

HARLEY-DAVIDSON DRIVES FOR SUCCESS



Client

The Harley-Davidson Motor Company is the premiere brand in motorcycles worldwide.

- In business since 1903.
- 1,500+ dealerships in 2008.
- Annual sales of \$5.6 billion, with 10,100 employees in 2008.
- Psychological Associates regularly consults with Harley-Davidson on succession planning and talent management.

Need

- Harley-Davidson needed to identify ways to increase the effectiveness of its Work Group Advisors (front-line managers) at its manufacturing facilities, and to achieve better retention among the Advisors.
- It was felt that more effective development of these supervisory roles would improve productivity, quality, safety, efficiency, and skill development.

Our Solution

- Psychological Associates first conducted over 100 interviews to determine how training in this crucial position could be more effective.
- We designed a custom development program that is the foundation for a three-day coaching skills workshop, known as Boot Camp, for all new Work Group Advisors.
- Participants learn behavioral skills and practical techniques for coaching more effectively — both for informal situations on the factory floor and during formal one-to-one meetings.
- The workshop applies Psychological Associates' proven learning techniques that emphasize learning by doing — practicing real-life coaching situations in teams and receiving feedback that participants can apply immediately on the job.
- Participants also attend a follow-up Boot Camp Phase II, which focuses on performance analysis and improvement.
- Hundreds of Work Group Advisors have now participated in this program.

Results

Work Group Advisors are better equipped to succeed, and retention has increased at these positions.

Ongoing

Launched just a few years ago, this development program is going strong at Harley-Davidson's manufacturing facilities in Kansas City, MO; Milwaukee, WI; and York, PA.

