



Teaming at GE Aviation

Thecasesolutions.com



Teaming at GE Aviation

Thecasesolutions.com



Thecasesolutions.com

Background Information

- One of the world's largest corporations with business in consumer appliances, industrial equipment, financial services, and aircraft engines
- Early 2012 - attempting to implement the teaming structure to one of the GE Aviation plants in Lynn

Teaming

Thecasesolutions.com

- Effort to move decision-making as close to the product as possible
- Workers could now take on roles that were traditionally done by upper management or support personnel

Teaming

Thecasesolutions.com

- Effort to move decision-making as close to the product as possible
- Workers could now take on roles that were traditionally done by upper management or support personnel

Success of Teaming



Success of Teaming

Thecasesolutions.com

- Three other plants had seen success with teaming for decades
- Upper management believed it would be successful
- Believed that teaming would increase productivity, improve flexibility, lower costs, and enhance competitiveness

*Teaming
and Cu*

Thecaseso

ieved it would be successful
ould increase productivity,
r costs, and enhance

Teaming Structure and Culture

Thecasesolutions.com

- Difference between a teaming facility and a traditional facility
- Front-line workers took on roles that were done by management
- Helped to strengthen the system
- Every employee emphasized the importance of values like trust, respect, humility and accountability
- Based on the relationship between the production workers and the engineers



Critical Issues

Thecasesolutions.com

- Manufacturing jet engines was a high precision process with little room for defects
- Customers demanded improved performance, lower weight, and greater fuel efficiency

Human Relations

Thecasesolutions.com

Issues that presented challenges in work structure and plant culture and of flexibility in roles and tasks, plant job classifications acted as a barrier surrounding the relationship between management and the union

Workers Resistance

- They worked under the same system for decades
- Some were unwilling to change their jobs or to take up leadership roles

Managers Resistance

- Transitioning created a lot of anxiety in current GE leadership

Lyons

Thecasesolutions.com

- One of the first
- One of the large
 - was declining
- Many of the aircraft US military but aircraft funding declining

Union Relations

Thecasesolutions.com

- Resistant unions that presented challenges in transforming work structure and plant culture
- Without the kind of flexibility in roles and responsibilities, plant job classifications acted as a barrier to workers
- Mistrust and fear surrounding the relationship between management and the union

Lynn Plant

Thecasesolutions.com

- One of the first GE plants
- One of the largest manufacturing facilities
 - was declining in production after the end of the wars in Iraq and Afghanistan
- Many of the aircrafts Lynn produced were used by the US military but after the wars in the Middle East, the aircraft funding in the U.S. defense budget has been declining