

Hank Kolb Case

Rahul Ghosh

Management E-5030

Harvard Extension School

Manufacturing is the production of goods using labor, machines, tools, and chemical or biological processing or formulation, and is the secondary sector of the economy which is a vital one (Wikipedia contributors, 2021). After analyzing the article I did some research about this topic and this quote stood out “I don't spend my time pontificating about high-concept things; I spend my time-solving engineering and manufacturing problems?”—Elon Musk, CEO and product architect of Tesla, In (Brainy quote, n.d). In the case of Hank, he was basically thrown in the fire and was expected to learn the way the Manufacturing department operated, he did not have ample time as after he was hired, he was sent to a seminar for four weeks and he was hired to be the savior of the manufacturing without him being aware.

Quality was not a factor when it came down to producing these goods for instance, “Kolb poked his head into Mark Hamler's office, his immediate subordinate as the quality control manager, and asked him how things had gone during the past week. Hamler's muted smile and an "Oh, fine," stopped Kolb in his tracks (Hank Kolb, Director, Quality Assurance, 1993, p.1) this shows the careless attitude of a Quality Control Manager as he was quite aware of how things were running in the plant. The issue arises from the top-down as the workers in the plant was doing their own thing to get the job done and meet their daily quota

The issues the plant was facing are something that can't be fixed overnight as it will take a while to build a certain mindset in the workers, and that is a big task for the quality assurance director. Hank needs to first learn the ropes by talking to as many people as possible to learn the key issues which are mentioned in the Project Charter, See addendum. The goal is to look for the

deficiencies in the process and work from there and in order to do this he needs to first gain confidence in himself and gain faith and trust in his workers.

Bringing change to an organization is very difficult and Hank has his job cut out for him, the plant was operating under no direction whatsoever and the only goal was to fulfill the daily quota, the issues the plant was facing came from lack of training and lack of quality attitude as General Manager “Morgenthal” quoted when he was hiring Hank Kolb. From my perspective, I think one of the root causes in the Greasex line is due to the workers being apathetic and I don’t blame the workers for that, If a worker was trained at his/her role they would be performing their task to the best of their abilities.

The operator for the filling equipment had just been transferred from shipping (Hank Kolb, Director, Quality Assurance, 1993, p.2), this person had no formal training in this role and was trained by Wayne who is the First Line Supervisor. This type of task requires formal training which comes from the equipment manufacturer and no one in the plant was trained to work on this.

The second root cause of the plant was a lack of communication between the teams, one of the examples mentioned is when Mac Evans, the inspector of the production line tagged cases which were supposed to be on hold due to quality concerns. These items were shipped to the customers to meet their daily quota and to save costs, there was no communication between Mac and Wayne Simmons as Wayne went through the cans and vetted them but these items were shipped as they couldn’t delay the shipment by sending it through the rework area. Wayne’s excuse was that he would get on the operator to run the equipment right next time. From my perspective what is the purpose or role of the quality control department if the goods are going out as damaged to the consumers? The workers would economize to fulfill their quota and as I mentioned

previously all these issues stem from upper management as they wanted the product to be rushed to market to beat competitors.

In order to be more productive and do things correctly in the plant Hank needs to propose is a corrective action plan to address the problems. First thing is to improve communication between departments, second is to set up training which is key in helping the workers to be more productive and approach an idea of a changing environment which will bring in added benefits. Hank also needs to know about the plant more and spend additional time to learn how the process works so, he can come up with a better action plan. From the article I understand that Hank is in an uncertain position where is not sure what he needs to do under these circumstances, so he needs to take it slowly but following the actions that were mentioned above.

We know that change can be difficult, but if you approach it in a way where the workers see the benefits in those changes the company will be in a better position. In short, he needs their “buy-in” which will provide them with the added advantages of changes that are forthcoming. He will need to be a strong leader and direct his team to newer and better policies that will not only help the employees but the company.

In conclusion, the manufacturing plant needs someone who will uplift their morale and change the working standards. Currently, they don't have a leader who is strong enough to lead as no one has pointed out to them how to do their job correctly. Once these things are in place the upper-level management will see significantly lowered cost and increased quota since half of the work is already done for Hank as he already has support from upper management in the changes that he plans on bringing to the team.

Change Reward Document			
Information			
Project Name:	Manufacturing Dept Overhaul	Last Update:	04/05/2021
Owner:	Hank Kolb		

Changes
<ol style="list-style-type: none"> 1) Mandatory training for team members in the Manufacturing team 2) Better communication between teams 3) Knowledge transfer on equipment operation 4) Standard Operating Procedures for equipment operation 5) Standard Operating Procedures for tagged items which requires approval 6) Strict Q/A guidelines

Rewards
<ol style="list-style-type: none"> 1. Better training equates to higher knowledge in performing in your assigned role 2. Better communication leads to less errors as all team members are always on the same page 3. Knowledge transfer helps in training newer employees who has less experience 4. SOP helps in guiding the worker to follow a straight path which is by the book 5. SOP for tagged items needs to go through Supervisor as that can help in sending damaged products out to the customer 6. Strict Q/A guidelines will lead to an efficient working environment 7. Lower costs 8. Higher bonuses for employees

EXHIBIT 1: CHANGE REWARDS MAP

ROOT CAUSE ANALYSIS (RCA)			
Information			
Investigator:	Hank Kolb	Date of Occurrence	04/05/2021
RCA Initiated By:	Hank Kolb		

ROOT CAUSE IN THE GREASEX LINE
<ol style="list-style-type: none">1. Cans were pressurized beyond the upper specification limit – Damaged equipment2. Damaged cans were still shipped to the consumers – No Q/A3. No communication between team members4. No formal training for equipment operators5. Damaged goods shipping out happens once a week – Lack of QA6. Maintenance of the equipment is lacking and is causing quality issues

STEPS TAKEN TO RESOLVE ISSUES
<ol style="list-style-type: none">1. No steps have been taken to resolve these issues in the Greasex Line

EXHIBIT 2: ROOT CAUSE

EXHIBIT 3: PROJECT CHARTER

Project Charter

Applicable Processes/Procedures: Identify the process for creating a project charter

1. General Information:

Project Title – The proper name used to identify this project; Project ID – The working name or acronym that will be used for the project; Sponsoring Organization – The organization sponsoring this project; Sponsor Representative – The name of the person representing the Sponsoring Organization; Prepared by – The person(s) preparing this document; Version – Version of this document.

Project Title:	<u>Q/A DEPT REHAUL</u>	Project ID:	<u>HK21389</u>
Sponsoring Organization:	<u>N/A</u>	Sponsor Representative:	<u>HANK KOLB</u>
Prepared by:	<u>HANK KOLB</u>	Version:	<u>1.0</u>

2. Project Stakeholders:

List all applicable project stakeholders.

Position	Title/Name/Organization	Phone	E-mail
Sponsor Representative	HANK KOLB "DIRECTOR OF QUALITY ASSURANCE"		
Program Manager	MORGENTHAL "GENERAL MANAGER"		
Project Manager	HANK KOLB "DIRECTOR OF QUALITY ASSURANCE"		
Customer / User Representative(s)	MAC EVANS "LINE INSPECTOR"		
Customer / User Representative(s)	MARK HAMLER "QUALITY CONTROL MANAGER"		

<i>Customer / User Representative(s)</i>	WAYNE SIMMONS" FIRST LINE SUPERVISOR"		
---	---------------------------------------	--	--

3. Corrective Action Plan

The Corrective Action Plan is a step by step plan of action that is developed to achieve targeted outcomes for resolution.

ROOT CAUSE

1. Cans were pressurized beyond the upper specification limit – Damaged equipment
2. Damaged cans were still shipped to the consumers – No Q/A
3. No communication between team members
4. No formal training for equipment operators
5. Damaged goods shipping out happens once a week – Lack of QA
6. Maintenance of the equipment is lacking and is causing quality issues

ACTION

- 1) Mandatory training for team members in the Manufacturing team
- 2) Better communication between teams
- 3) Knowledge transfer on equipment operation
- 4) Standard Operating Procedures for equipment operation
- 5) Standard Operating Procedures for tagged items which requires approval
- 6) Strict Q/A guidelines

4. Project Management Milestones and Deliverables

Provide a list of Project Management Milestones and Deliverables. This list of deliverables is not the same as the products and services provided by the project but is specific to the management of the project. An example of a Project Management Milestone is the Project Plan Completed.

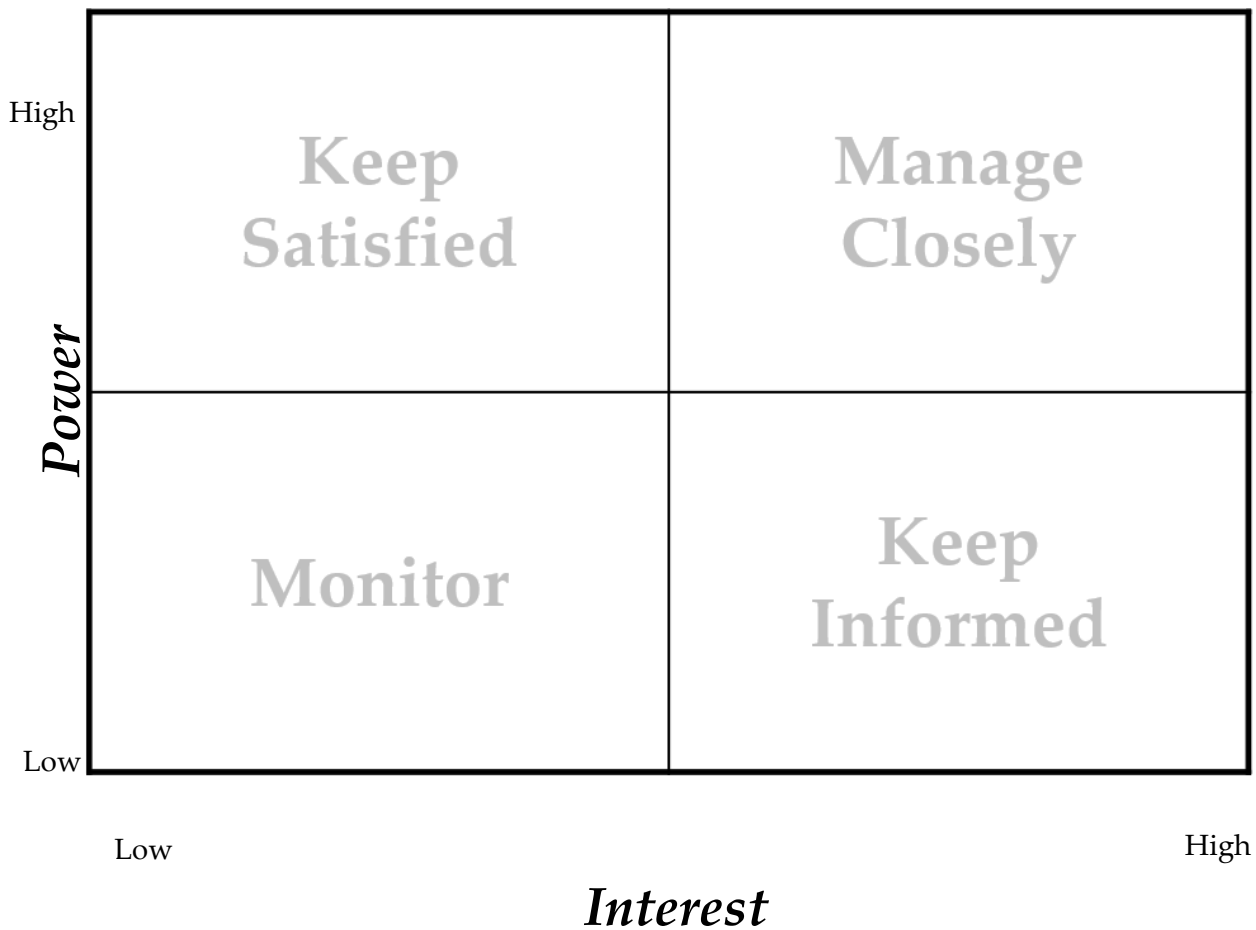
<i>Milestone / Deliverable</i>	<i>Estimated Date</i>	<i>Responsible Individual</i>
Mandatory Training – Q/A	04/05/2021	Hank Kolb
Maintenance Team Training	04/10/2021	Hank Kolb and Wayne Simmons
Creating of SOP for Q/A Team	04/12/2021	Mark Hamler
Creation of SOP for Maintenance Related Tasks	04/15/2021	Mark Hamler
Ordering newer equipment	05/01/2021	Hank Kolb and Morgenthal

5. Costs / Budget

Identify the initial funding required by the project and/or committed to this project by the project sponsor. Additional funding may be requested / committed upon completion of the detailed project plan.

<i>Purpose</i>	<i>Amount</i>	<i>Source</i>
Training	\$10000	Manufacturing Dept.
Order new equipment	\$250000	TBD.

EXHIBIT 4: STAKEHOLDER GRID



Objective: The goal of this project is to communicate between teams, develop global action plan, implement progress in the changes and measure success.

Hank Kolb Case

KEEP SATISFIED: Morgenthal

MANAGE CLOSELY: Mark Hamler

MONITOR: Mark Hamler, Mac Evans and Wayne Simmons

KEEP INFORMED: Morgenthal

References

Elon Musk Quotes. (n.d.). Retrieved April 08, 2021, from

https://www.brainyquote.com/quotes/elon_musk_567299

Hank Kolb, Director, Quality Assurance. (1993). *Hank Kolb, Director, Quality Assurance*, (9-681-083), 1-3.

Wikipedia contributors. (2021, April 1). *Manufacturing*. Wikipedia.

<https://en.wikipedia.org/wiki/Manufacturing#:~:text=Manufacturing%20is%20the%20production%20of,secondary%20sector%20of%20the%20economy.&text=Modern%20manufacturing%20includes%20all%20intermediate,integration%20of%20a%20product's%20components>.