

Reflective Project Report

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BY

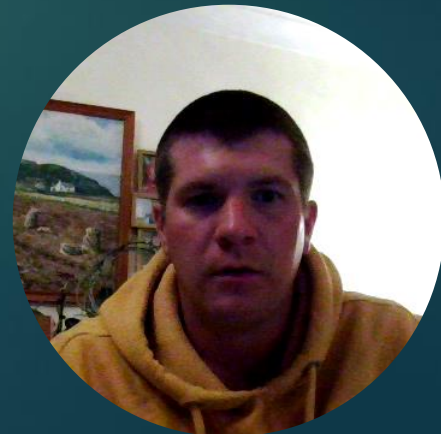
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Introduction

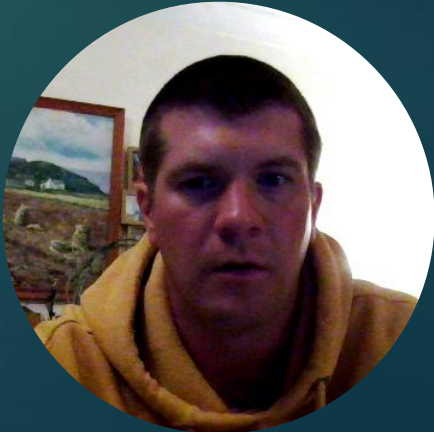
- ▶ Organisational change of a fabrication company
- ▶ An idea to have the components cut by an external supplier was considered.
- ▶ Relying on the external company to cut and supply all of the components for that contract
- ▶ There were many factors for the business to consider initially.
- ▶ Management and motivational strategies and compare these to how the new change was implemented in the business and how these can be used to help when bringing in new change.
- ▶ Any issues with the change process would be looked at and how they were dealt with and if any improvements could be made in the future.



Project Plan

Decide on topic
Methodology
Research
Former Approaches To Contracts
The New Change
Reasons For Change
Implementation Of The New Change
Benefits of the new change
Issues of the new change
Management Models Vs Change Implementation
Motivational Models Vs Change Implementation
Conclusion
Summary
Recommendations for further study

Task	05/02/2024	12/02/2024	19/02/2024	26/02/2024	04/03/2024	11/04/2024	18/03/2024	25/03/2024	01/04/2024	08/04/2024	15/04/2024	22/04/2024	29/04/2024	06/05/2024	13/05/2024	20/05/2024
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Methodology

- ▶ Look into how the business previously ordered and cut steel for the contracts
- ▶ Why the change may have come into place
- ▶ How the new change was brought into place
- ▶ Has the new change been successful and are there any future improvements that can be made, these processes will be compared against management and motivational models.
- ▶ The first step will be to speak to a manager regarding the change and gain information on how the change came about and for what reasons.
- ▶ Research via the internet into cost of machinery could be looked at for an example if the company was to purchase machinery to cut steel in house.
- ▶ A Gantt chart project plan will be created on excel, to help as a guide on time management.
- ▶ Research for management models and motivational models will be done via the internet and the report will be written up on a word document.



Research

- ▶ Bandsaws
- ▶ Profile cutters



(Excel machine tools, No date)

(Water Jet Sweden, No Date)



Former Approaches

- ▶ The steel would be ordered in stock lengths or sheet material.
- ▶ Once delivered the steel would be stored in a lay down area.
- ▶ A cutting list would be produced
- ▶ Plates would be marked on the sheet material and cut out using the oxy-fuel equipment.
- ▶ From examining the drawings holes would be marked and drilled accordingly in the plates and beams.
- ▶ As technology progressed a plasma cutter was used
- ▶ Control what has and hasn't been cut.
- ▶ Once parts have been cut the parts would be put together and the drawing assigned to a fabricator who would then fabricate that drawing.



Reasons For Change

- ▶ To cut from stock material would add onto the times scale of the job
- ▶ Limited staff available
- ▶ Limited space available in the workshop
- ▶ Limited laydown space for material that has been cut
- ▶ Limited laydown space for material to be cut
- ▶ Cutting alongside the assembly process to keep up with a steady flow of production.
- ▶ No specialist equipment to speed the cutting process up.
- ▶ Quality – potential for human error
- ▶ Likely hood of cutting error increases especially if trying to get through the cutting at a faster pace.
- ▶ But generally the cutting process would be slower doing it via the basic equipment and hand cutting techniques



Implementation Of Change

- ▶ Quotations and lead times from external supplier would be gained by sending them electronic files
- ▶ Once cutting is ready to be started the electronic files of the drawings would be passed over to the external supplier for cutting
- ▶ The delivery of steel would be made via lorries offloaded by either the forklift or crane
- ▶ Check off parts
- ▶ Large amount of time to do with several employees. This process was probably an oversight with regards to getting the steel cut by an external supplier.
- ▶ A fabricator would then be allocated a drawing and they could go and pick up a pack of steel which aligns to their drawing



Benefits Of The Change

- ▶ Benefits of the new change would be;
- ▶ The accuracy of measurement to the drawing
- ▶ The quality of cut of each component
- ▶ Generally the steel would be delivered on its delivery date.
- ▶ Cost - cheaper to have it done externally
- ▶ Time scale – whilst external company is cutting parts, focus on assembling in house.



Issues Of The New Change

- ▶ Identification of the plates.
- ▶ Plates would have to be put aside
- ▶ The drawings for the parts that were missing would be printed off and the unidentified plates would be measured and checked to these drawings to try and identify them.
- ▶ Marking off plates as here when in fact they have not been delivered so this task would need to be done thoroughly to ensure this would not happen though human error could happen even accidentally.
- ▶ Repetitive and some employees could find the task laborious and boring and also do not appreciate the important of getting it right. If plates have not been delivered this would need to be highlighted with management. This occurred and plates had not been fully delivered.

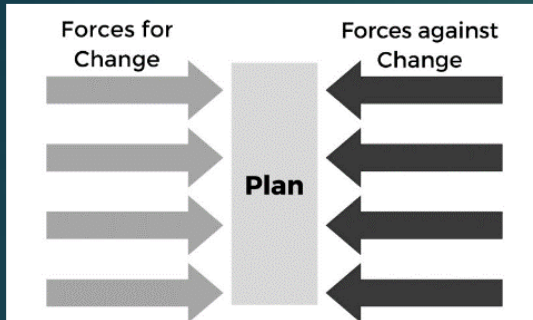


Management Models Vs Change Implantation

- ▶ SWOT analysis
- ▶ Lewins force field analysis model which breaks down the forces for and forces against change forces for and forces against change (MasterClass, 2022).
- ▶ Kotter's 8 step change model was designed to help managers implement organizational change (Aktas, 2024).



Motivational Models Vs Change Implementation



Force Field Analysis Model (MasterClass, 2022)

‘Herzberg et al. (1959) argue that motivation factors are necessary to improve job satisfaction.’ (Nickerson. C, 2023).

The change could have disgruntle the current workforce and Managers should have been ready to lead and inspire the workforce to the new change (Peek,2024). .

Mintzberg’s interpersonal managers theory’s (No date, cited in Peek,2024).

‘The work itself’ is One of Herzberg motivational factors, the jobs difficulty level and engagement level impact on job satisfaction (Alshmemri et al., 2017, 2017 as cited in Nickerson. C, 2023). So it would be important to be clear to employees that it would be beneficial to have parts supplied in. As contracts can be lost if deadlines are not met.



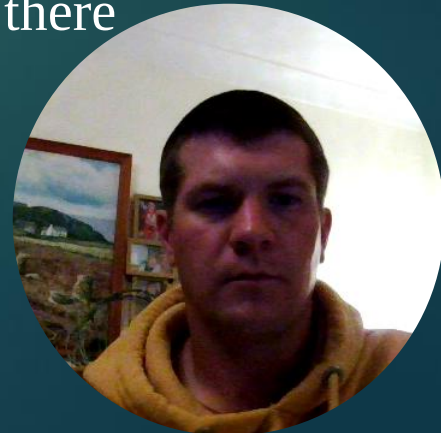
Conclusion

- ▶ Has the new change been successful?
- ▶ Positive
- ▶ Ordered and cut and delivered in a timely manner Generally the quality of each part has been to a high standard and accuracy due to the specialist equipment.
- ▶ The new change has been cost effective
- ▶ Investment into a new workshop with specialist equipment has not been required
- ▶ It has also meant that a lay down area for stock material to be cut has not been required.
- ▶ The steel was ordered in one



Conclusion

- ▶ Align to the fabrication process of priorities and thus eases the storage and handling required.
- ▶ Handling issue in the sorting and checking off process
- ▶ If cut in house you could cut on a just in time basis
- ▶ What has been cut and what hasn't
- ▶ More control and you can put the parts together as they come off the cutting line.
- ▶ Important that a company is not fully reliant on external suppliers as on future projects there may be issues with steel delivery
- ▶ Beneficial for large contracts but should have means of cutting the steel
- ▶ Revision of drawings



Recommendations For Further Improvements

- ▶ Cost of items- variety in machinery that to get an exact cost was difficult also
- ▶ The cost of building a workshop would also vary depending on design and contractors costs so again to get the exact cost of this was difficult.
- ▶ Also a comparison in costs of ordering the steel and cutting in house vs the cost to have the same piece cut by an external supplier- the time
- ▶ Different suppliers could have been contacted
- ▶ Potentially shown the reason for the change,
- ▶ Lewin's force field analysis model may be used to decide on forces for and against sub-contracting the steel to be cut by an external supplier (MasterClass, 2022).
- ▶ On future projects depending on the size of the project and lead times it may be decided to cut in house rather than by an external supplier this could be done on project by project basis. Sometimes it maybe beneficial for the company to cut items in house if the project is small enough. Another thing to consider if machinery was purchased, if any plates were missing by the external supplier, this opens up options of having the plates cut in house or waiting for external supplier



Thanks For Listening

