

Volvo Trucks North America

Dublin, Virginia

Client

Volvo Trucks North America is a manufacturer of the broadest line of heavy trucks in the automotive industry. Volvo has two production facilities, corporate headquarters, and a network of over 200 dealers across North America.

Problem Statement

Volvo used TQM tools for over two years and evolved a culture of cross-functional teams. However, it needed to develop more leadership and facilitation skills among the front-line supervisors in order to implement functional teams successfully.

Scope-Of-Work

Tompkins Associates was selected to develop and conduct training for all supervisors located at the production facilities in Dublin, Virginia and Orrville, Ohio, as well as the corporate offices in Greensboro, North Carolina. Most of the previous training held was all theory and gave no real-life examples for successful team implementation. Tompkins used its extensive experience to provide training that was customized for Volvo's culture and the auto industry and provided a process to implement. Tompkins performed the following Team-Based Training technology:

- Selected the following modules for the Supervisory Leadership Development course:
 - Supervisor's/Managers changing role
 - TQM culture at Volvo
 - Team Implementation 1 and 2
 - Coaching/counseling/facilitation
- Evaluated culture at each location and custom-tailored modules for each location's needs
- Developed a time-phased training plan for all facilities
- Developed training materials and handouts
- Conducted all training modules at each location

Results

Volvo front-line supervisors had an enhanced understanding of the entire teaming process. The teaming process began to really take form and provide the benefits that Volvo management had anticipated.
