

TASK PERFORMANCE**Lloyd's Register Group**

The Lloyd's Register Group (LRG) provides independent assurance for quality to companies operating high-risk, capital-intensive assets in the energy and transportation sectors, to enhance the safety of life, property, and the environment. This helps its clients to create safe, responsible, and sustainable supply chains. Safety has been at the heart of LRG's work since 1760 and the company invests time, money, and resources to fulfill Lloyd's Register's mission: to protect life, property, advance transportation, engineering education, and research. LRG helps ensure a safer world through their broad knowledge, deep experience, and close relationships.

LRG is also one of the world leaders in assessing business processes and products to internationally recognized standards. The standards are either those of major independent bodies or ones that LRG have developed themselves. From process design to in-service operations and decommissioning, LRG aims to deliver complete lifecycle and risk management solutions to help ensure the safety, integrity, and operational performance of assets and systems. Their clients are typically managing large-scale, high-value assets where the cost of mistakes can be very high, both financially and in terms of the impact on local communities and the environment. In such setting, organizations need advice and support they can trust. LRG employs 8,000 people who work in 186 countries. The company upholds the principle that business assurance is not something the business does; it defines the business. The management believes that maximum control ensures that their people and processes are linked to their clients at a performance standard set by the company. The main objective of the company is to gain a significant standing in the market as their quality system becomes integrated into their normal everyday activity.

Although the company has a well-established goal, it can be noticed that individual strategies of the employees do not follow a system or a specific metric. The same issue can be observed in the executive performance reviews since they do not follow a system aside from the financial performance of the company. These problem areas are attributed to the "closed-loop top management system" that the company practices where decisions are centralized to the top management of the company. This caused the employees to lose their voice in the continual improvement of the different processes of the company. Some of the clients have also relayed through the feedback system of the company that the business strategy of each individual employee does not have a significant connection to the operational performance of the entire company. The business strategies of the employees are solely based on a general course instead of a specific course of action required in a specific situation. After the management has reviewed all the areas of the company that needs to be improved particularly for their people and their system, they decided that refresher trainings must be conducted in order to align the individual business strategies of their employees to the business strategies established by the company in the first place. The company also plans to set quantifiable targets and goals that will measure the individual performance of the employees. After all, the goal of the company is to integrate quality to the core processes of other businesses.

Follow the suggested outline below in answering the case study:

- I. Background
 - a. It must include a brief summary of the organizational issue.
- II. Statement of the Problem

- a. How can Lloyd's Register Group align the individual business strategies of the employees with the company's established standards through employee empowerment? (Refer to **Page 1 of 05 Handout 1.**)
 - b. What type of total quality tool/continuous improvement method should Lloyd's Register Group employ in order to establish a performance metric for the employees? (Refer to **Pages 1-14 of 09 Handout 1.**)
 - c. How can ISO 9000 contribute to the overall improvement of Lloyd's Register Group's organizational performance? (Refer to **Page 1 of 11 Handout 1.**)
- III. Areas of Consideration
- a. It must include details and facts from the case that contribute to the organizational problem of the company.
- IV. Alternative Courses of Action
- a. It must contain at least (2) two courses of action for every point stated in the statement of the problem. It must also present the advantages and disadvantages of each course of action in resolving the organizational problem.
- V. Recommendation
- a. It must present the best course of action among the presented alternatives in resolving each organizational problem.
- VI. Management Lessons Learned
- a. It must discuss the takeaways from the case and the relevant things that the company should do or not do in order to avoid the given organizational problems.

Rubric for grading:

CRITERIA	PERFORMANCE INDICATORS	POINTS	SCORE
Executive Summary	Wrote a concise summary of the case, the areas of consideration presented, and the alternatives proposed for the case	20	
Organization of Ideas	Adhered to the correct outline and content was organized in a clear and logical manner	20	
Analysis	Provided all necessary research and analysis in support of the statement of the problem	30	
Recommendation	Proposed a well-thought and well-researched solution to the case study	30	
TOTAL		100	

Reference:

Oakland, J. (2014). *Total quality management and operational excellence*. New York: Routledge.