

Towards A Customer-centric Organisation

An Organisation Development Project for TVS Nilambur

Authored by

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With the support of

N.Krishnamoorthy and.T.Srinivasan, TVS Sundram Iyengar & Sons

This paper is dedicated to all employees of TVS Nilambur

OD Intervention at TVS Nilambur: Towards a Customer-centric Organisation

You must be the change you wish to see in the world. - Mohandas Gandhi

Introduction

The TVS Group is one of India's largest industrial conglomerates. TV Sundram Iyengar and Sons Limited, established in 1911, is the parent and holding company of the TVS Group. The largest automobile distribution company in India, TVS & Sons has an annual turnover exceeding US\$ 450 million (over Rs.16, 000 million). With a workforce of over 5000, TV Sundram Iyengar and Sons Limited operate through the three following divisions: TVS, Sundaram Motors and Madras Auto Service.

T V Sundram Iyengar & Sons Limited engaged Organisations & Alternatives Consulting (referred as O&A) in January 2004 to do an intervention for all the employees of Tirunelveli, to address the need for increased customer orientation and sensitivity among the employees. Based on the credibility built-up during the Tirunelveli interventions, O&A was engaged by TVS for an OD intervention for their Nilambur unit , near Coimbatore, in April 2004. Chitra and *Ganesh, worked together in the role of Principal consultant and Co-consultant respectively on this OD project, with the support of their colleague Viswanath G for some of the sessions.

TVS had a very clear vision and goal of becoming a very customer-responsive organization. One critical aspect was also that the organization was functioning in a scenario where the economic, technological and other aspects of the business had radically changed. This particular unit was earlier functioning at Coimbatore and shifted to Nilambur for business reasons.

A snapshot view of TVS & Sons Limited, Nilambur, Coimbatore –April 2004

The unit was started during 1998 and is situated 22 kms. from Coimbatore city on the Madras Highway. It exclusive services for Ashok Leyland vehicles and all types of repairs are done under a single roof. A total workforce of 70 is employed in the unit. The unit could accommodate and repair 32 vehicles at a time.

Some other aspects of the situation in Nilambur,

- There was a skill-knowledge gap as a result of VRS, and the Employee Satisfaction Survey conducted indicated that the employees had a high need for training.
- High percentages of redo work and high absenteeism.
- Lack of understanding of the changes in business dynamics, customer expectations and the delivery standards in terms of time and quality
- Employees were covering up mistakes
- Most of the present Management team at Nilambur had taken charge less than a year ago. Despite efforts at changing management style, the unit was not performing very well and it was considered an uphill task to generate even minimum performance standards.
- The unit had not had any significant achievement in the past few years whereas other units had significant successes.

**The author acknowledges the contribution of her colleague Ganesh Anantharaman who partnered her in delivering this OD project and whose inputs have been incorporated in this paper.*

Based on the above, the senior management of TVS held the view that perhaps a more holistic approach is required to deal with the situation and quick fixes would not be very impactful.

While there were these specific issues, outlined by top management, it was decided that one of the key process will be that of inclusiveness and the agenda for change will be evolved jointly with the participation of all members. The need to build some fresh perspectives for the present and future was felt very strongly by all members.

Given below is another snapshot view of where TVS Nilambur is as of now,

PERFORMANCE HIGHLIGHTS TVS NILAMBUR
ALSBU - MDV SERVICE - NILAMBUR

Aspects	2003-2004	2004-2005	2005-2006	2006-2007
	Average value per month			
Service Turnover Rs. in Lakh	22.64	26.27	33.19	39.68
Total No of repair orders	565	662	767	790
"Over time cost (Rs. In Lacs)"	0.62	0.29	0.21	0.27
Labour Margin	57%	62%	62%	63%
REDO - due to workmen ship quality	28	21	4	3

Other High Lights

- The Customer Satisfaction Index has shown a steady improvement.
- During ISO 9001 : 2000, external audit (TUV) appreciated the team.
- Nilambur Outlet attained Champion of Champions award in QMS (ISO 9001:2000) for the year FY06.
- During ISO 14001:2004 audit held during FY06 (both by their consultant ACME and by TUV) cleanliness of the outlet was appreciated.
- Started Technicians Incentive Scheme (on trial basis) & the technicians from Nilambur have qualified for the same for all the 11 months (so far) continuously.
- Productivity Council has a fair representation from different groups and works together to solve various operational and customer related issues and also to encourage improvement processes such as Kaizen
- Many operational process improvements have been implemented.

Excerpts from Interview with Mr. N.Krishnamoorthy – Vice-President Dealership Line Of Business

Can you share about the groundwork/preparation you did before you announced the OD initiative for TVS Nilambur?

Since we had an earlier experience in Tirunelveli (also carried out by O&A) – which was my first OD intervention management — so most of the preparation/groundwork happened as we went through that experience and understood the OD processes. Also, at Nilambur, I had a discussion with the Personnel Officer and Works In Charge about the experiences and benefits realized in previous intervention and this ensured their agreement to take up this initiative.

What were the specific challenges you faced as the intervention progressed, besides the overall challenge of moving Nilambur towards greater customer orientation and profitability?

- One of the challenges was to put right the earlier wrong practices established by previous managers. We had to take ownership for that and set things right again. It had led to a situation of workers working over time beyond normally acceptable standards, high number of rest hours, inability to come to work the succeeding day and low standards of quality.
- The next challenge (also an outcome of the above situation) was the low morale among the recently joined Works In Charge and his team since they could not commit to customers properly, quality issues, etc.
- Related to the above-mentioned aspects, we also faced the challenge of non-cooperation in the initial stages of intervention from the workmen group – that too only for the first intervention.
- Yet another challenge was to communicate how the customer is important and how we will go out of business if we do not take care of them.

We were able to manage each one of these challenges successfully during the intervention.

What according to you are the long-term impacts of the OD initiative?

- Workers being able to ABSORB the perspective of customer, appreciate and participate in the initiatives taken up by the managers to improve the situation
- Higher morale of the entire team.

For you, personally, what was the most cherishable moment in this OD initiative?

Though we were able to gather most of the workers team with us during the intervention, there were a few who never participated with full interest.

But, during the last day of the intervention the sudden change experienced in these workers were the most cherishable moment for me. Very recent initiatives of productivity improvement also saw the voluntary participation of the same workers who changed their stand openly during the last large group session.

We shall now retrace our steps to where we began in April 2004.

The Process of diagnosis – April 2004

Objective: Generate from the members a clear sense of what aspects of their present situation and the desired culture, discover some clear goals for change to which most people can aspire. This was seen as essential and the whole unit was involved in this process.

- Facilitated exploratory discussions on the following 5 key areas were held and responses taken both at an individual and group level.
 - What is working well around here?
 - What do you think the customers say about the unit?
 - What would you want your customers to say about the unit?
 - What would you want the other groups to say about you
 - What are the changes you would like to see in this unit that will make you feel very happy?

Besides stating very specific operational and process improvements, members also expressed their view of the shifts they would like to see in different parts of the organisation.

Desired changes at Nilambur as stated by Employees

- 1. Changes among workmen: (as stated by workmen and middle-management)**
 - ✓ More co-operation and openness with each other
 - ✓ Willingness to share knowledge and ideas,
 - ✓ Learning to see the positives and the negatives of each
 - ✓ Greater trust towards staff, improved self-confidence,
 - ✓ Less competitions
- 2. Changes in Middle-management (as stated by middle-management and workmen)**
 - ✓ Balance task and relationship
 - ✓ Relate to workmen with caring while confronting,
 - ✓ Better understanding of workmen's needs
 - ✓ Move towards enabling self and others to perform better
 - ✓ Create joint spaces for different groups to involve in working together on problem solving, process improvements, etc.
- 3. In the view of workmen and middle-management, Changes to be brought about in the customer's perception of TVS: In other words, customers should say:**
 - ✓ Service is very courteous and TVS has a good approach. The team is committed and involved.
 - ✓ I can leave my vehicle in TVS Nilambur trusting that it will be taken care of
 - ✓ TVS means: Fast delivery and good quality, There are no re-dos in TVS
 - ✓ In TVS, at anytime, my work will be satisfactorily attended to.
 - ✓ I will recommend TVS to others

Based on the above, O&A worked out the different interventions that could facilitate the movement towards the desired culture and business results.

One aspect that emerged clearly was that most members were dependent very heavily on personal relationships to get work done. While this gave them some success, it also put pressure on them to turn a blind eye to many task related aspects such as quality, timeliness, information sharing, etc. The lack of "nalla uruvugal" (good relationships)

and “anbu” (affection) were often used to give reasons for low performance or conversely if someone was performing it was explained away as the person maintaining good personal relationship.

The key challenges

1. Create awareness about self and other’s potential and trust in each other.
2. A more balanced approach to task-relationship at all levels at Nilambur and enable a wholistic understanding and valuing of Role
3. Adopt a goal-oriented approach throughout the intervention and integrate the same into the process
4. A collective ownership of organizational results
5. A customer-centric approach

Stage 1	Creating Awareness and understanding of possibilities and individual potential for change and a sense of meaningfulness at work.	<ul style="list-style-type: none"> • Workshops and meetings to address the key challenge areas. • Linking of the organizational objectives to individual task and contributions. Creating action plans that will look at personal agenda for change and also address specific organizational issues.
Stage 2	Extending the understanding into Change Efforts	<ul style="list-style-type: none"> • Facilitating review meetings (including planning process) and problem-solving sessions • Work on integrating internal customer orientation with Performance Orientation • Open out Customer’s feedback to all members
Stage 3	Development of trust as an experience between members	<ul style="list-style-type: none"> • Joint working by various groups on desired change • Inclusion processes in terms of frequent communication, information sharing, celebrating successes, belief in each other’s abilities and especially in the abilities of the middle-management, • Work begins on formulating processes and policies, which are seen to be fair.
Stage 4	To build an atmosphere of hope and confidence necessary for regeneration and sustaining any changes committed to by individuals, groups or systems.	<ul style="list-style-type: none"> • Building resources within the organisation that will sustain change efforts by <ul style="list-style-type: none"> ➤ Enabling open, organisation-wide evolving of objectives. ➤ Working towards creation of a group consisting of management and workmen to jointly address customer and performance related matters

From here onwards, this paper follows a framework of chronological documentation of processes related to the four Stages. A separate section has been devoted to summarizing some of the key factors that held the change process together. Besides this, we have also included excerpts from the interviews with some of the team members. Most importantly, a comparative view of some of the organizational performance areas before and after the OD intervention is also included.

Summary of Discussions held during April 2004, on OD initiative Road Map – TVS Nilambur

The members agreed on:

- The Road Map for the OD initiative presented to them by O&A.
 - The focus: All members to gain an understanding of different aspects of their work-relationship, build skills for successful fulfillment of the same; convert this understanding into concrete actions and role modeling at work-place.
 - The intervention will first focus on the management team at Nilambur so that even before the workmen are addressed, they already experience some changes in the management. This would build the credibility factor of their commitment to change.
- Core Group: A team was formed with the view that there is a need for members within the outlet to act as drivers for change. The group had representatives from the Works Manager's office, Personnel Department, Service Engineers and Service Marketing. This group was called the core group. It was agreed that though they will start the OD initiative by responding to suggestions from O&A, they would, over a period of time, move to a more initiator role. *Later, the core group renamed itself as the Support Group as being more reflective of their role.*
- The group also agreed that communication to employees about the OD initiative need to be a continuous process.

Workshop on Leadership and Teamwork held during May 2004

This workshop was held for all the managers and executives at TVS Nilambur.

Some of the outcomes were:

- Understanding self in the context of organizational role and expectations
- Helped members to come together as a team – more openness, transparency and relating among members, especially from the perspective of impact on valuing the customer – Internal customer orientation and owning organizational goals.
- Enabled members to face the challenges of leadership as a team.
- Learning to deal with ambiguity and changes in the environment.

Following the workshop, there seemed to be greater synergy in that group and a readiness to do what it takes to achieve results. From not being anywhere close to the target, Nilambur achieved their target in May, one month after the workshop. However, in the month of June, their target achievement suffered a setback.

The consultants initially had a detailed telephonic discussion with the various support group members and the Senior Management Team to understand their experience of what was happening at Nilambur. It was decided that the group would come together to look at the issues, which had come up and also work on aspects of creativity and joint problem solving.

The Review Session and the Workshop on Role Clarification during June 2004

The first part of the session was about reflecting on what has changed for the better in Nilambur, and what has not. **Among the changes experienced were:**

- Greater cooperation and support amongst each other. More willingness to do what was within one's role and at times strictly beyond one's role, to achieve results.
- A desire to achieve results, and service engineers communicating better with workmen.

- More openness to give and receive feedback, particularly negative feedback on performance from others. Some other members of the core group experienced this openness too.
- Greater responsibility for results than before. Many members shared that while they would be very quick to blame external factors for non-performance earlier, after the first workshop they were more willing to look at where they went wrong.

Where the group felt stuck:

- Getting paralyzed in a crisis situation. Not being able to see alternatives in a crisis, and giving up too soon.
- Getting blocked by the fear that if one uses one's authority to get things done from higher ups, it may harm the relationship with formal role holders.

The understanding the group reached was that the positive changes were the reason why the targets were achieved in May, and the negatives experienced were the reason for low target achievement in June.

The group then evolved the learning agenda for the next step. Consequently the Workshop on Role Clarification, Creativity and Problem-solving was held with the group focusing also on the issues they had faced.

The workshop Experience

The session began with some simple exercises on creativity that helped members see that there is always a way out, if only one is able to think out of the box.

This was followed by a session on the 6 hats of creative thinking (Edward de Bono) and also some reflection on which hats were completely missing in Nilambur in June, which resulted in a sense of paralysis.

Members shared that the black hat was most common in Nilambur, which meant people always see the negative side of taking action. Therefore, there will be too much caution, and very little risk taking. They also related the preference for caution to the low achievement orientation in the branch.

This was followed by an experiential exercise where people had to apply the six hats concept to successfully complete the task at hand. The consultants coached the members on which hat to use at which point. One member in the group shared that if this coaching were available in June, maybe Nilambur would have done at least 12 lakhs.

The latter half of the day was spent in applying the six hats concept to some real organizational problems. Members looked at possible solutions to the (1) OT tangle in Nilambur and to (2) break the cycle of work spillover from the previous month into the first week of the new month, and ways to start marketing in the first week of the month itself. This exercise was tougher for members to deal with, but with some help from consultants, they were able to see where they were getting stuck.

The next session was spent in understanding the concepts of role, role space and role set. Members then worked on defining their role space and also on who constitutes their role set. Each member also defined his role in the organisation, and distinguishing it from tasks or activities.

Many members realized they were actually confusing activities for their role, and were therefore not really performing their role. This realization was acutely felt and clarified as more and more examples got shared of the same and members realized that their own

colleagues actually expected something different from them in the senior executives in Nilambur.

The concluding session included feedback to each member from one other member of his role set, on what the latter expects out of the former in his role. There were tough moments when one or another member realized how he was operating on the basis of personal comfort, and therefore diluting the formal role of another member. The group acknowledged the feelings of inadequacy and frustration that occurs when one's role is diluted. Each member got some specific feedback from his role set member on what he needs to improve about the way he performs his role.

Each member also got feedback on which of the six hats of creativity is vital to effective performance of his role.

Key outcomes of the workshop:

- ✓ A much clearer understanding of role and associated expectations, understanding the importance of role, and why it is necessary to respect formal roles with real time examples being used and a framework for thinking creatively in a crisis.
- ✓ Greater comfort in members about using the authority vested in them by their formal roles.
- ✓ More cohesiveness and transparency in the group, because even junior executives gave frank role related feedback to their bosses and they in turn used examples to clarify their role expectations

The group agreed to also work further on:

1. Keeping role and expectations as the core of their way of working at Nilambur and constantly review for any dilution
2. Engage in understanding other's role and engage in role negotiation if necessary
3. Apply creative problem solving and try to work on the same as groups and not just individuals. This means having focused meetings and discussions and active communication (sharing information + feelings + concerns).

Soon after this intervention, based on further discussions, the consultants sent the following note to the organization regarding challenges and recommendations for the OD Support Group in Nilambur:

- Get Nilambur to move from the self-image of a failure branch. Much more handholding and appreciation of the small positive changes is necessary from the top leadership for Nilambur to start believing in its potential.
- Given that a fundamental change in the performance of the branch is being attempted, some systemic view of the situation at Nilambur (Perhaps a review in terms of capability, enablers, are some strong stands required keeping in view the long-term, concessions in terms of targets and OT etc,) so that they are able to feel a sense of achievement more often.
- Sustained attention to long-term problems like lack of multi skilled workers etc.

Meeting With Support Group in July 2004

Then next stage was a meeting with the Support Group's in July and what emerged was as follows:

The primary objective was to gain an understanding of the situation so far, different experiences from different parts of the organisation. The key positive trends and the key negative trends were discussed and dialogued. The discussions themselves followed a shift in terms of members seeking data, example, and ideation and exploring alternatives.

The Role related behaviors agreed and committed to by the Support Group

As a result of discussions over actual events at Nilambur, the support group came up with the following role related behaviors that they would adhere to and also hold each other accountable.

- ✓ Assisting change by looking for opportunities for providing triggers for change such as possible areas for work process improvement
- ✓ Tracking change –Results, behaviors, processes, etc. and also encouraging and appreciating whatever positive changes come to light
- ✓ Supporting ideation for problems by facilitating discussions or events
- ✓ Holding each other accountable with reference to role
- ✓ Obtaining larger perspectives on various issues – study problems in-depth
- ✓ Supporting each other in fulfilling various roles: looking at expectations from each other, surfacing and dealing with conflicts within the support group

The group then committed to work on their individual and group action plans and agreed to meet again periodically.

Some of the aspects for which the Senior Management committed their support

- ✓ Celebrations of progress made is important
- ✓ Some systemic problems need to be studied in depth and a long-term view of development to be taken
- ✓ Problems such as capability and skill development of workmen to be studied and a clear plan to be put in place

The consultants put forth the proposal that the next meeting could include other Senior Management members so that there could be a direct dialogue between the middle management and the top management people. This was accepted and the meeting was fixed for the month of August. The consultants kept in touch with the support Group members and the Top/ Senior management and the group met once again on 3rd August 2004 and the meeting was held at Madurai.

Meeting with support Group and Senior Management held during August 2004

The members present initially went through the summary of the interventions, which had happened so far, and the ensuing discussions broadly covered the following areas:

1. Sharing by Support group members about experiences related to Nilambur and inputs by Senior Management members and Consultants
2. Expectations of support from Senior Management group
3. Focus areas for forthcoming workmen's workshop
4. Feedback to consultants

Besides being very significant in terms of knowledge sharing, building common ground and reaching consensus on various issues, at the end of this meeting members voiced their sense of alignment with each other and also between the two groups – Senior Management and the Middle Management.

Excerpts from Interview with Mr. T. Srinivasan – Vice-President Personnel & Administration

Please share some of the challenges you faced as one of the key drivers of the intervention during the OD initiative at TVS Nilambur?

Mistrust between workmen and supervisors, lack of team spirit even among the workmen and a negative syndrome that things will not change

What significant changes have you seen in Nilambur?

The interaction among the executives has improved much. As far as I am concerned, I noticed that there is a sense of unity among the executives and staff / workmen in general that resulted in cooperation and improved attendance. In fact, the service business has improved as evidenced by employees getting the incentive (based on labour business)

We started the project of getting ISO 14001:2004 for our Tamil Nadu Branches and the environmental system (like discharging the trade effluent after process and using this processed water for gardening etc) was appreciated by the external Audit team and this could be possible because of the active involvement of all.

For you, personally, what was the most cherishable moment in this OD initiative?

At the closing function of the OD initiative we could feel the change in the interpersonal relationship among the workmen and between workmen and supervisors. As a proof towards this, the Nilambur Outlet has won many appreciations like well maintained environment Management System, improved productivity that resulted in the monetary benefit for the workmen by way of incentive to name of a few.

Workshop for Workmen– August to September 2004

The workshop covering all the workmen constituted a critical stage of the OD roadmap for Nilambur. To deliver an intervention for the workmen only after the service engineers have gone through a similar intervention was deliberate, as it was felt necessary that the workmen see and experience some shifts in their superiors before they attend the workshops.

The sessions focused on:

1. Enabling the group of workmen to see how they are contributing to the overall results of Nilambur and take responsibility for their own performance
2. Creating an understanding of external customer pressure and Internal Customer orientation, Building a Team and problem-solving attitude

The workshop experiences

Some of the shifts seen during the workshop were

1. From, we can't let each other down by revealing our mistakes/failures' to 'we must do what it takes to successfully finish the task'.
2. From a tendency to externalize reasons for non-accomplishment of tasks by blaming either the consultants ("rules were not clearly stated") or tools ("not enough sketch pens and scissors") to taking responsibility on self.
3. From denial of any links between how they were in the workshop with how they usually behave at workplace to accepting that the patterns are very much the same

The consultants had to struggle hard to get the group to look at what they need to change about themselves. There was a part of the group that was willing to reflect on their own behavior, but this group seemed to be scared to upset the larger group that was intent on maintaining status quo. It was only towards the end of the workshop when the consultants directly confronted the group with their observations that the group owned up to a need to change some things about the way they function.

From the first workshop to the final one for the workmen, a few aspects became more evident. Firstly, the consultants were more understanding of the issues and concerns of the workmen after their first workshop, and hence shared the perspective of the OD roadmap for Nilambur yet again with the group, stressing the point that the workmen are not singled out for change, but are part of a larger change initiative that covers even the executives. This led to some thawing among the workmen, and created more readiness to learn.

The workmen group once they become aware of the processes required to deliver as a team also showed the ability to understand where the gaps are. By the end of the workshop they were willing to take ownership and responsibility for many of the issues.

A few specific outcomes

- Readiness to examine their own actions critically
- Willingness to listen and work on feedback received
- A shift during the workshop to more openness with each other vis-à-vis what they were not doing well.

Summary of Meeting With Support Group Members- October 2004

The following agenda was set for the meeting:

- The Changes, improvements that the Support group is able to see and experience
- The Areas where more effort is required
- Feedback to consultants and Feedback between Support group members
- Identifying Critical Areas for Improvement

The O&A consultants presented a matrix for creating awareness on roles and the desired level of involvement and also the associated need for high visibility of change efforts and communication. The support group too felt the change efforts needs to be made more visible to the rest of the organisation for two reasons:

- a. Enough attempts have not been made by the group to communicate what is happening at Nilambur
- b. Some of the initiatives need a longer time frame for the impact to be felt by all.

Overall, the members agreed that there is a need for all concerned including the senior management to be more enabling and less evaluating of targets at this point of time.

Towards the close of the discussions, the members agreed to:

- ✓ Make some efforts towards documenting success stories
- ✓ Support group focuses on implementing some of the process improvements identified during October – December.
- ✓ The Support group reiterated their confidence that TVS Nilambur would certainly experience many improvements in the times to come.

The period between this meeting in October and the next meeting in January with the support Group and Senior Management was interspersed with many telephonic and e-mail communication wherein the attempt was to enable the support group to work on the specific change areas identified. The Senior Management too got more involved in facilitating the change process by closely working with the support Group.

Notes from meeting held on January 2005

This meeting focused on reviewing the changes at Nilambur in terms of emerging data and the role of the Top / Senior Management in supporting the change initiatives. Another objective was to agree on a framework for the large group intervention (involving all the members of Nilambur). This was also the last one by the consultants and addressed the Stage 4 needs.

The points that emerged were:

- The overall view was that in many areas improvement is visible and productivity has improved.
- As the change efforts progress, the role of top/Senior management will be to
 - Wherever the support group or other members of Nilambur seem to be stuck, top Management needs to play a more facilitative role of enabling problem solving sessions or discussions
 - Meeting to be held between Top management and members of reconstituted support group to understand expectations from each other

Regarding the large group intervention the Objectives of the Session were:

- Understand what has changed, what has not changed
- Fresh look at how do we move forward.
- Helping the organisation get a better sensing from the whole of Nilambur and not just from a few sections

At this stage, all the members of TVS Nilambur and the top management group from Madurai participated. The methodology used was group discussions using moderation techniques and Open space methodology

During the session, the different groups of workmen, staff, executives and the senior management involved themselves in both appreciating each other and also giving

feedback on areas for further improvement with specific examples. Besides this, the following aspects also emerged.

Changes Experienced In Self and Others in Nilambur

- Role Clarity, Dialogue and co-operation
- Commitments made are kept, especially towards internal and external customers in terms of quality, timeliness, knowledge sharing and helping colleagues
- Sharing Information, finding alternative solution
- Appreciating others, Developing inter-personal relationship

Joint Agenda for Going Ahead Together

- Planning and scheduling sub-assemblies, in line with main task
- Special tools should be available – will assist in timely deliveries
- Spare parts flow and spare parts supply at the right time
- Understanding and Delivering as per customer's requirements Timely delivery (agreed on) or earlier, Quality – without re-dos
- Improving the attendance and maintaining committed service levels
- Consistency in team work

The factors that held the change process together

- Inclusion Process of all segments of the organisation in evolving the OD Road-Map and also the future areas for focus and working with a customer-centric approach
- The management group worked on changes in self and within their group before addressing other groups. This led to greater trust and credibility and also ensured that the changes are rooted in real experiences.
- Keeping the communication channels open also during the times when we were not engaging in a face-to-face interaction. The in-between times proved very critical since it was in these phases that a significant level of process consultation took place.
- The risk-taking in meetings by the consultants and the members created a strong sense of openness. This trend was continued at the outlet. Also, the Productivity Council which was started at Nilambur with the joint representation of all groups to work together on various issues is a highly functional group with openness having become their way of working.
- Based on the consultants' recommendation, the Senior Management agreed to not raise questions about targets/results for a few months and instead enabled and supported a tremendous focus on processes.
- The desired changes, which were articulated at the beginning, got translated into individual/group goals and linking the same to organizational objectives and individual/group roles, gave a very strong sense of purpose to the members.
- Adopting a Process Consultant approach by the consultants, frequently bringing to the surface the underlying processes. In following this consultants also very often would say / do things that threatened their acceptance and created a possibility of rejection. However, this very aspect led to them being listened to and trusted.

- Seeking and being open to feedback throughout from the client organisation, colleagues, other OD Consultants and friends. This led to learnings about self and the consultation being provided by us.

“Know what’s weird? Day by day, nothing seems to change, but pretty soon... everything’s different.”

- *Calvin, from Calvin and Hobbes*
