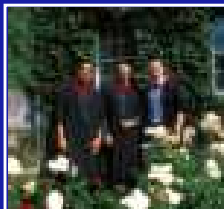




FACILITATING CHANGE @ JK TYRES & INDUSTRIES A CASE STUDY



BACK DROP

- At that time a Rs. 5268-crore organization
- Engaged in manufacturing and sales & marketing of tyres in India
- It is amongst the top three players in its area of operation
- To improve the efficiency and organisational effectiveness, JK had re-structured its plant operations from a traditional functional silos based operations to a team structure.
- They divided the manufacturing operations into smaller SBUs with each SBU having a team of its own and responsible for its top and bottom lines.



PURPOSE

- RDI to design, develop & deliver series of training programmes intended to help JK Tyres in the wake of changed organization structure at the Kankroli Tyres Plant (KTP)



RATIONALE

- Business environment is changing...everywhere. Industry structures, customer preferences, the regulatory environment, technology, to name a few, have undergone a metamorphosis.
- These changes by their very nature have brought in their wake both opportunity and uncertainty. Though inevitable, change as such is neither good nor bad; it is how one responds that makes it either good or bad.



LEARNING OBJECTIVES

- To bring the managers up to speed in the changed environment and address current situation as a canvass for opportunities
- To rethink, clarify and align their roles and responsibilities in the changed scenario
- To sensitize the managers about the need to communicate differently in the new scenario
- To sensitise people about the need to integrate well and how to adjust to the changing environment
- To become more aware and explore ways to embark on the path to develop new capabilities.

BRIEF CONTENTS

- Introduction
- Why Change? (Understanding the current business environment)
- Responses to change (Curse or, Boon?)

- Concepts & attributes of managerial excellence
- Managerial excellence in the changed situation would mean having
 - (i) **Knowledge – The Foundation of Excellence**
 - (ii) **Team ship – The Power of Synergy**
 - (iii) **Proactivity – Building the Vision & Getting the Results**

BRIEF CONTENTS

(i) KNOWLEDGE – The Foundation of Excellence

- Self Knowledge for Change & Growth
- Coping with change – knowing what can & what cannot
- Learnability – The Soil that Nurtures

(ii) TEAM SHIP – The Power of Synergy

- Team leadership & building a shared vision
- Creating meaningful and achievable personal and professional goals.
- Rethinking and clarifying the roles & responsibilities
- Communication patterns – old and new
- Resolving & recovering from conflicts

(iii) PROACTIVITY – Getting the Results

- Proactivity & Accountability for Results
- Identifying & bridging the gaps
- Planning for change and generating options

SUMMARY & ACTION PLAN



METHODOLOGY

- Debriefing with presentations
- Assessment exercises.
- Group discussions.
- Case studies
- Games and activities