

- advanced executive education -

*some companies seem to succeed no matter what happens...*



*when every second counts...*

**A tenth of a second can make the difference between winning and losing....  
Are your People... your driving factor... to PROFITS and PRODUCTIVITY??**

*A revolutionary training workshop in Cape Town*

**BUILDING THE KEYSTONE TO WORLDCLASS  
WORKFORCE PERFORMANCE THROUGH...**

# **Lean Human Resources Management**

**9-10 February 2010 – Cape Town**

LEAN HUMAN RESOURCES MANAGEMENT - A 2-Day Training Workshop Developed By:  
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# Lean Human Resources Management

9-10 February 2010 – Cape Town

In today's "Global Market", featuring vanishing borders and global competition, all industrial concerns should aim at new, higher Performance targets, in line with the "best of the class".

**"... the survival of firms... their continuous existence depends on day-to-day mobilization of every ounce of intelligence... Only by drawing on the combined brain power of all employees can a firm face up to the turbulence and constraint of today's business environment... PEOPLE are the key to the efficient functioning of any organisation."**

**- MATSUSHITA ELECTRIC INDUSTRIAL COMPANY -**

As the ultimate secret to obtain high performance is "people", new ways of managing people and of organising and supervising them, as well as new ways of obtaining high levels of efficiency and effectiveness (performance) from people should be looked at. Most organisations want their employees to be involved, but employee engagement can range from a simple suggestion system to self-directed work teams. The essential problem is how to structure the involvement process.

Total Employee Involvement is the core discipline of the **Lean Thinking** philosophy.

This course is designed to illustrate in detail the **TEI** discipline and its deployment in all Industries, and give a solid overview of its most up-to-date developments (**TEP** - Total Employee Performance).

A comprehensive approach to **Lean HR Management** will be illustrated in detail, and supported with numerous case studies.

**Lean isn't an option any more - it's a necessity!!!!!!**

**This two-day course gives you the opportunity to find out what are the latest trends in employee management and directly relate it back to your strategies. It will be a highly interactive event designed to be interesting and to offer great learning experience.**

## **WALK AWAY HAVING POWERFUL GRASP OF WORKING SKILLS TO:**

- **Explore** the key requirements for successful employee involvement
- **Understand** the implementation requirements and strategies for getting started
- **Learn** how to develop a meaningful employee involvement process in your own organisation
- **Discover** the organisational structures that support an effective employee involvement process
- **Understand** the Lean path and ways to instil the lean philosophy into people
- **Implement** strategies to increase productivity, quality and performance from personnel while assuring their job satisfaction

Register 2 or more delegates before December 18, 2009 and get absolutely free at your premises a half-day coaching visit on Lean Practices by Dr Carlo Scodanibbio!

***"Central to the culture of the Hams Hall plant, and of the BMW Group as a whole, is a culture founded on the principle that 'BUSINESS IS PEOPLE' ... everyone can participate ... and ... be rewarded for initiating improvements and performing to a level that exceeds the normal requirements and expectations of their job roles."***

**- HAMS HALL PLANT, BMW GROUP -**





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## Workshop Outline . Day 1

### DAY 1

#### The Key Requirements for Successful Employee Involvement and Performance

- The world has changed: the environmental change must be understood and managed effectively
- Every enterprise is built around a "formula": be prepared to abandon it. Case study.
- Have a clear direction and ensure effective communication : "let people know where you are going to...."
- Continuous, systematic improvement through people: people represent the difference between failure and success – is this clear at all levels of your Organisation?

#### Making Participants Aware of the Total Employee Involvement (TEI) Discipline

- Foundations and implications
- Hints on how to stimulate creativity, sense of responsibility and care for quality and productivity in your collaborators
- Basic conditions that must be fulfilled in order to assure "job satisfaction" to employees and workers

#### The Main Parameters Associated with People Performance

- Quality - Productivity - Responsibility and Accountability - Creativity – Challenge
- Why frustration and de-motivation can reach so high levels in work forces. Movies and Case Studies.
- The *IWT* (Idle - Walk - Talk) phenomenon in Industry: what are its origins. Movies and Case Studies.

#### People Performance: why traditional enterprises find it difficult to achieve

- Why people "don't perform": the root causes of poor performance date back to over 2 centuries ago – movies and case studies
- Why "money" does not solve the problem of poor performance – Interactive Workshop.
- Why all traditional management and motivational techniques somehow fail - Why *communication* is so difficult - Why in many enterprises there is a *communication problem*.

#### Organisational Structures that Support an Effective Employee Involvement and Performance Scheme

- Harmonising the HR Management strategy with enterprise's *culture*, management style, approach to clients, approach to suppliers, and method of *Operations*.
- The 4 Organisational Models in industrial history: to which Model does your enterprise respond? Is the Model suited for high involvement? Workshop : Scanning an *Organisational Structure* and defining the most appropriate HR Management strategy. Is *TEI* suited to all enterprises?
- Selecting/employing personnel 20 years ago and today – what are the main differences (Interactive Workshop)

#### Team work: the solution?

- Teams, project teams, improvement teams, inter-functional teams, re-engineering teams – and.... meetings! Is "team-work" the real key to high involvement? Why team-work alone does not guarantee high participation. Under which conditions can it assure effective involvement and beneficial results (Interactive Exercise).

#### About Involvement: from the "Suggestion box" Scheme to Total Participation

- Generation of interest and involvement in people - what is the secret, missing ingredient?
- Why all "traditional" Involvement schemes have generally failed to produce valuable results?
- Business Benefits of Employee Involvement Programmes

#### Transmitting Basic Lean-Thinking and Value-Adding-Management Concepts to People

- The key is *orientation to value*.
- How to transmit lean principles to people – explaining value-adding and non-value-adding – explaining waste and identifying waste – generating awareness: the **one-piece-flow** experiment in manufacturing operations and its extrapolation for deployment in all industries. Movies and Case Studies.

#### Practical ways and tips to obtain higher people involvement and performance

- How to insert people in value-generating processes. Making people understand the difference between single-skill/single-function activities (tasks) and multi-skill/multi-function process management. How to switch over from simple tasks to simple processes. How to evolve from "job description" to "process description". Movies and Case Studies.

### HOW THIS WORKSHOP WILL BE CONDUCTED

#### PRAGMATIC

Based on researched content and real-life experience of the facilitator, the course materials and concepts can be implemented as soon as participants return to their workplace





# Lean Human Resources Management

9-10 February 2010 – Cape Town

## Workshop Outline . Day 2

### DAY 2

#### Implementation Requirements and Strategies for Getting Started

- The link between **Waste** in Operational Processes and **Employee Performance** – why eliminating the former assures enhancement of the latter - The **5S** approach for getting started
- The key role of **Lean Disciplines** in increasing Workers' and Supervisors involvement: why **all of them** contribute greatly to the target – The bottom-up approach to **Total Quality Management**: quality building through people creative power - Benefits of deploying the **Value Stream Management** discipline with high people involvement.

#### Tools and Skills Needed to be Successful in a Team Environment

- How to get greater Employee Involvement through Improvement Teams activities – how to prepare the ground for successful and effective team work at operational level. Basic rules and conditions to be fulfilled.
- Practical deployment of the Improvement Team strategy in manufacturing operations and in project type of works. The concept of the "Last Planner" in Construction, Engineering and Maintenance. Movies and Case Studies.

#### A Comprehensive Model of Total Employee Involvement

- Using the **Lean Kaizen** approach : continuous, systematic improvement through people and their brain-power.
- Basic Kaizen principles for Managers, Supervisors and shop-floor Personnel – Creative Problem Solving and Generation of Opportunities methods – the **6 Thinking Hats** approach for utmost effectiveness.

#### How World-Class Enterprises achieve high Productivity levels

- Absenteeism: why world-class enterprises do not suffer from this plague. Case Study.
- How to give back pride to people and dignity to their work: the **Figaro** model for total employee involvement.

#### Empowerment and Management Style

- Empowerment: Is it the solution?
- From traditional Management to *Coaching*: what are the prerequisites.
- How to prevent the Pygmalion effect in industry: Managers are the main obstacle to people involvement and growth! Slide Show and Case Study.

#### Beyond TEI: TEP - Total Employee Performance

- In advanced world-class enterprises the *TEI* model is no longer adequate. What is required is a more "entrepreneurial" style of performance.
- High Performance in action: Thembi - Shafee - Johnny - Vincent - William - Edith. What makes the difference? What are the common denominators? Case Studies.
- How can we terminate the traditional 9-5 mentality? How can *TGIF* (Thanks God is Friday) be converted into *TGIM* (Thanks God is Monday)? Case Study.
- The ice-cream vendor model for Total Employee Performance.
- Brain Laziness: Public Enemy N. 1 - there is only one way to beat it!
- The *Italian Model* of "small enterprises in the enterprise", or "small and simple is beautiful". Movies, Slide Show and Case Studies.

#### Job Satisfaction

- A dream or reality?
- Why and how *world-class* enterprises are built on high levels of people job satisfaction.

#### Lean Human Resources Management

- The "traditional" spiral vs. the "lean" spiral: spot the difference!
- Lean Hr Management: a cultural revolution!

## Who should attend

This highly interactive event is intended for managers, administrators, and champions working with suggestion systems, continuous improvement, teaming, recognition or other areas of employee management, development and involvement:

Managing Directors - General Managers - Plant Managers - Factory Managers - Manufacturing Directors/Managers - Operations Directors/Managers - Production Directors/Managers - Project and Construction Managers - HR Managers/Officers - Quality Assurance Directors/Managers - Team Leaders – Continuous Improvement Managers - Chief Engineers - Technical Directors - Procurement and Logistic Managers.

**The course is equally beneficial for all Industrial Sectors (Manufacturing, Service, Project/Construction) as well as the Public Sector.**

### HOW THIS WORKSHOP WILL BE CONDUCTED

#### SOLUTION – ORIENTED

The hands-on exercises and simulations address chronic challenges and develop strategies that maximise returns in Human Capital



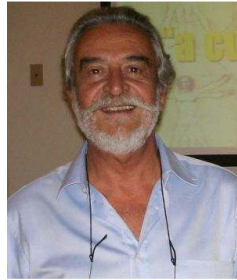


# Lean Human Resources Management

9-10 February 2010 – Cape Town

## About Your Facilitator .

Dr Carlo Scodanibbio is an internationally renowned Trainer, Speaker and Industrial Consultant with over 39 years of experience in Plant Engineering, Project Engineering, Project Management, Industrial Engineering and Operations Management. A free-lance Consultant since 1979, he has worked in a wide spectrum of companies and industries in many Countries including Cyprus, Italy, India, Saudi Arabia, Malta, Namibia, Kenya, Botswana, Malaysia, Mauritius, Romania, Turkey, Lebanon and South Africa. Carlo has co-operated, inter-alia, with several organisations such as Italian Chambers of Commerce and Industry, Cyprus Chamber of Commerce and Industry, Cyprus Productivity Centre, Malta Federation of Industry, Mauritius Employers' Federation, Romanian Paper Industry Association, United Nations Industrial Development Organisation, Federation of Kenya Employers and University of Cape Town.



*"An excellent course.... Fantastic Italian "Maestro" who takes you from zero to hero... Thank you Carlo !!  
S V R, CTI, South Africa*

Enthusiastic, optimistic and a dynamic facilitator, Carlo has been a frequent instructor and speaker at seminars and courses attended by well over 14,000 participants. Carlo, holds a doctor degree in Electrical Engineering, and has written numerous articles and research papers which have been actively published in many industrial newsletters, bulletins and international magazines.

### FROM THE DESKTOP OF DR. CARLO SCODANIBBIO...

*Dear Delegate(s), Entrepreneurs, Managers:*

*wouldn't you like your people to be: responsible – accountable – serious – efficient - dedicated to their work - cost-conscious - committed to quality - actively participating in improving your business processes. .... in a nutshell: wouldn't you like your people to "perform"?*  
*Yes, you surely would. Every manager worth the title, at any level, would very much like to have collaborators acting, thinking and performing well, a sort of "replica" of himself or herself. ....*

*However, in spite of such basic aim, very few managers succeed in the purpose. Actually, most managers believe that getting "performing" people is almost impossible. Most managers, when something goes wrong, still use the universally recognised excuse "...with 'these' people, what do you expect?.....". Rather tragic.*

*And yet, it is possible to have or create fully performing industrial people!*

*This course will be a shocking course for many of you. Because it demystifies all traditional principles of the first industrial revolution on which most enterprises, still today, are built or around which they operate. By presenting in rather great detail the philosophy of the second industrial revolution and the main tools and disciplines readily available to all enterprises to perform in an "excellent" status, this course is a door-opener to lean practices for whoever is ready to listen to message – prepared to abandon obsolete principles, formulas and approaches – willing to get to "lean" status.*

*"Totally Involved" employees is not at all a myth. There are enterprises (not many, yet - unfortunately) in which: 'change' is managed adequately on a daily basis – 'formulas' and other braking forces have been minimised – the Organisational Structure has gradually been flattened and modified to be fit for higher level of people and enterprise's performance – managers have become 'coaches' – people have been 'empowered' (integral transmission of responsibilities), not simply 'delegated' ('evaporation' of responsibilities) – improvement actually takes place in a continuous and systematic fashion – people are involved, committed, dedicated, enjoying what they do - and people, at all levels, are not only 'doers', but also and primarily 'thinkers'. These enterprises are called **Lean Enterprises**.*

*This workshop wants to show a practical path to Lean status through "people".*

*I GUARANTEE that, at the end of these 2 days, you will leave with the knowledge and tools to improve the value proposition of your operations! See you soon in Cape Town! Dr. Carlo Scodanibbio*

### HOW THIS WORKSHOP WILL BE CONDUCTED

#### INTERACTIVE

Participative and interactive in nature.

Supplemented with movies, slide shows and case studies.





# Lean Human Resources Management

9-10 February 2010 - Cape Town  
Course Fees, Discounts, Promotion

## Registration

### Fees Structure

(prices are per Delegate)

- Price per Delegate R5200-00
- 2 Delegates: less 5% R4940-00
- 3-5 Delegates: less 10% R4680-00
- 6-9 Delegates: less 15% R4420-00
- 10+ Delegates: less 20% R4160-00

### Deadline for Registration:

**14 January 2010**

### Early Bird Registration

Register and settle Course Fees by December 18, 2009 and get **an additional 10% discount** on the applicable price (as per Fees Structure)

### Special Promotion

Register and settle Course Fees for 2 or more delegates by December 18, 2009 and get **absolutely free** at your premises a **half-day coaching visit on lean practices** by Dr Carlo Scodanibbio! Dates by arrangement. NB: travelling expenses to Companies in the Cape Town area are included at no charge. Charges apply for travelling to other destinations.

Please complete this Form immediately and fax to +27 - (0)21 - 424 9556

### DELEGATE/S DETAILS

(please write in BLOCK CAPITALS)

- 1 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
Email \_\_\_\_\_
- 2 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
Email \_\_\_\_\_
- 3 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
Email \_\_\_\_\_
- 4 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
Email \_\_\_\_\_
- 5 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
Email \_\_\_\_\_

(More than 5 Delegates: Please add separate schedule)

- We are registering 2 or more Delegates and we are settling/will settle Course Fees on or before the 18<sup>th</sup> of December 2009. We wish to avail ourselves of a free half-day Coaching Visit at our premises by Dr. Carlo Scodanibbio on a date to be agreed.

### ORGANISATION DETAILS

(please write in BLOCK CAPITALS)

Organisation \_\_\_\_\_  
Nature of Business \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ P/Code \_\_\_\_\_  
Country \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_

We are registering \_\_\_ Delegates @ R \_\_\_\_\_/each

Total amount R \_\_\_\_\_  
Less 10% Early Bird Discount R \_\_\_\_\_  
Net amount to be invoiced R \_\_\_\_\_

### Authorising Manager

Name \_\_\_\_\_ Position \_\_\_\_\_

Date \_\_\_\_\_ Signature \_\_\_\_\_

(This Registration is invalid without a signature)

### TERMS OF PAYMENT

**Fees include:** participation to the 2-day Course "Lean Human Resources Management" to be held at a 4/5\* venue (TBA) in central Cape Town on 9-10 February 2010 – Refreshments and Lunches – Course Notes and Documentation – Certificate of Achievement signed by Dr. Carlo Scodanibbio – One free e-consulting Advice by Dr. Carlo Scodanibbio.

Upon receipt of a duly completed and signed Registration Form, a **Confirmation Letter** and **Invoice** will be sent to you.

**Deadline for Registration** is 14 January 2010.

Payment of Course Fees is strictly **on presentation** and is required **within 5 working days** from date of Invoice.

### METHOD OF PAYMENT

Please indicate your preferred Payment method:

**Cheque.** Made payable to Dr. Carlo Scodanibbio

**Bank Transfer.** In favour of **Dr. Carlo Scodanibbio**  
**Nedbank** - Branch: 85 St. George's Mall, Cape Town - Branch Code: 123209 - Account Number: **1232 055239**

Please quote "**Registration to Lean Human Resources Management Course**" as reason for payment.

### CANCELLATION POLICY

All Cancellations of Registrations must be made in writing. Due to contractual obligations, the following cancellation charges apply:  
20 to 10 working days notice : 50% of the course fee - 9 to 3 working days notice : 70% of the course fee - 2 working days or less notice : 100% of the course fee. However, a complete set of documentation will be sent to you. **Substitutions are welcome at any time.** Should the course be cancelled by force-majeure or for any other reason, you will receive a **full refund** of the paid Course Fees.

**FURTHER INFORMATION:** Please contact Dr. Carlo Scodanibbio - Tel +27 - (0)21 - 424 9556  
Mob. +27 - (0)83 - 258 7128 - Email: carlo@scodanibbio.com - Web: http://www.scodanibbio.com