

LEAN PROBLEM SOLVING

ABOUT POST GLOVER RESISTORS INC. Founded in 1892, Post Glover Resistors produces resistors at its facility in Erlanger, Kentucky. The company employs 110 team members who deliver a variety of resistors to their industrial, utility and transit customers. Post Glover brings the broadest line of neutral grounding resistor products and the most engineering experience to the industry.

THE CHALLENGE. With the acquisition of another resistor producer and an uptick in sales and new product introductions, achieving existing metrics and expectations required a boost. Richard Field, President, determined he wanted his employees to learn how to more effectively solve problems.

MEP CENTER'S ROLE. Richard Field enlisted the Advantage Kentucky Alliance, part of the MEP National Network™, to provide his supervisors and staff with a tool set that would help them take a more structured approach to problem solving. Tim Vickers led a cross-section of Post Glover's management, engineering, purchasing, sales and manufacturing staff through Lean 101 and A3 Problem Solving training. Once there was a basic understanding of Lean and the 7 Step Problem Solving model, the group was ready to tackle real issues. Post Glover provided a list of current company issues that they wanted addressed. This list included sheet metal utilization, purchased parts outages, RMA reduction, on-time delivery, Kanban improvement and the manufacturing to sales communication process. Each Team met with Tim Vickers for two 4 hour sessions to work their assigned problem through each of the 7 steps. From definition to countermeasure, each team took a look at current data, collected additional data and focused on the solutions that directly related to the problem at hand as well as the root causes. Utilizing this data they plotted line graphs and Pareto diagrams. Once a specific area of focus stood out, they brainstormed problem causes utilizing Fishbone and 5 Why diagrams. For each cause uncovered, the groups documented a correlating countermeasure and narrowed those countermeasures down through use of a weighted selection matrix. Each team worked from 2 to 3 months on their respective problem and reported their progress to the executive management team for approvals and support to its conclusion

"AKA and their Problem Solving A3 offering enabled our staff to learn the 7 Step Method and organize their Problem Solving into a one page report. Armed with a standard process, six teams worked on different metrics and issues to uncover potential actions for improving."

-Richard Field, President

RESULTS



24 Employees were introduced to Lean 101



18 Employees learned A3 7-Step Problem Solving



6 Teams utilized the A3 tool to find root cause and countermeasures on 6 Problems



6 Teams reported their A3 progress to Executive Management

CONTACT US



2413 Nashville Road, B8,
Suite 310
WKU Center for Research and
Development
Bowling Green, KY 42101



(270)282-7103



www.advantageky.org

