standing meetings. This ensures a smooth exchange of information about important changes, and complex processes in engine manufacturing and maintenance can be broken down into transparent and clear steps.



Nowadays, the employees know what's happening in greater detail and at an earlier point in time. Consequently, decisions are made faster and more clearly at the appropriate level. The new communication strategy encourages on-site problem solving, lowers the number of late-phase changes in plans, and increases transparency in production. Today, MTU Aero Engines can act much more quickly. And since shopfloor management was developed in close conjunction with the staff, multipliers from within the company can help continue developing the project. This new conduct on the part of the management guarantees a sustainable effect on the company culture.



MTU Aero Engines operates in an extremely demanding market. In order to successfully master the diverse and complex challenges the company had to take action. The goal here: To further increase its competitiveness through faster processes.

THE BOTTOM LINE

A smooth landing

Beyond that, the consultants and management team generated the appropriate key process indicators that could be directly and strategically used to monitor daily processes and decisions. The supervisors at various levels throughout the company now interact with their employees in a cascade-communication system. The KPIs that are relevant to individual sites are posted on standardized boards at a highly visible place that is accessible to everyone. The transparency of these figures make it clearer to employees what steps are necessary, which in turn facilitates decisions. As a result, a continuous improvement process can take place in everyday routines.

The managers, who had been sensitized through their coaching, are now on site every day and can support their employees in solving problems on short notice. Today, all of the employees and managers perform their tasks within a well-structured daily schedule.

"By implementing shopfloor management, we made major progress in leadership efficiency and company performance."

*Lars Wagner,
Member of the Executive Board,
Head of Engineering,
MTU Aero Engines AG*



ABOUT STAUFEN

Inside every company there is an even better one.
With this conviction, Staufen AG has been advising and qualifying companies and employees since 1994. Around the world.

300
Employees

200
Projects p. a.

17
Languages

> 65
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