



EMPLOYEE PRODUCTIVITY AT LG.PHILIPS

LG.PHILIPS LCD에 직원 생산력

The Company

Headquartered in Seoul, Korea, LG.Philips LCD is the global leader in the development and manufacturing of TFT-LCD panels for televisions, monitors, notebooks, and emerging mobile applications. With the development of these products, the company is expanding the role of digital technology to deliver digital data clearly and accurately with superior resolution and quality. While maintaining their commitment to provide maximum, sustainable returns for their stockholders, the company is working directly with the world's leading consumer electronic brands to provide larger and wider screen displays to meet the exploding demand for flat-screen applications. LG.Philips has continually set the industry standard in performance and design, the trademark of their success. They believe that their spirit of "challenge and

creativity" will help them become the world's number one LCD company.

LG.Philips LCD has successfully established a knowledge-management system, as well as identified performance-based corporate values and mantras such as "No. 1 Employees, No. 1 Company." Other key values include: "Challenge, Synergy, Execution, Customer Satisfaction, and Vitality." Their commitment to these values emphasizes the importance of their organizational culture and their employees.

The Challenge

In June 2005, the company was faced with the challenge of having too much overtime payroll; that is, they had too many engineers in their Panel 3 factory working an average number of 10.6 days per month in overtime. "Our engineers were not

only working too many hours, but they needed to focus more during working hours on accomplishing the most important goals,” said Mr. Kee Dong Geon, manager of Panel 3 factory.

The Solution

The company turned to FranklinCovey for assistance in increasing employee productivity during normal working hours in order to decrease the amount of overtime. “LG.Philips LCD converted FranklinCovey’s *FOCUS: Achieving Your Highest Priorities* workshop into a customized training program, which included a session for execution; a Community of Practice to help employees share their goals, plans, and after-action review; and a special follow-up lecture. Additionally, the Panel 3 Innovation team, Employee Value Proposition TDR, and the management training team all participated and worked together to solve the problem,” said Mr. Yoon Hyung Joon, *FOCUS* facilitator and assistant manager of the Management Training Team.

The Results

Two months after implementing the custom *FOCUS* workshop, the average number of overtime work days decreased from 10.6 days to 8.4 days. Moreover, beginning one month after the completion of the *FOCUS* workshop, the Panel 3 factory reached the golden yield—that is, the upper 90 percent of superior goods in comparison with input—and is currently maintaining this yield. LG.Philips LCD has now met its goal of increasing company employee productivity. “The *FOCUS* training is quickly gaining notoriety, and other factories, divisions, and overseas corporations have already begun to adopt this highly effective training program,” said Mr. Shon Hwa Weon, director of the Management Training Team. ■

Overtime Work Days Per Month

