

“Our feeder bottling plant is in a vicious cycle of high production costs, lower productivity, loss of trust, strikes...In fact our people are the highest paid in the industry with the lowest productivity. What can we do?”

This from one of the largest FMCG MNCs in the country, with over 1,50,000 employees in India alone.

Our Diagnosis

After intense study we showed that the problem did not lie squarely on the shoulders of the operators. The real problem lay elsewhere. There needed to be a more transparent framework of communication and a healthier work culture. There also needed to be better engagement and association on the part of Managers with the rest of the team to develop an agreed set of goals to improve team interactions and performance.

Action

We designed a one-day workshop on “Understanding Culture” which enabled participants to understand, identify and accept elements affecting the work environment; identify areas of improvement.

This was followed up with a series of workshops on “Building Effective Teams” designed to address team interactions, managing conflicts, building trust and openness and using collaboration as a tool to achieve business objectives.

Based on the inputs from these workshops Kelsa facilitated action plans with review timelines to address the concerns.

What we Achieved

- ◆ While it was a combined effort, we can proudly say that we played a catalytic role in increasing productivity by roughly 20%.
- ◆ The Management was also able to amicably sign a Long Term Settlement with the Union in a short span of 3-4 weeks, something which seemed difficult earlier.
- ◆ That year, there was no dispute or stoppage of work.

