

Management Development for Gardner Denver in Schopfheim, Germany,

Interim Operations Director for Gardner Denver

Gardner Denver produces air pumps in several sites Schopfheim in Germany. The Operations Director was retiring and the company needed a new leader to drive efficiencies and changed the ways of working. Gardner Denver used Steve Nixon as an interim to begin these changes whilst a permanent appointment was found.

Overall contribution / achievement of objectives

The first steps included establishment of basic KPI's on a weekly and daily basis, nothing onerous, but simple factory data so the "pulse" could be monitored. The next phase was to review working practices and to generate ideas for change. This led to a list of projects which was prioritized and time-tabled for the following 6-9 months.

Impact on the business / bottom line

Output increased by over 10% and overdue orders reduced by 40%. Stock levels started to reduce and the methods implemented would ensure this would continue during the year, such that total stock would probably drop by 50% in 12 months.

Leadership / people management skills

"Without question Steve has provided us with a great platform for future development. He has already established in just four months many new practices and all of the plant managers are actively seeking to improve the operations as quickly as possible. The culture of the site has really changed. In replacing this post I was unsure what I really wanted at first, but he showed me what I needed and the permanent appointment we made was someone very similar to Steve."

Executive Succession management s8n