



The LMI Impact

LMI's unique performance management program – Effective Personal Productivity enabled a national 50 year old tyre manufacturing company to not just achieve projected growth for its widest range of tyres but also improve its overall operational effectiveness.

A group of 30 personnel from 2 plants imbibed new personal and team leadership behaviors that directly impacted the output of tyres, improving it from 149.58 MT/day to 158.28 MT/day during the 10 week program. The team sustained and improved output over the subsequent 3 quarters. This diverse team from procurement, engineering, production, and maintenance also achieved the highest curing tons of 170.03 and the highest truck building tons and numbers of 181.15 and 2163 respectively during the program.

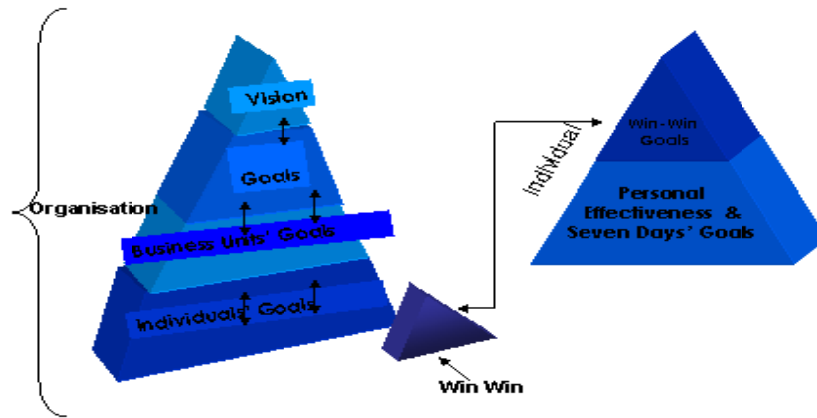
While working on improving output metrics the team also concentrated on improving operational efficiencies and reduced RM inspection time from an average lead time of 59.832 hrs to 37.344 hrs over a 4 month period. They have also set a new benchmark for process loss by reducing truck tyre building loss from 5.01% to 2.24% thru improved engineering.

The Organization's Challenge

When the Head of Manufacturing of both plants approached LMI, he expressed concern that the plant was not achieving its optimum output. On probing, LMI identified the root cause as arising from the newly promoted management team was working in silos. They were not able to work with the larger picture and see the benefit of working as a team and taking overall ownership for the plant and its goals.

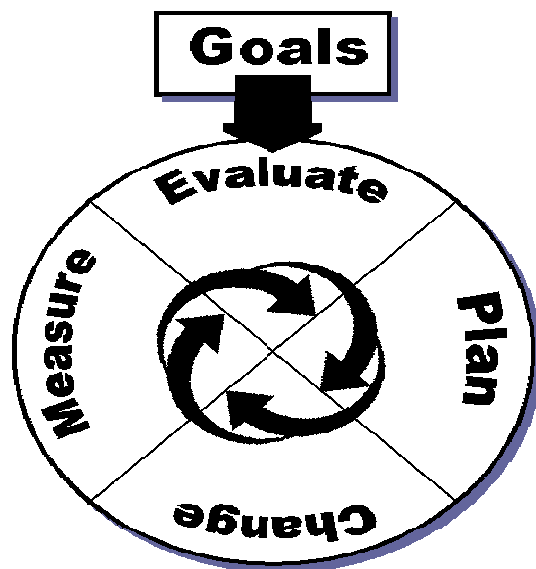
LMI and the Plant Manager identified the key metrics that reflected plant effectiveness and efficiency such as fuel ratio, raw material wastage, and customer complaints. They realized that by bringing about in-process effectiveness the output would increase.

LMI recommended that members of the senior management team from both plants undergo an intensive program on Effective Personal Productivity that would help them define organizational goals, understand and address the challenges in achieving these goals, improve productivity, understand the interdependencies between departments, and the power of delegation and empowerment.



The Solution

LMI's 10-week intervention used team dynamics, spaced repetition, and immediate application to ensure retention and impact of learnings. The results-centered process consisted of 4 steps:



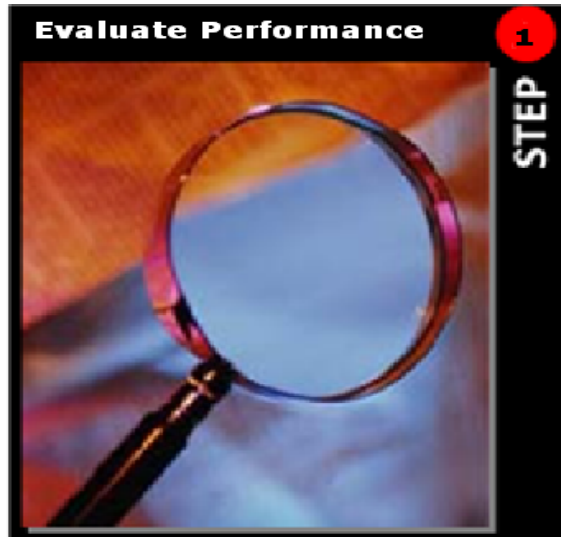
STEP 1 - EVALUATE PERFORMANCE

STEP 2 - PLAN ACTION

STEP 3 - CHANGE BEHAVIOR

STEP 4 - MEASURE RESULTS

STEP 1 - EVALUATE PERFORMANCE



- Identify Performance Issues
- Determine Current Level of Performance
- Calculate Performance Gap

STEP 2 - PLAN ACTION



- Develop a Dynamic Plan of Action
- Identify Critical Success Factors
- Determine Method of Tracking Results

STEP 3 - CHANGE BEHAVIOR



- Implement Step-By-Step Change
- Integrate Behavior Change into Daily Productivity
- Measure Progress as it Occurs

STEP 4 - MEASURE RESULTS



- Measure Results Achieved
- Document Return on Investment
- Identify Additional Areas for Continuing Improvement



Thru this process, the senior management team immediately put into practice what they learnt, and new behaviors were applied directly to daily issues.

Within a short time, they "owned" their behavior changes. Long-term retention of new behavior was strengthened by everyday application. To reinforce their learning even more, the team completed weekly feedback sheets, and results were measured. This built accountability as they saw and shared with the team their accomplishments, thus becoming motivated to do even better.

Not only did the team achieve the organizational goals laid out at the beginning of the intervention but also enabled the cascading of the values and vision of the organization to the next level, better delegation and empowerment to handle challenges, and the identification and coaching of people.

This program has now become an essential part of organization building for the company and is conducted for all managerial levels.