



Date: April 2, 2008  
From: Ken Lucas, Plant Manager  
To: International Advantage  
Re: Plant Leadership Initiative

Our plant is managed by a lead team that is made up of all the managers in the building. This team collectively makes all the decisions regarding the operations of the plant – quality, costing, lead times, budgets, etc. Working along the border means that we have a multi-cultural team. This team was not functioning well and was in general, not getting the job done, or just getting it done at minimum levels. Dealing with a multi-cultural team has its own issues, but a dysfunctional multi-cultural team adds to the challenge.

Lisa Koss was brought in to work on team building, as well as getting this team to respect and work with and in the multi-cultural atmosphere. This was not an easy task. Performance demands are high and the “fix” needed to be done on the fly, as there was little to no time to stop for training. Lisa took on that challenge and was very successful at turning this team around.

One thing that many managers and many consultants miss is how a management team can cost the company a lot of money by wasting each other's time with meaningless issues. Lisa was able to see this and she helped the team see it as well. This helped bring the team closer together. You cannot avoid the multi-cultural issues either. Although we all live within about 20 miles of each other, our lives are very different. These differences bleed into the work space, so it needs to be out front and not changed by force. Lisa understands this better than all I have worked with.

Lisa's number one contribution was to get to know each and every person on the team very well. She is a good listener, provides very good training, and is a constant sounding board. One that I personally used a lot.

Where and what does all this get you? Almost 50% improved profit, world-class quality awards, as well as many accolades from customers. More orders, more revenue, proactive managers, a tighter team: we got all of these with Lisa's help.

We do think of Lisa playing a big role in our most recent metric highlights. The management continued to grow over the last year. One full year after Lisa's assignment was completed, we still see the permanent results. The team does not argue. Petty issues have been removed. I can tell you that without Lisa, this team would have not made the progress it did the year she was here and more importantly the year after she was gone.



Ken Lucas  
Plant Manager

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