

3. 1st Line Supervisors Skills Development Program: Improving Foreman Performance Today!

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Introduction

Training Modernization Group, Inc. has developed and implemented a 1st Line Supervisors Skills Development Program focused on improving the leader and management skills of those Welders and Fabricators who are promoted into their very first supervisory position. This program is focused on providing these usually very technically competent mechanics with the leadership and management behaviors to be successful in their new roles.

Procedure

Meeting our client's needs while realizing a profit requires a skilled and competent group of 1st Line Supervisors in the welding and fabrication industry, especially when there is ever increasing pressure on driving down cost and improving quality. Their ability to lead is core to improving business performance. These leaders in their first management and leadership positions are the ones who are driving our business success everyday. With this in mind, it is not enough to have broad-based leadership training focused on the soft management skills but programs focused specifically on those hard core skills these new leaders must master to be successful. We will discuss proven methods to identify exactly what these first time leaders are required to do--demonstrated high performance skills, and then methods on how to improve their skills through a focused development strategy. All companies require this critical level of leaders to meet schedule, quality and cost goals profitably by having the right leaders with the right skill sets in the right places to meet production needs and provide leadership to the hourly workforce where it counts the most on the shop floor.

Results and Discussion

This paper will present a Behavior Based 1st Line Leader Skills Development Program proven at Northrop Grumman Newport News. The paper will detail a behavior based leader assessment methodology, an analytical tool, a Performance Improvement Model codified in a Skills Development Strategy template, and the return on investment results of actual implementations.

Conclusions

This program can be implemented within any welding, fabrication or manufacturing plant.