

Inner Game Fitness

Manufacturing



CASE STUDY



PSYCHOLOGICAL FITNESS, CHANGE & PERFORMANCE IMPROVEMENT

Tony Bentley, Assessor for the Institute of Supervision and Management, who observed the programme, said:

"I have seen many action plans work back in the workplace, but this was different. People interacted dynamically and with mutual respect"

Leaders Run The Race To Win Survival of The Fitness In A Competitive Landscape

Background

A manufacturer of refrigeration units for the large supermarket chains was trading in a cut-throat market. The Board realised that to survive they would have to increase production yet keep costs down, but before that could happen, underlying cultural issues urgently needed to be addressed.

The culture of the company was aggressive with people using their positional power to get things done. It was very much a 'do as you are told' organisation; bullying and oppression were the norm.

As a result, morale was low and people felt totally undervalued. There was high staff turnover and unacceptable sickness levels, and there was a silo mentality; for example, design teams never visited the production lines. Output and quality was low - their units almost always arrived late and had to be completed on site. Customer satisfaction was low.

Three five-day programmes were organised for all the managers and team leaders from the manufacturing section. They were centred on improving Psychological Fitness levels, but also focused on helping participants find practical ways to operate together more effectively.

Feedback:

"As a result of the interventions people became energetic and creative. Productivity and quality improved, as did communication with other departments. Wastage was also reduced. Their approach is quite unique and very powerful."

- Bill Harding, HR Director

Results – Tangible Impact on Workforce Climate

The programme had a major impact on the workplace climate. Differences were recognised as strengths, and as better interpersonal skills developed, old animosities were resolved in a mature way. Much more mutual support was provided, ideas were encouraged and confidence grew. Effective team working developed and as a philosophy of win/win grew, silos melted away.

When we started the intervention, the output was 55 units per week; each taking 55 hours to come off the production line but only 85% complete. The unit cost was high, as overtime working was needed to achieve even this level of output, and inefficiencies in working practices created high wastage.

Three months later, production had **increased to 85 units per week** but the time taken to complete each unit had reduced to 38 hours and each unit was **now 95% complete. This represents a 235% improvement in productivity.**

Wastage and absenteeism also reduced, and customers expressed their delight as disruption to their businesses evaporated.

And as a result of this improvement, workers take-home pay actually fell, as they were no longer doing the overtime hours. What replaced this was an immense feeling of pride that the company was now trading successfully, and that everyone had contributed to this success.