



CS-03

Engineering Leadership

Managing Maintenance Effectively

Leading engineers requires a special blend of technical and leadership skills, this course provides this

Why this course?

This course is ideally suited to junior (often new) and developing engineering managers, it gives them good sound and practical tools to exploit efficiency in production to ensure service can be delivered at the right cost. Combining this course with CS-01 provides the special blend of technical leadership and behaviours management required in Engineering Leadership.

Key learning points

- ❖ Managing that slightly odd breed of person, 'The Engineer' effectively with real practical tools and techniques.
- ❖ Exploiting the 'pit-lane' mentality.
- ❖ Evaluating other industries to provide benchmarked review of performance required.
- ❖ Establishing an MPRM[®] approach to maintenance and exploring the roles each department plays and why.
- ❖ Examining and realising the prize of a plan-led approach
- ❖ Understanding the key metrics needed e.g., productivity, load v capacity, plan stability to drive maintenance efficiency.
- ❖ How to use these measures to drive behaviour.
- ❖ Planning, critical paths and networks; The list of work and bill of materials
- ❖ LEAN principles – the Toyota approach; QHSE essentials.

Who should attend

- ❖ Depot managers
- ❖ Production managers
- ❖ Planning managers
- ❖ Other junior managers

Duration

1 day, provided at your location

3 days when blended with CS-01



Subject Expertise

We have a proven track-record of reducing maintenance costs, through optimising efficiencies.

Our subject leader is a Chartered Engineer and has worked in Engineering for over 25 years with multi-industry experience.

Our expert team have built this workshop-styled training course through a combination of their significant thought leadership and experience layered with known client situations, bringing a powerful mix of vital real-life examples together with sound theory to all the sessions.

For more information, call us on +44 (0) 7841 029276

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Modular breakdown

Introduction - In this first module we explore the pit-lane approach taken by Formula one teams, we discuss where that came from and build an argument for how maintenance needs to be run. We consider the 'prize' and look at present system inefficiencies, exploring the business sense to make the change in approach to plan-led.

The Plan-led Approach - This module is a long module and dives more deeply into the plan-led approach. We introduce the list of work (LoW) concept and the bill of materials (BoM), how each is built and the roles each department has to play. We explore the planning horizons and discuss how we need to build time into the plan, moving from reactive to proactive maintenance. We build the construct of the planning committal and the process flow approach required. This uses extensively MRP techniques throughout.

Governance of maintenance – A key element in controlling maintenance is to have effective governance in the system. The plan has to become king. This module builds the approach to delegates that service at the right cost is the key prize; rather than service at any cost. We introduce the planning committal and production review concepts looking at methods to deploy both. We build metrics on load and capacity, productivity, quality and plan stability – all crucial to gain robust governance of production.



Leadership styles required - This module explores the need to manage and lead engineers in different ways. Engineers are typically highly analytical and operate in a very black and white world, unlike people management which is often, if not always, grey. Engineering is (sadly) still very male dominated, and these characteristics combine to bring a breed of person that needs unique management. This module blends the leadership techniques from CS-01 into **technical leadership**. Without this the two elements remain disconnected and of less value.

Production Efficiency – In this module we explore how we start to exploit the efficiency of production; working smarter not faster is the crucial mantra. We discuss the use of LEAN tools, the Toyota approach and how to bring all of these into effective control to optimise our plan-led approach. We finish by discussing the maintenance programme and how we can remove hours from that programme.

Asset management and other systems - This final short module discusses the myriad of AMS that are presently on the market. Our experts are well-versed in all and will help the delegates understand the true value of these and other systems in reducing maintenance costs.

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