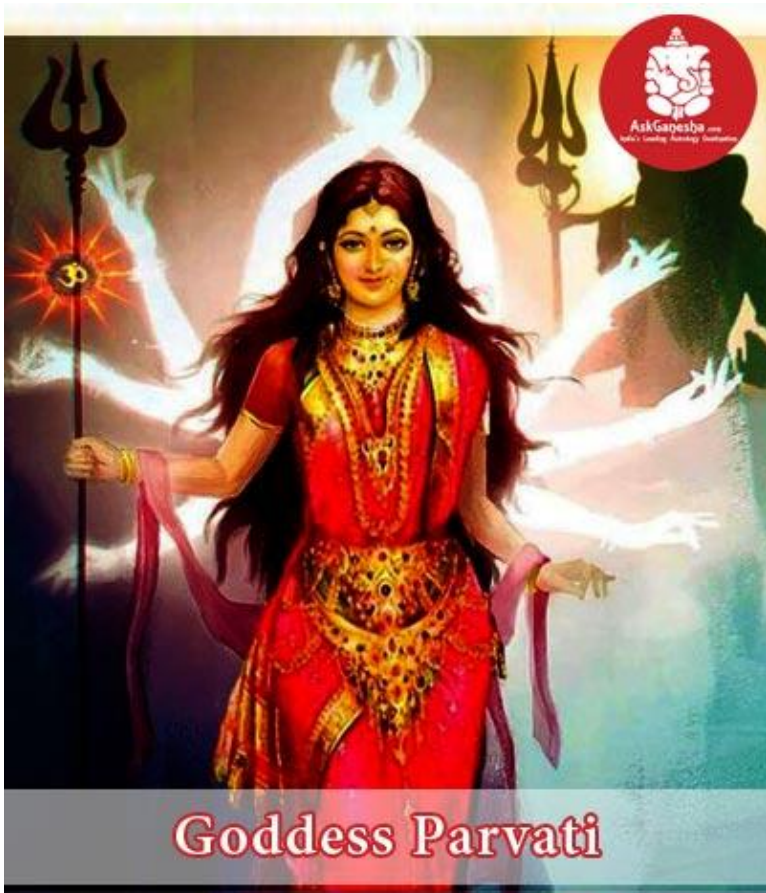




# प्रेरणा – The Inspiration



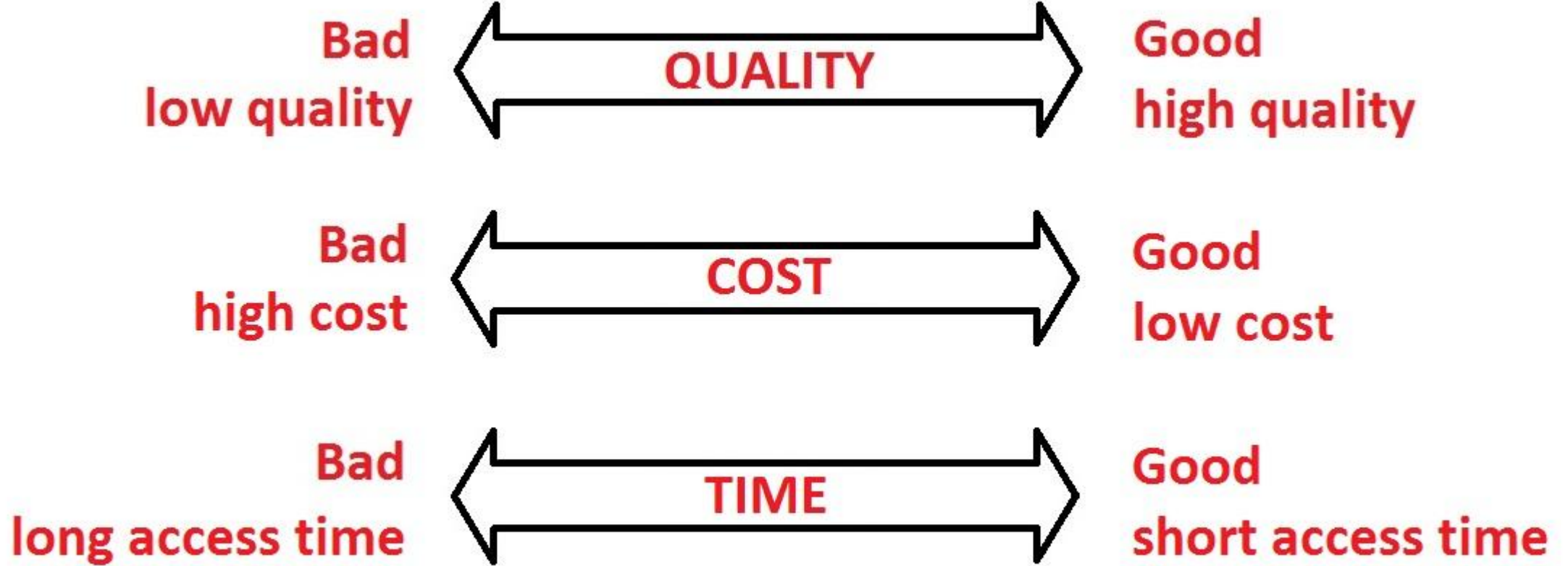
# पार्वती से दुर्गा तक का सफ़र



- First ***Integrated Steel Plant*** in the public sector in India
- First steel plant in Asia to use the ***LD process*** of steel-making
- First integrated steel plant of SAIL to adopt ***continuous casting route*** to process 100% of steel produced
- First time in India, RSP had adopted ***external desulphurisation of hot metal*** by calcium carbide injection process.
- Country's largest ***Blast Furnace***
- Produces armoured plate for the ***T-90 and Arjun (Tank)*** and the ***BMP-2 infantry combat vehicle***
- Steel used in making India's first fully home made ***Aircraft carrier INS Vikrant*** were produced in RSP

# कछ मल भत सवाल जिसका उत्तर हमें जन्म चाहिए

- हम करते क्या हैं ?
- हमारा मालिक कौन है ?
- हम किसके लिए काम करते हैं ?



# SHAREHOLDING PATTERN

Type	Holding
Promoter (GOI)	75
MF	1.89
FI	3.71
Other Financial Institutions	15.25
Individual	4.15



# RSP Goals



# Production Potential : 2018-19

Unit: '000'



UNT/ITEM	Best Achieved	2017-18		2018-19	
		Year		Proposed Plan	% Growth over 17-18 likely
		Plan	Likely		
Oven Pushing (Nos./day)	469.1	460.7	431.7	468.7	8.6
Sinter	5270	6200	5336	6200	16.2
Hot Metal	3157	3850	3336	4000	20
Pig Iron		0	29	20	
Crude Steel	2932	3700	3232	3850	19.1
-From SMS-1	412	500	340	400	17.6
-From SMS-2	2700	3200	2892	3450	19.3
Finished Steel	2461	3063	2878	3070	6.7
Semis	436	397	67	480	
Total Saleable Steel	2742	3460	2945	3550	20.5
Value Added Steel production (%)	28.5	33.6	21.5	36	62

प्रतिकेप... ..

# Major Technoeconomic parameters: 2018-19

ITEM	Unit	Best Achieved		2017-18		2018-19
		Own	Competitors	Plan	Likely	Plan
Coke Rate Old FCE New FCE Shop	kg/THM	507	336	490	498	450
		406		365	385	360
		418		393	411	388
CDI Rate Old FCE New FCE Shop	kg/THM	44	204	60	70	100
		121		150	143	150
		131		132	126	135
Nut Coke Rate	kg/THM	31		24	30	27
Fuel Rate	kg/THM	570	540	549	567	550
BF Productivity	T/m <sup>3</sup> /day	2.07	2.68	1.93	1.90	2.09
Imported Coal in blend	%	88.7	100	83.3	86.2	83.8
Coal to Hot Metal Ratio		.956		.900	.948	.895
TMI: (shopwise)	kg/ TCS	1149/1111	1111	1149/1132	1149/1134	1149/1131
Hot Metal	kg/ TCS	1070/1025	1025	1070/1036	1070/1008	1070/1028
Scrap	kg/ TCS	79/86	86	79/96	79/126	79/103
Flux Consumption in SMS	Kg/TCS	90/89		97/90	98/99	91/90

# Major Technoeconomic parameters: 2018-19

ITEM		Unit	Best Achieved	2017-18		2018-19
				Plan	Likely	Plan
HRCYield		%	97.72	97.0	97.7	97.7
PMPlateYield		%	92.74	92.7	93.5	93.5
NewPMPlateYield		%	89.29	91.0	89.97	91.0
Sp. Energy Consumption		Gcal/TCS	6.428	6.32	6.35	6.25
Sp. Power Consumption		kWh/TSS	459	440	484.7	460
Sp. Water Consumption		Cu.m/TCS	3.89	3.7	3.83	3.7
LDslagutilisation		%generation	85.59	85	20.39	80
Labour Productivity		TCS/ man/ yr.	283	361	320	387
Avg Wagon Detention	Loading	Hrs	38.01	38.00	36.00	30.00
	Unloading	Hrs	10.98	11.40	12.27	11.00

## Major Sustainability Parameters: 2018-19

Particulars	Unit	Best Achieved (year)	2017-18 Plan	2017-18 Likely	2018-19 Plan
Sp. Water Consumption	cum/TCS	3.98 (2015-16)	3.70	3.83	3.7
CO <sub>2</sub> Emission	T/T of CS	2.474 (2016-17)	2.467	2.467	2.465
PM Emission Load	Kg/TCS	0.86 (2016-17)	0.841	0.820	0.815
Utilisation of BOF Slag	%	85.59% (2013-14)	85	20.39	80

# **Safety Objective**

**To achieve Zero fatality in  
2018-19**

## FINANCIAL PROJECTION

(Rs. Crores)

Particulars	2016-17 Actual	2017-18 Budget	2017-18 Likely	2018-19 Budget
TURNOVER	8654	11720	11348	14338
GROSS MARGIN	-36	1583	985	2230
INTEREST	624	628	604	623
DEPRECIATION	668	755	710	747
NET PROFIT/LOSS	-1358	201	-364	860

# Planning, Organising, Communicating and Monitoring



प्रतिकेपथपर...

# **MICROPLANNING TASK: TO MAKE A CUP OF TEA**

**Your group has to prepare a detailed microplan that if followed will lead to achievement of task.**

**Planning – 20 Minutes**  
**Report Preparation – 5 Minutes**

## **To make a cup of tea : (Task analysis)**

- The objective is “to make a cup of tea”. The objective is not quantified for example.
- No standard is specified.
- There is no mention of any additives such as milk/ sugar.
- The size of the cup is not specified.
- There are not constraints and no test is required.
- In the absence of any further information it is reasonable to suppose therefore that the objective literally means what it says and simply make 1 cup of black tea using the minimum of resources.

## **Resources required :**

- 1 cup and 1 teabag (with string attached)
- Sufficient drinkable water to fill the cup.
- A vessel in which to boil the water equipped with a handle so that the water can be poured.
- A source of heat capable of raising the water to boiling point.
- A source of ignition (if needed)
- A cloth or glove to protect the hand when pouring the water.

# **To make a cup of tea : (continued)**

## **Step by Step Plan of Action.**

- Fill cup with water to just below the rim.
- Transfer the water to the vessel. SAFETY NOTE : if the vessel is an electric kettle, then more water than is necessary may be needed to prevent the kettle heating element from overheating.
- Switch on, or arrange fuel supply.
- If necessary, apply the source of ignition to the fuel.
- If possible, control the heat source by adjustment the fuel supply.
- Place tea bag in cup (having first removed any remaining water).
- Monitor water until it reaches boiling point.

QUALITY NOTE : If the vessel is open topped this will be indicated by fierce agitation and bubbling of the water. If the vessel is of spouted type this will be indicated by steam emitting from the spout of the vessel.

- **To make a cup of tea :** *(continued)*
- SAFETY NOTE : Place the cloth on the handle, or put on the glove. Then this will protect the hand from any transmitted heat.
- Pour the water into the teacup until it is just below the rim
- Switch off or control heat source and put vessel in a safe place for it to cool down.
- Monitor colour of water until it turns a dark shade of brown, if necessary dunk the teabag a few times to obtain better fusion. QUALITY NOTE : The strength of the tea is dependant upon the fusion time and the agitation rate and will increase as these increase.
- ENVIRONMENTAL NOTE: Remove tea bag and dispose of it.

# Planning

- Planning involves setting goals of the organisation and establishing a plan or strategy to achieve these goals.



## SMART Goals

S = Specific

M = Measurable

A = Achievable

R = Relevant

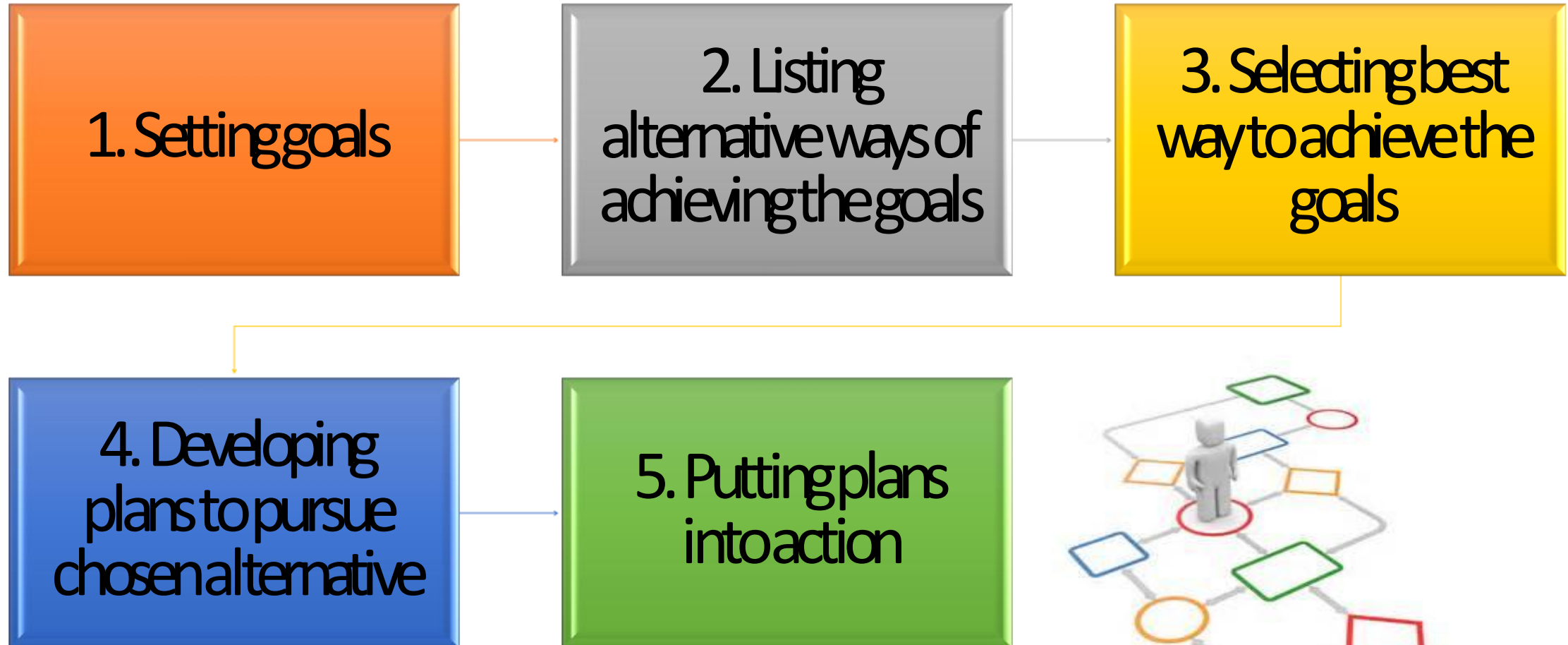
T = Time-Bound

# How to set goals? Be SMART!

- SMART Goals are
  - Specific—goals are clearly defined and focused.
  - Measurable—outcome of the goal can be measured.
  - Achievable—goals should be realistic and are able to accomplish.
  - Relevant—goals are relevant to the business operation.
  - Time-bound—a specific period of time must be set for achieving the goal.

The use of SMART goal setting can help managers save time and resources by making the planning process more efficient and effective.

# Planning process



# What makes good plans

- Clarity of Goal and Clear objectives
- Provision, Utilisation and Mobilisation of Resources
- Effective communication
- Using of talents and people
- Coordination of activities
- Monitoring and Control
- Strength of Leadership
- Use of available time

# Organising

- Organising is the process of allocating and arranging the resources of the company such as employee, facilities and equipment, finance, to achieve the goals of the company.



# Organising Steps



1. Determine the specific activities needed to implement

2. Group these activities into a logical sequence

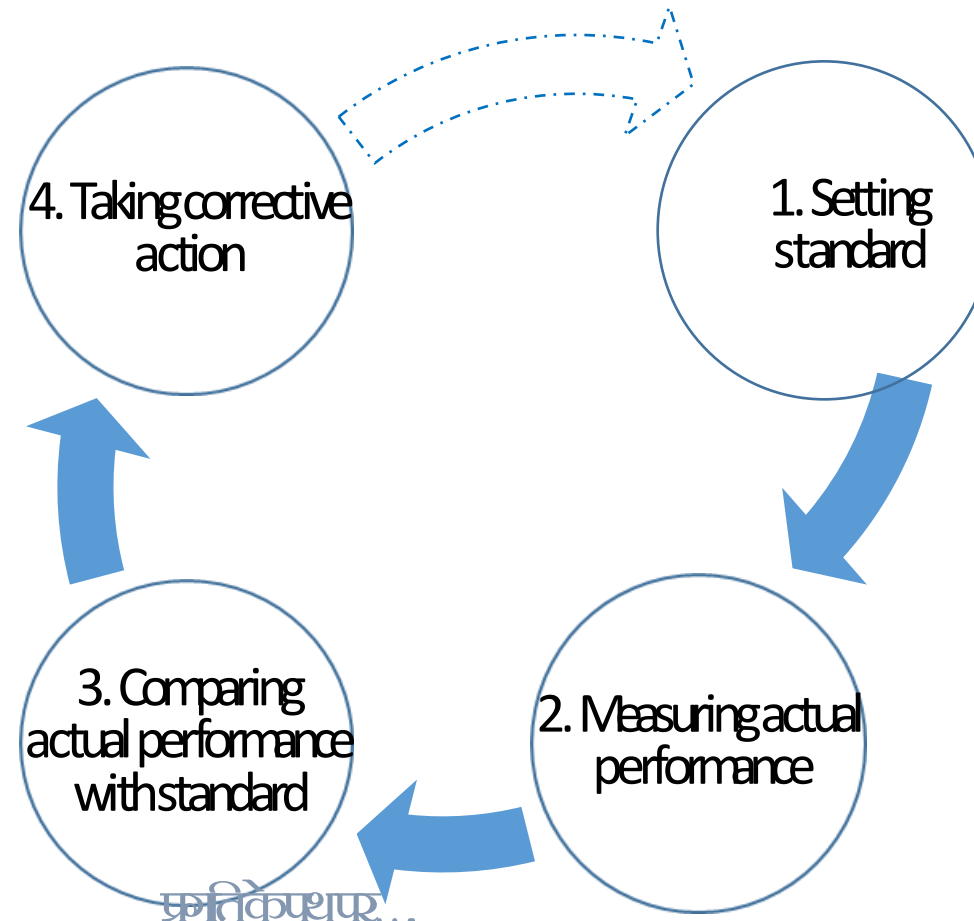
3. Assign work to specific employees and provide resources required

4. Coordinate the work of different groups and employees

5. Evaluate the results of organising process and make appropriate adjustment

# Monitoring/Controlling

- Controlling is the process of evaluating and correcting individual performance to ensure that outcomes conform to the standard set before.



# EFFECTIVE COMMUNICATION

## 1. Plan your communication

- maintain clarity of purpose "why",
- maintain clarity of idea, "what".

## 2. Choose the medium

- language
- style
- semantics

# ... Effective Communication

## 3. Remove barriers..... build gateways

### DO's

- seek first to understand and then to be understood
- empathize with other people
- values, beliefs, needs & sentiments
- use a common language
- clarify ideas before communicating

### DON'Ts

- remove all prejudices
- overcome any distractions
- reduce length of communication channel

# .... Effective Communication

## 4. Active Listening

- Listen with an open mind
- Make an effort to understand
- Empathize.....reflect understanding
- Be aware of what is said and what is not said
- Don't jump to conclusions...draw conclusions

## 5. Feedback

- Check for accurate receipt of message
- Check action/outcome in relation with the intent of the message
- Improve/alter message, if required

# Working with Lean manpower



# Guiding principles for this session

- We have all the resources we need
- All our limitations start and end with our mindset.
- For a change of perspective we don't need a new scenery, we only need new eyes.
- Once we believe that we can and have to, we will always find the means.

## Resource Planning

- Appropriate allocation of resources
- HR Planning
- Outsourcing

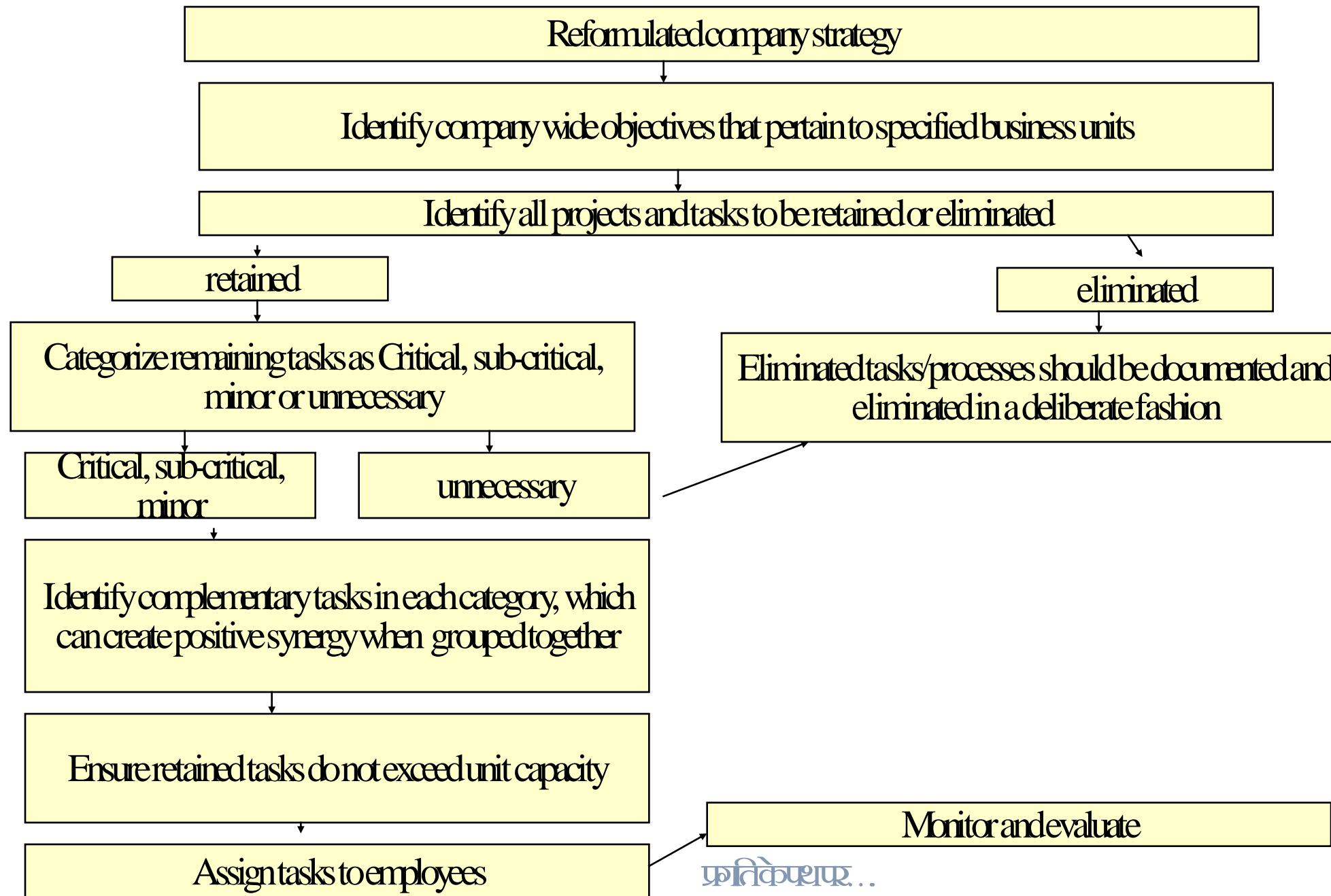
## Execution

- Job enrichment
- Job rotations
- Training for new roles

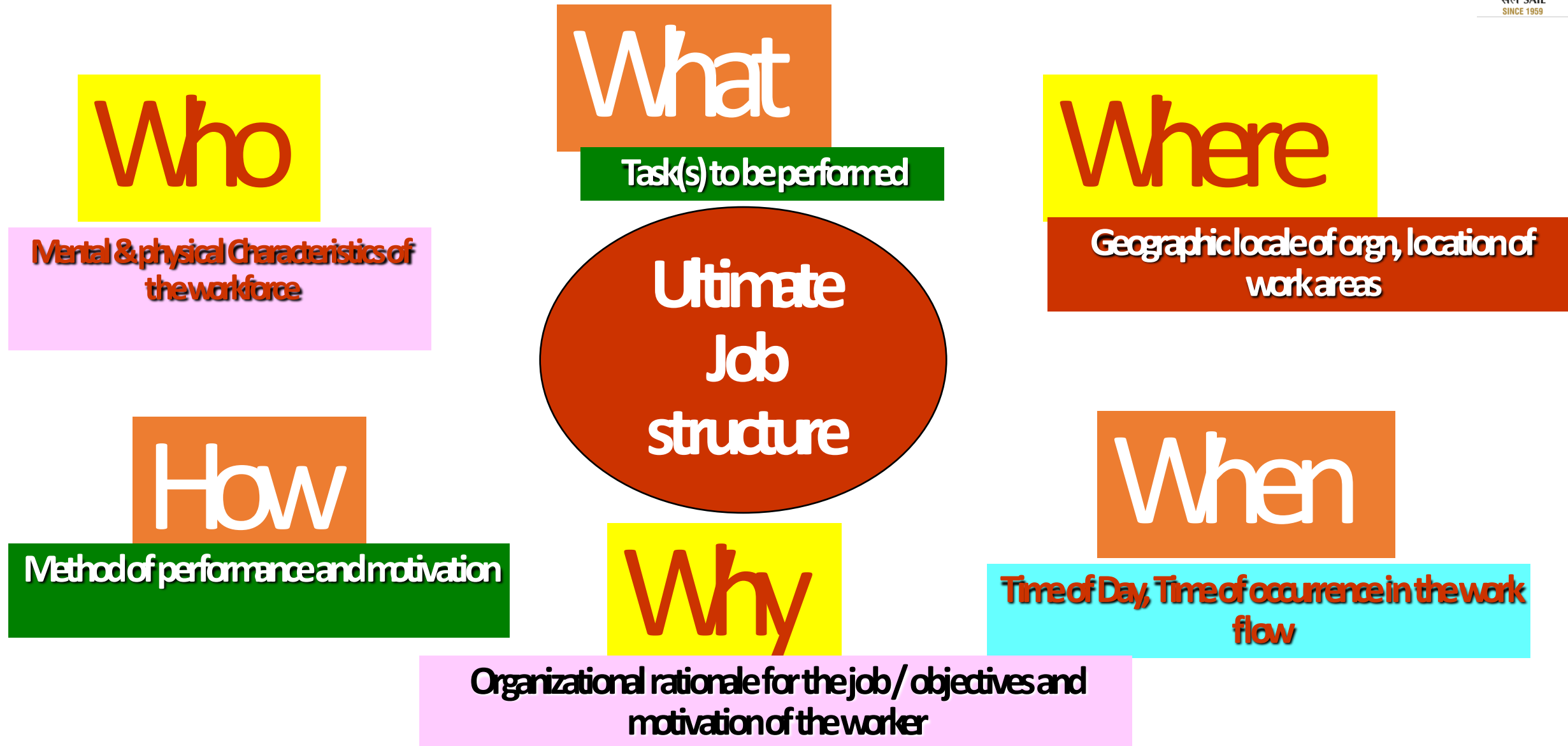
## Motivation & Recognition

- Reward high performers
- Promote a culture of performance

# Work redesign process- Task Adjustment



# Job Design- Decisions



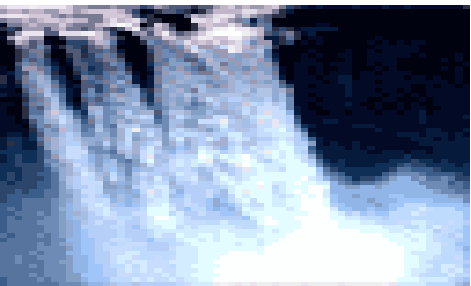
# Building Capability for new roles



# Best player—the human capital

## • Human Capital

- Employees - primary source of competitive advantage
- Is gained through long-term experience.
- Can be expanded through T&D
- Achieving success by working with people—the heartbeat of the organization

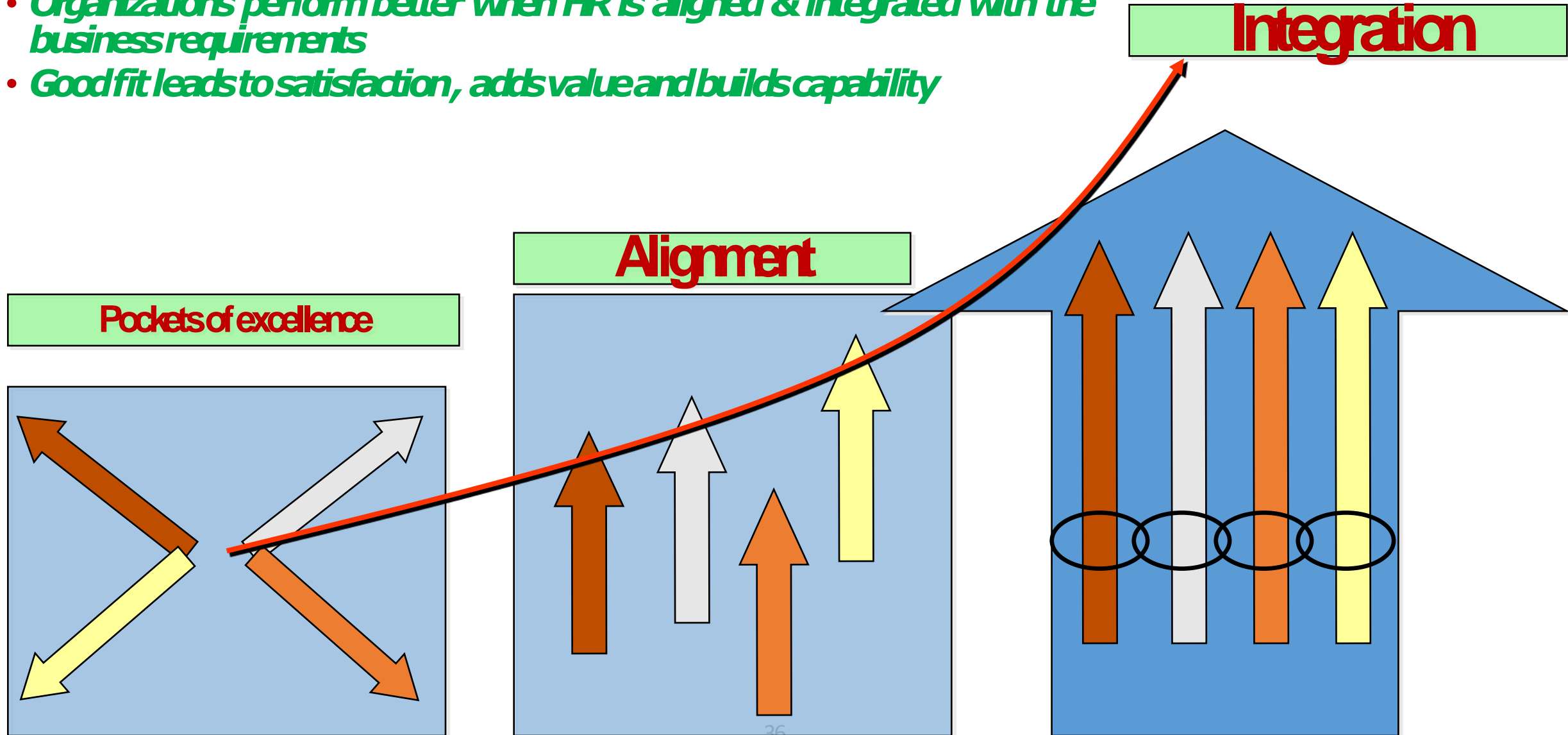


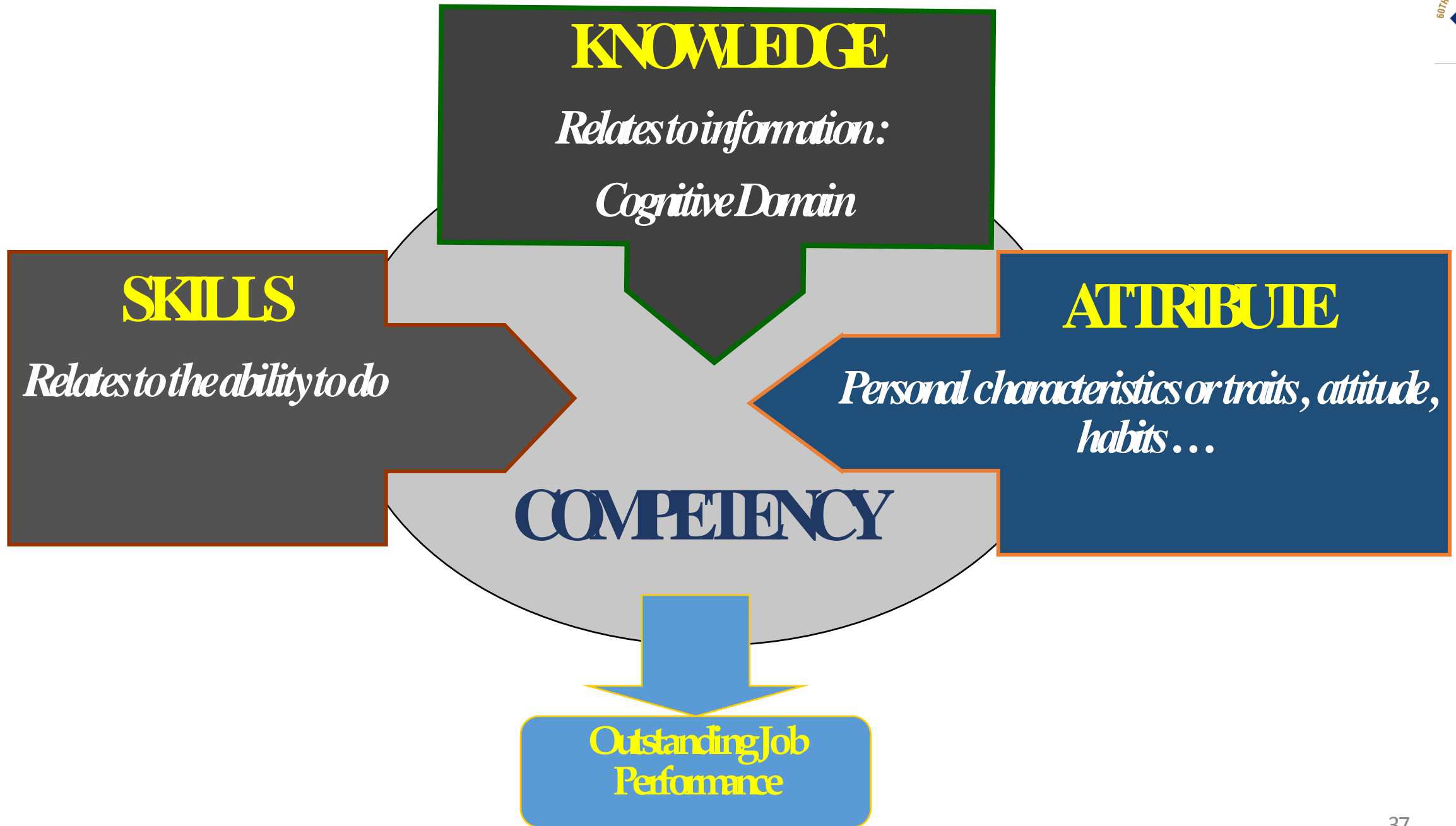
- |                           |    |            |
|---------------------------|----|------------|
| ➤ Energy+alignment        | -> | Commitment |
| ➤ Commitment+Competence   | -> | Capability |
| ➤ Capability+Org. Support | -> | Results    |

प्रतिकेपथपर..

# HR Capability-Alignment & Integration

- Organizations & people need each other
- Organizations perform better when HR is aligned & integrated with the business requirements
- Good fit leads to satisfaction, adds value and builds capability





Competency mapping is an exercise aimed at making a connection between what the company needs and what the employee can perform and eventually detect a gap and bridge it.



# Workforce Competency



**Knowledge** represents the comprehension acquired by experience and/ or study.



**Skill** represents the ability in techniques or tools that an individual must be able to demonstrate



**Attribute** is an internal state which affects one's choice of action towards some objects, persons or events

**Knowledge**

X

**Skills**

X

**Attributes**

=

**Workforce  
Competency**

*Emphasis is on **performing an actual job** and not gaining knowledge or skills for their own sake*

प्रतिकेपथप्र..

# Our Role in Enhancing Competence

- Motivate people for learning, increasing knowledge, skills and have +ve attitude.
- Identify which person needs what training . Try to fulfill the need.
- Don't stifle experimentation by punishing failures.
- Create a culture of sharing of information/ skills/ knowledge.
- Discourage knowledge hoarding / proprietorship . Develop systems.
- Lead by example (Transformational Leadership)

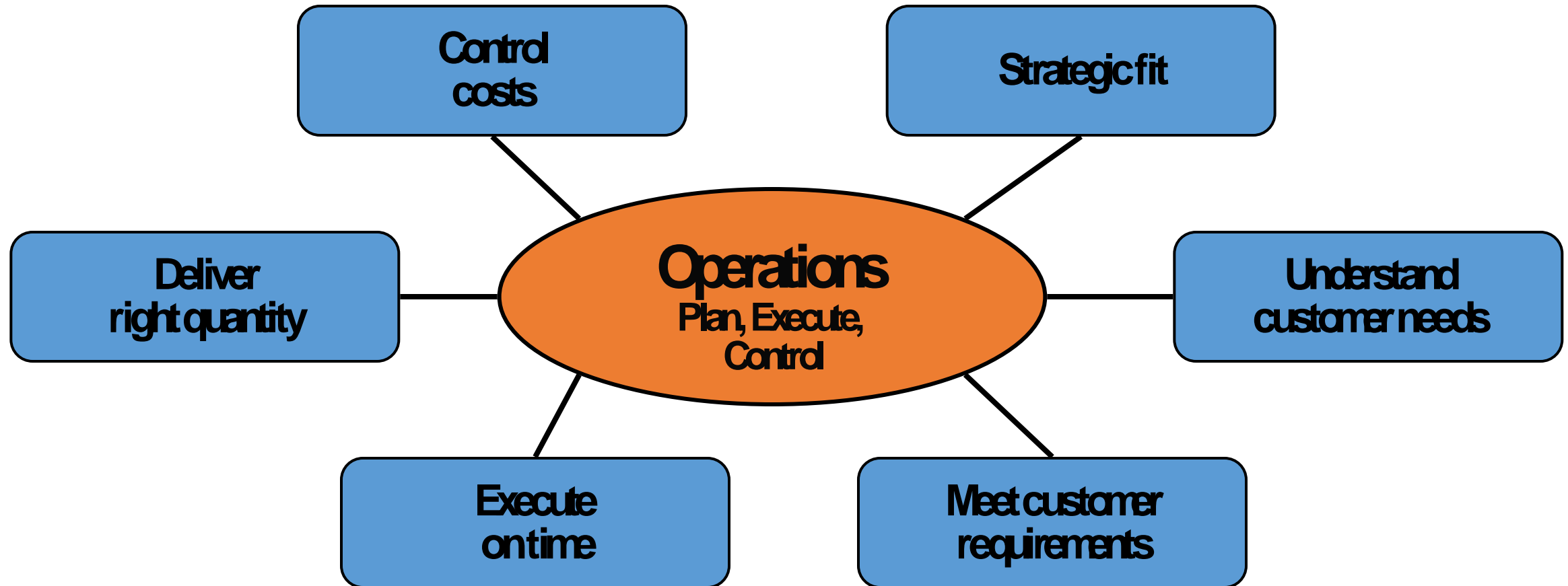




# Operation and maintenance

- Zero waste
- Zero defects
- Zero breakdowns
- Zero inventory

# Role of Operations



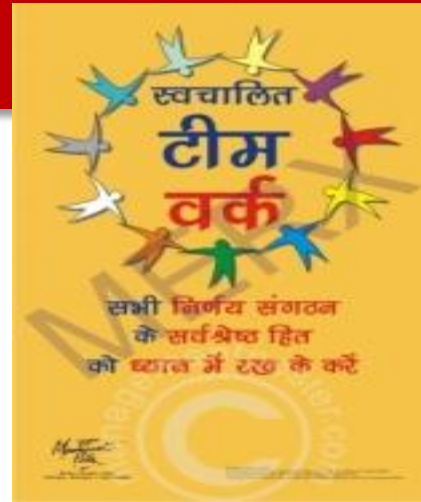
- **Quality:** goods and services that are reliable and perform correctly.
  - Quality allows customers to receive the performance that they expect.
- **Efficiency:** the amount of input to produce a given output.
  - Less input required lowers cost and waste.
- **Responsiveness to customers:** actions taken to respond to customer needs.
  - Firm can react quickly and correctly to customer needs as they arise.

# Improving Responsiveness to Customers

- Without customers, organizations cease to exist.
  - Non-profit and for-profit firms all have customers.
  - Managers need to identify who the customer is and their needs.
- What do customers want? Usually customers prefer:
  - A **lower price** to a higher price.
  - **High quality** over low quality.
  - **Fast service** over slow service.
    - Also good after sales support.
  - **Many features** over few features.
  - **Products tailored** to their specific needs.

- **Step 1: Gather data and calculate downtime costs. ...**
- **Step 2: Determine the money value of maintenance. ...**
- **Step 3: Analyze operational variables. ...**
- **Step 4: Invest in a technology solution. ...**
- **Step 5: Start scheduling preventive maintenance**

- **Step 6: Deploy a scheduler planning function. ...**
- **Step 7: Introduce predictive tools....**
- **Step 8: Move toward Total Productive Maintenance (TPM)...**
- **Step 9: Implement a Reliability Centered Maintenance (RCM) strategy.....**
- **Step 10: Bring in third-party technicians as needed....**

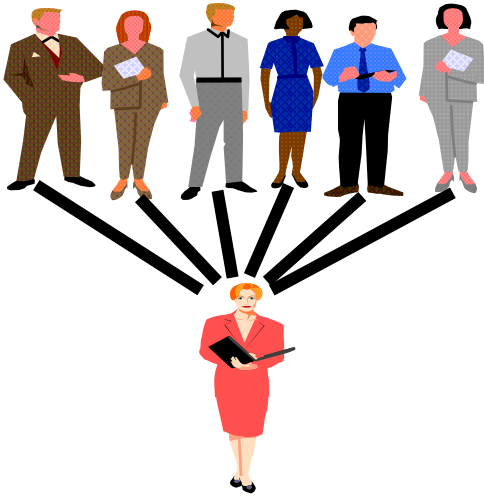


प्रतिकेपथपर...

# Building Work Teams



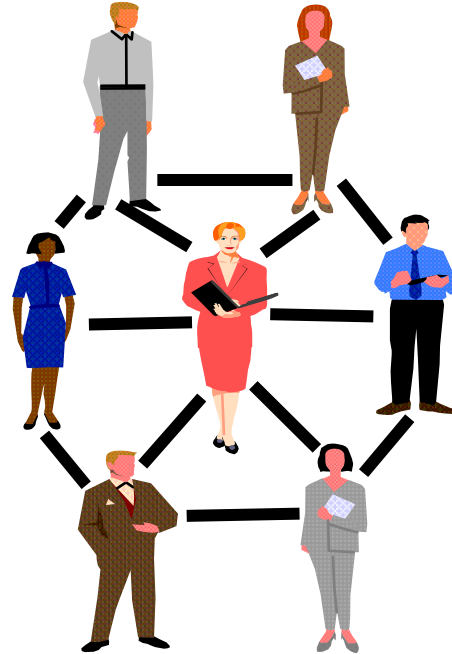
## Level 1



*Not designed for collective work, manager controls all activities and decisions*

**Individual Employees**

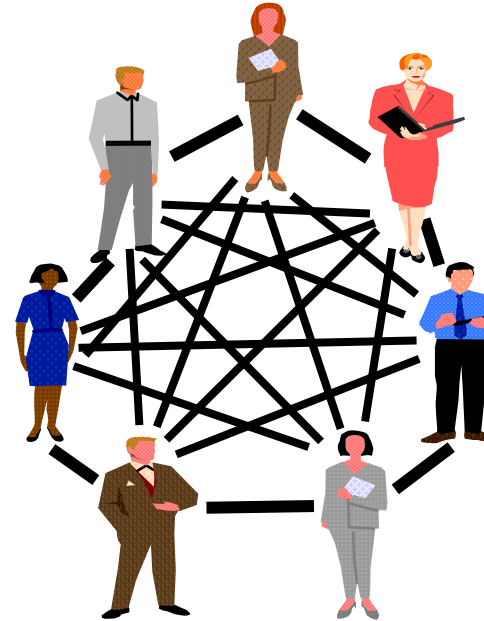
## Level 2



**Interpersonal coordination skills , and manager organizes**

**Unit**

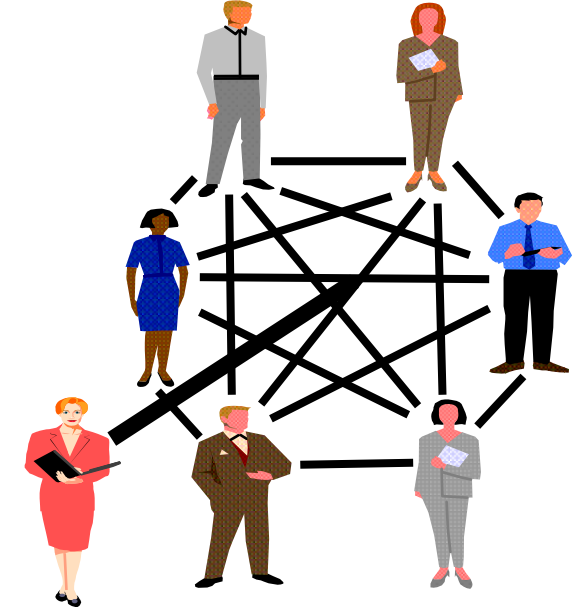
## Level 3



**Shared accountability, with manager coordinating & facilitating**

**Work Team**

## Level 4



**Team independent but accountable to manager, and performs most of its own workforce activities**

**Empowered Work Team**

# Five Dysfunctions of Teams

- Inattention to Results
  - Focus on personal success
- Lack of Accountability
- Lack of Commitment
- Fear of Conflict
- Absence of Trust

# Effective Teams

- Shared Vision and goals (why and what)
- Clearly defined roles, responsibilities and expectations
- Esprit De Corps: commitment and trust
- Effective Communication
- Alignment and awareness of styles, values and priorities





संक्षेप में, खगोश और कछुआ की कहानी हमें बहुत सी बातें सिखाती है:

- ▶ **विफलता का सम्मन करते समय कभी हार न मने**
- ▶ **तेज एवं हमेशा कोशिश करने वाला धीमा और स्थिर को हमेशा हराएगा**
- ▶ **अपनी दक्षता के हिसाब से काम करें**
- ▶ **प्रतिद्वंद्वी के खिाफ नहीं, स्थिति के खिाफ मुकाबला करें**
- ▶ **संसाधनों को इकट्ठा करके, टीम के रूप में काम करने से व्यक्तिगत प्रदर्शन से कई गुना अच्छा सफलता मिलती है**

# टीम की एक अच्छे सदस्य की विशेषताओ

- टीम की लक्ष्य एवं उद्देश्य को अच्छी तरह से समझना
- भरोसेमंद एवं विश्वसनीय
- रचनात्मक संचारक (constructive communicator)



# टीम की एक अच्छे सदस्य की विशेषताओ

- योगदान देने वाला (contributor)
- फूल करने वाला
- बाँटने को तैयार (willing to share)



# टीम की एक अच्छे सदस्य की विशेषताओ

- एक अच्छे सहयोगी
- लचील रवैया
- टीम के लिए प्रतिबद्ध  
(committed)



प्रतिकेपथपर..



# टीम की एक अच्छे सदस्य की विशेषताओ

- समस्या निवारक (problem solver)
- किम्न एवं मददगार
- मजकिय अंदाज
- प्रेरक (हौसलेभंद)





# Creativity and Out-of-Box Thinking



# What is Creativity?

- Creativity is the ability to see the same things as everyone else but think something different.
- Creativity involves the translation of our unique gifts and talents into something that is both new and useful.
- Creativity is an important element in finding new ways to do old things and ways to do things yet undone.

# Creativity

- Production of new and useful ideas
  - Looking where all have looked and seeing what others have not seen
  - A conscious escape from routine
  - Relating of unrelated things
  - Shaking hands with tomorrow
  - Doing what others have not done
  - Listening for smells

# Innovation

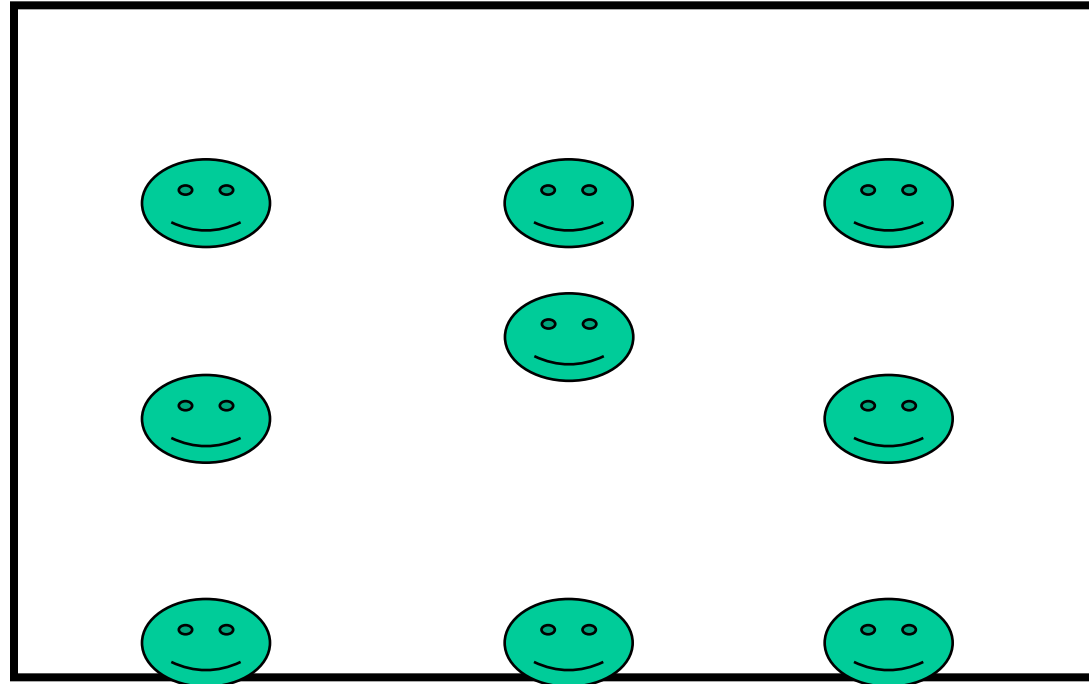
- ... the successful implementation of creative ideas within an organization.
- The outcome of the creative process in the form of
  - New product
  - New process
  - New business paradigm
- Innovation could be thought of as harnessing the creative energy and moving those great new ideas through a defined set of processes to an ultimately valuable conclusion.

# The creative playground

- Using 4 straight cuts what is the maximum number of pieces you can get from a circle?

# The creative playground

- Nine wolves are in the square enclosure in a zoo shown below. Draw two more square enclosures that will put each wolf in a pen by itself.



# The creative playground

- By drawing one line convert this odd number into an even number

IX

# The creative playground

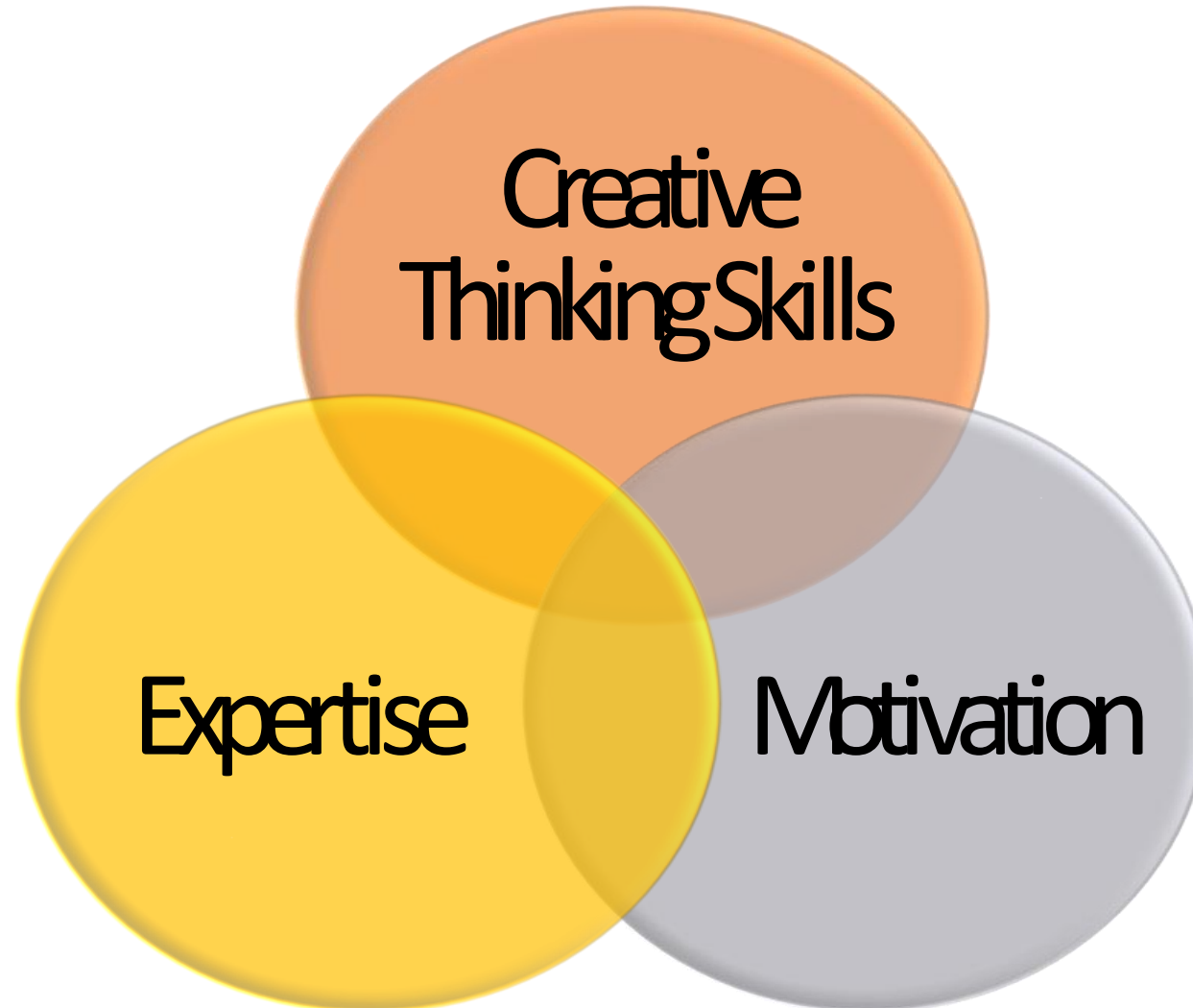
- What is the logic of the sequence of numbers one through nine given below:

8, 5, 4, 9, 1, 7, 6, 3, 2

# Weigh the Odds

- You have 50 coins of which one is slightly heavier than all others. This weight difference can be detected on a balance scale
- What is the least number of weighings required to find the heaviest coin?

# The Creative Mix



# Block: Allergy to Ambiguity

- **Causes:** Excessive spoon-feeding and structuring of thinking. Having an excessively routinized life. Extreme specialization.
- **Symptoms:** Tendency to avoid uncler tasks and complex, brain teasing tasks.
- **Harmfulness to Creativity:** It makes a person shun the paths of invention, discovery, and creation, because of their “messiness”.

# Block Conformity (fear of social criticism or punishment)

- **Causes:** Brainwashing into obedience to seniors, elders, social norms. Severe punishment of defiance.
- **Symptoms:** Herd mentality: lack of independence in judgment excessive attachment to traditions, and dislike of innovations that go counter to traditions.
- **Harmfulness to Creativity:** Resistance to innovative ideas and divergent thinking. Missing opportunities for growth and self-development.

# Block: Fear of Failure.

- **Causes:** Experience of excessive punishment of failure, or high degree of concern with loss of face or honour due to failure. Brought up in an environment of intolerance to failure.
- **Symptoms:** Tendency to stick to standard options, avoid competitive situations, or to participate only in those activities where one is sure of winning. Tendency to look for alibis for failure. Excessive fright and nervousness in test situations.
- **Harmfulness to Creativity:** Prevents one from taking risks and in getting involved in activities in which one initially has low skills or inexperience. This impedes divergent thinking and activities. It can paralyze one due to stresses arising from take on divergent, off-beat, path breaking activities.

# Block: Touchiness (fear of humiliation)

- **Causes:** Lack of self confidence, low self-esteem; being painfully rejected or humiliated in the past.
- **Symptoms:** Aversion to meeting even interesting strangers; tendency to seek flatterers; wanting to stick to the same old group; coldness towards “threatening” persons. A bearing of false hauteur. Excessive shyness.
- **Harmfulness to Creativity:** In creative activities that require interpersonal collaboration, touchiness can be a major impediment. It may also make a person averse to seeking feedback which is indispensable in the uncertain vista of creative activity.

# Block: Resource Myopia (a feeling of resourcelessness)

- **Causes:** Excessive dependence, spoon-feeding, single track existence. Being sheltered from difficulty and challenges. Lack of experience in dealing with problems.
- **Symptoms:** Tendency to get dependent and become passive. Feeling of helplessness. Participation in a very narrow range of activities.
- **Harmfulness to Creativity:** Inhibits innovation and divergent activities. Tendency to Magnify obstacles and avoid creative ideas.

# Block Rigidity

- **Causes:** Ignorance, Limited Exposure, Deep seated anxiety or conflict or hostility, Brought up in environment where questioning or challenging set belief is discouraged.
- **Symptoms:** Tendency to stereotype; tendency to dogmatism; tendency to get fixated on very particular uses, tools, ideas, arrangements. Inability to assimilate new information, inability to learn and change.
- **Harmfulness to Creativity:** Serious impediment to growth experimentation, innovation and thinking in new dimension.

# Block Starved Sensibilities.

- **Causes:** Over-specialisation in activities, Lack of opportunity for social interactions, Brainwashing into single track mission in life.
- **Symptoms:** Feeling of dullness. Inability to feel or experience or imagine richly.
- **Harmfulness to Creativity:** Starved sensibilities reduce the supply of stimuli that may trigger divergent thinking. They reduce curiosity and openness, and a sense of fresh encounter with life.



# Sustained profitability

# Operation Efficiency

- Alignment
- Focus
- Target Orientation

# Operation Efficiency

- Assigns targets for self and others
- Anticipates Roadblocks in advance and plans solutions accordingly
- Prioritizes and optimizes utilization of resources
- Continuously sets new standards, adopts leading practices to create value
- Generates wide range of ideas and promotes innovation
- Promotes safe and healthy working environment

# Operation Efficiency



## SOP Implementation

- Have available for employees to review
- Conduct an employee in-service to present the information; post one set in a common area
- Use to train new employees
- Use them for corrective action training for all employees
- Incorporate into written Job description and performance reviews so there is alignment
- Review and update as needed (i.e new equipment item or employee jot changes); at minimum review actually

( 7 )

