



How TOYOTA is rethinking collaborative skills pipeline development

The challenge

How do manufacturers effectively tackle the skills shortage we all face in a more holistic way which stretches all the way from K-12 past the point of being hired to build a reliable manufacturing workforce pipeline faster?

The result

Challenging traditional thinking by persuading the systems producing talent to see the businesses hiring talent as the client and collaborating with regional manufacturers to prevent the unsustainable taking of talent from each other, has allowed Toyota to ensure it has a healthy, reliable and sustainable pipeline of manufacturing talent filling the positions it needs to help it grow.

Tackling the skills challenge from K-12 past the point of being hired is key to realizing Toyota's holistic vision for developing a manufacturing workforce pipeline.

Robert Chiapetta

The LEAP

By thinking in a new way about the problem – and the range of potential solutions – Toyota is solving this challenge by developing a novel end-to-end, region-wide approach to collaborative skills pipeline development which is delivering remarkable results already.

The inspiration



Robert Chiapetta
Director of Government Affairs
for Manufacturing and Workforce
Toyota Motor North America



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Radical Change Through People



How SPM is increasing workforce agility, versatility and productivity

The challenge

How do we increase the agility of a manufacturing workforce quickly so that it can respond to the versatility our clients require of us whilst also driving productivity and profitability in a lean manufacturing operating context?

The result

This innovative approach to building workforce agility is being used to drive revenue growth, efficiency improvements, and greater margins at SPM, which has been able to turn a 225-man operation delivering \$20m revenue into an 181-man operation delivering \$32m revenue.

Manufacturing workforces need to be agile, versatile and adaptable to compete in the future, building these capabilities quickly is mission critical.

Nora Harding

The LEAP

Special Products & Mfg., Inc. has developed SPM-U in order to create an agile, mobile workforce which is future-proofed against the change that lies ahead. It using this flexibility to redeploy talent to the places where the business needs it at the times when it needs it most.

The inspiration



Nora Harding
Director of Leadership Development, Special Products & Mfg., Inc.



The full story

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SPECIAL PRODUCTS & MFG.
INC.



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How JABIL is building a people strategy to open new revenue streams

The challenge

How does a low-margin manufacturing firm move up the value chain, allowing it to penetrate new and higher-value markets and open fresh revenue streams to drive increased profitability in a competitive marketplace?

The result

By future-proofing its people strategy against the changes that lie ahead in a low-margin manufacturing business Jabil has effectively pivoted from hiring engineers and traditional manufacturing talent today to competing for data scientists and automation experts needed tomorrow

■ ■ The answers to our people challenges are not always obvious, more often it takes thinking together to find the right way forward. ■ ■

Audrey McGuckin

The LEAP

By building a manufacturing people strategy and new capabilities to offer an increased range of value-added offerings to clients, including hiring for new skill sets, and extensively upgrading existing mid-careerists who have experience but not the skills to compete in the digital era.

The inspiration



Audrey McGuckin
Vice President
Talent Management
Jabil



The full story

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JABIL



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Manufacturing

Radical Change Through People

How GE accelerates productivity by transforming new entrant impact

The challenge

How can we better equip the new entrants into our manufacturing businesses with the skills and tools which they need to help them make the maximum bottom-line impact in the fastest time possible?

The result

First year retention has been transformed, time to competency has been reduced, and by embedding a focus on continuous improvement, GE is also recognizing the solution it has today is not the solution it expects in the future.

Manufacturing talent is hard enough to find in the first place, so when we find it, we need to make sure we engage, inspire and keep it or our challenges will multiply fast.

Eric Leef

The LEAP

GE is transforming the way new entrants are identified, prepared, inducted, on-boarded, and developed, transforming their impact in a way which effectively reduces turnover during the crucial first six months with the business, and at the same time accelerates productivity.

The inspiration



Eric Leef
Executive HR Leader
GE Appliances



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Radical Change Through People

How **INGERSOLL RAND** turns culture into a competitive advantage



The challenge

How should we best challenge traditional thinking around culture in our organizations to deliver an engaging culture, effective teams and effective leaders inside a dynamic fast-paced manufacturing company?

The result

A back to basics approach has transformed individual accountability for engagement across the organization, and other initiatives have provided a flexible, inclusive place to work which has driven productivity and bottom line impact across the organization.

Our workforce is changing before our eyes, and we need to work together to ensure we are prepared for the future of manufacturing.

Michelle Murphy

The LEAP

By taking a new approach to increasing the level of diversity representation among the employee and leadership ranks of the organization, Ingersoll Rand has been able to translate it's culture into a distinct competitive advantage.

The inspiration



Michelle Murphy
Chief Diversity Officer
Ingersoll Rand



The full story

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Radical Change Through People

How GLOBALFOUNDRIES builds ambassadors that change the world



The challenge

How do we leverage our existing employees better to inspire student interest in STEM, support our recruiting and retention efforts, and build long-term relationships with the community to develop the future talent pipeline?

The result

This unique and comprehensive workforce development initiative is low on cost, but high on passion, delivers remarkable results and has created a movement of manufacturing champions inside the organization inspired to make a difference. It has transformed brand awareness, student recruitment, employee engagement and retention as well as driven higher productivity.

■ ■ In an industry as competitive as advanced manufacturing, we need to continuously search for innovative approaches to reduce cost and maximize impact. ■ ■

Gwendolyn Bluemich

The LEAP

GLOBALFOUNDRIES has developed GLOBALAmbassadors: A team of manufacturing ambassadors on a mission to “change the world”. It has proved to be a unique low-cost, high-impact approach to build the local talent pipeline and strengthen employee retention and engagement.

The inspiration



Gwendolyn Bluemich
Manager, Strategic Education &
Workforce Development Initiatives
GLOBALFOUNDRIES



The full story

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