

## Case Study: Metal Fabricator

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<b>The Challenge</b>	A metal fabricator had been losing money on some important jobs with key customers. When 3 large jobs were concurrently going wrong in different ways, they called Effective Learning for Growth.
<b>Solution Milestones</b>	Effective Learning for Growth <ul style="list-style-type: none"><li>• Interviewed those involved, from estimation through engineering through shop to shipping, to find root causes.</li><li>• Facilitated 2 meetings to feed back and gain agreement on the causes – and modeled non-blaming communication.</li><li>• Built a detailed process map with XSOL software – with job performance aids and decision rules – as a product of that real-time consensus.</li></ul>
<b>Results / Outcomes</b>	We delivered the detailed process map as an HTML web page for implementation as an icon on every desktop.
<b>Follow-up</b>	The CEO said, one year later, “We haven’t lost money on any major jobs since then.”