



Client Profile: P&J Machining

Management, Leads and Supervisors Training Program

The Need:

P&J Machining is an aerospace machining and manufacturing company, with Boeing as their major customer. This emerging company, with a good team in place, has experienced growing pains as many of their managers were promoted from within and needed the soft skills or management skills required to be a leader. Departments were starting to form silos and worked independently of each other. An overall 85% employee satisfaction rate in company surveys led P&J to look for a training program to improve the management and collaboration skills of its leaders.

The Invista Solution:

Invista Performance Solutions (IPS) worked with P&J Machining leaders to identify and prioritize their training needs. Staff then recommended training opportunities and potential solutions. Loretta Cherry, P&J Human Resources Manager, worked to build a coalition of support for training among company executives and invited managers to pick classes for themselves and their groups.

IPS staff secured a \$34,000 Job Skills Program workforce training grant from the Washington State Board for Community and Technical Colleges for the training program that included 10 training topics for managers and 11 training topics for Leads and Supervisors. Subject Matter Experts developed customized curricula for each group. Classes were facilitated by industry experts skilled in delivering management and leadership training at companies.

Results:

This training program has already had a lasting impact on the business. "I have seen a big difference in improved communication, more positive interactions and interdepartmental teamwork," Loretta explained. "I have seen them laughing and talking to each other and they look at each other as wow we are really one company and share a common goal. The managers recently went through a 360 review and the scores of quite a few of the managers improved a great deal. I have seen the actual numbers in their assessments go up," she reported.

When asked about future projects with IPS, Loretta responded. "I am a super fan of Invista and would start a fan club if I could. Emily, Kyle, Tiffany and Sam were awesome and very helpful. I really enjoy working with Invista and I hope that I get a chance to work with them again."



About the Management, Leads and Supervisors Training Program:

This customized training program covered the following topics:

Management

- Building Trust
- Business Finance
- Coaching Skills
- Delegation
- Effective Communication
- Interdepartmental Teamwork
- Resolving Conflict
- Strategic Thinking
- Thinking Like A Leader
- Time Management

Leads and Supervisors

- Building Trust
- Coaching Fundamentals
- Communication Fundamentals
- Conflict Dynamics
- Customer Relations
- Embracing Change
- Interdepartmental Teamwork
- Lean Manufacturing
- Thinking On Your Feet
- Time Management
- Understanding Your Role