



Leadership and Management for Safety

Sharing of Godrej Experience

29th November, 2017

Mumbai



Everyday, 600 m people use a Godrej Product



Office & Consumer Products



Consumer Durables

NEW PENTACOOL
FROST FREE AND
DIRECT COOL SERIES



Industrial Products





Consumer Durables to Mission Critical Sophisticated Systems





- Story of the youngest Division of Godrej & Boyce – Godrej Precision Engineering



- Start-up with a Difference.
 - Not Greenfield – Propeller to Jet; in-flight !!
 - Legacy of Experience and Competence, and yet Burden of expectations
 - Story of how we bridged the Gap successfully



Leadership and Management for Safety

Caveat

- Mere Experience Sharing.
Not boasting to be the Best Practice
- Work–In–Process. It will be so forever.
- Evolutionary. PDCA
- We do nothing different. Do it differently.
Doing the Ordinary / routine in an Extraordinary manner
- Welcome any Feedback, Suggestions, Comments, Critique



- Challenges
 - Shifting Goal Posts
 - Lack of Continuity of Business
- Requirement of High Skills & High Engagement / involvement → Higher Intelligence
- Regimentation – Qualified Materials / Processes / equipment / Machine / Person
Regimentation & Improvement Orientation




- Skill is Important / Crucial. So is Will.
Building appropriate **Skill / Will** Balance
- Stone Cutter to Monument Builder
- Enlighten. Engage. Empower
- Catch them doing something right, Make them the Brand Ambassador
- Know What. Know Why.
- Knowledge Management > Guidelines > SOP > Work Instructions > Checklist Driven

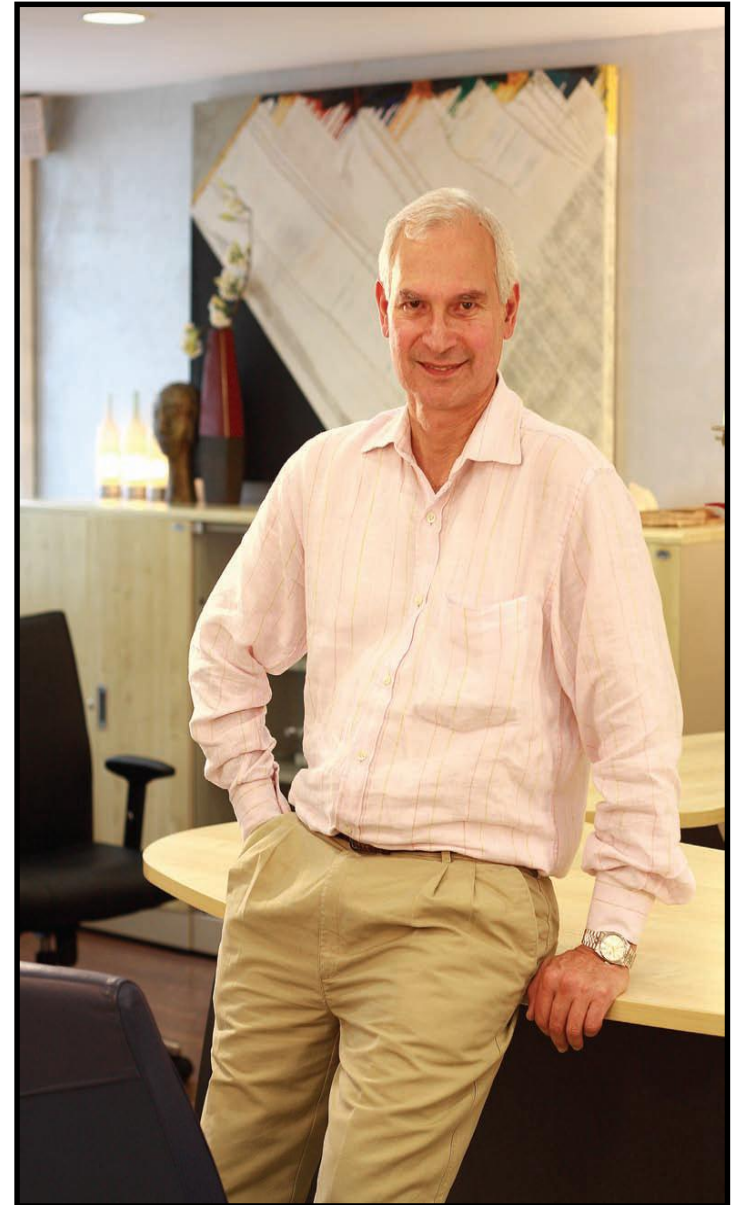


- Nearly 400 Highly Trained Competent Technical Force
150 Engineers, 250 Operators
- All Home grown, now best in Class
- Assimilated World Class Practices - TPM Excellence
- Much Decorated
 - Numerous State and National Level Awards in Kaizen / TPM / Vishwakarma Awards / Work Skill Competitions
- Under CSR, continuing the tradition
 - Catching them young

- Zero Accident Record for 2 years. Prior record of 3.9 years.
- 100 % Kaizen participation for past 3 years
- Engagement Scores – Balanced, best in class across almost all the 14 dimensions.
 - Vision, Values and Direction, Commitment to Environment & Safety, Communication, Compensation, Leadership...
- Attrition – below 5 % for the past 3 years

- Values
 - Integrity 
 - What you See Is What You Get
 - Risk appetite - It is OK to lose money, but not OK to loose customers confidence & trust.

- Leadership of Mr Jamshyd Godrej characterized by:
 - Patience,
 - Composure,
 - Reflective Feedback,
 - Freedom,
 - Trust,
 - Sense of Abundance & Serenity.





If we could do it, so can you.

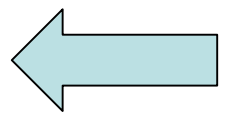
Thank you

Suggestions, Comments, Critique
most welcome

kgs@godrej.com



INTEGRITY



Criteria

- Reporting as it is & not what the other party would like to hear
- Timeliness of Response/Feedback
- Demonstrating Ownership

Displayed Behaviour

- Putting Principle / Customer / Division / Company ahead of self
- Following Standard Operating Procedures
- Stating reporting facts / dimensions as they are
- Attending training program fully & share the learning's
- Following swiping rules
- Using electrodes or any consumable, or PPE fully / responsibly
- Using correct speed/feed.
- Using 'right person for right job'
- Reporting unsafe acts
- Giving correct Estimates for Dispatch, collection of Out standings, Order Receipts, Task Completion etc