

Future Shape of the Winner

# Case Study: The Professional Service Firm Model at an Aerospace Manufacturing Plant

## The Problem

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An aerospace manufacturing plant was judged to be significantly under performing. Against all the metrics of its parent company, the plant was the parent company's worst performing business unit! Although there was a comprehensive management training regime in place, the plant management team lacked a clear shared vision for the operation and couldn't inspire or motivate their work force, or instil a sense of ownership for the performance of the business.

## The Solution

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Although the General Manager had reservations about Tom Peters' personal style and was highly sceptical about the value added from management consultants in general, he brought in Tom Peters Company based on performance improvements that we had helped other management teams to realise in another parts of the parent company.

The goal was to engender inspirational leadership, in part by "holding up a mirror" to the senior managers and letting them reflect on and plan improvements to their individual and collective contributions. We employed our Professional Service Firm (PSF) model; an intervention that enables organisations to become more mobile, responsive, competitive and customer-oriented, and conditions participants to perform only "work worth paying for." It helps people to think and operate as entrepreneurial service providers focused on the success of their "clients" and their business, rather than as part of a cost centre! Tom Peters Company consultants facilitated sessions to help the managers agree and focus activities on the way forward. We led first line and middle managers through leadership workshops tied to key performance improvement projects, and provided follow-up individual performance improvement coaching.



## The Result

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The intervention catapulted the plant from being the parent company's worst performing facility to becoming its showcase. Lead times on discs, a key indicator of overall performance, dropped from 90 days to 26 days, freeing up millions of dollars with no additional investment in equipment. The General Manager concerned (now promoted to Director!) attributes the gains almost entirely to an increase in focus, common purpose, motivation, and morale created by the TPC work. *"TPC always works in partnership with you. But they don't let you off the hook or pull any punches. ... I couldn't have achieved the level of personal as well as business success without the work with TPC. It really works and we have transformed the business performance. I feel passionately about the difference this has made".*

