

15th & 16th November 2010, Boulevard Hotel, KL

LEAN HUMAN MANAGEMENT

Methods For Improving People Performance And Work Attitudes



HRDF Claimable From PSMB Under SBL Scheme

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ORGANISED BY



"The Real and only secret for achieving Flow Processing– the HEART of Lean Thinking– is PEOPLE"

Course Synopsis

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". Companies have begun to understand that lean is about **people, culture and leadership**. How can companies and their HR departments better engage the full human potential of lean?

WHAT IS THE HEART OF LEAN THINKING?

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. These are the areas in which dramatic change in HR departments can accelerate a successful lean transformation.

WHAT IS THE SECRET OF SUCCESSFUL LEAN HR TRANSFORMATION?

But first, a note on the general state of HR in the context of leading change. HR departments have taken the brunt of punishment for inability to effectively engage employees in change programs. 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 (TEI)

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).. Many anecdotes from practitioner experience attest that the human side of lean is the hardest. **A comprehensive approach to Lean HR Management will be illustrated in detail, and supported with numerous case studies.** It also revealed a few surprises is that sustain lean operations, the human resources functions must support them, beginning with hiring people who are likely to be happy and to succeed in a lean working culture.

Come and JOIN Dr Carlo's training!

This 2-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 learning experience.

Who Should Attend?

The program capitalises on a cross-functional perspective and is suitable to Leaders who hold key positions across all functions including Human Resource, Change Management, Operations, Quality Assurance, Procurement, Logistic, Planning, Warehouse, Inventory, Technical, Maintenance, Production, Manufacturing, Plant, Engineering and etc

Look No Further... You will walk away with powerful 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 organization
 - **DISCOVER** the organizational structures that support an effective employee involvement process
 - **UNDERSTAND** the Lean path and ways to instill the lean philosophy into people
 - **IMPLEMENT** strategies to increase productivity, quality and performance from personnel and assuring their job satisfaction

DAY 1

0745 Registration Starts

0800 Welcoming Morning Coffee & Tea

0830 Course Commences

- Introductions
- Review of agenda and participants' expectations and key questions

0845 Session 1: The Key Requirements for Successful Employee Involvement and Performance

- The world has changed: the environmental change must be understood and managed effectively
- **Case Study**: Every enterprise is built around a "formula": Be prepared to abandon it
- 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 organization?

0915 Session 2: 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

0930 Session 3: 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?
- The **IWT (Idle-Walk-Talk)** phenomenon in industry: what are its origins
- **Movies and case Studies**

1000 Session 4: 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 & 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

1030 Networking Break

1045 Session 5: Organisational Structures that Support an Effective Employee Involvement & Performance Scheme

- Harmonizing 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 industry history: to which Model does your enterprise respond? Is the Model suited for high involvement?
- Workshop: Scanning and Organisational Structure and defining the most appropriate HR management strategy. Is **TEI** suited all enterprises?
- Selecting/ employing personnel 20 years ago and today: What are the main difference
- Interactive workshop

1130 Session 6: 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 Exercises

1300 Networking Lunch

1400 Session 7: 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?
- Why the "Suggestion Box" scheme is today considered obsolete
- Business Benefits of Employee Involvement Programs

1515 Networking Break

1530 Session 8: 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

1615 Session 9: 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 "to description" to "process description."
- Movies and Case Studies

1650 Open Forum On Day 1 Topics

Open forum & review of participants' expectations and key questions

1730 End of DAY 1

DAY 2

0745 Registration Starts

0800 Morning Coffee & Tea

0830 Session 10: 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

930 Session 11: 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 concepts of the "Last Planner" in Construction, Engineering and Maintenance
- Movies & Case Studies

1030 Networking Break

1045 Session 12: 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
- Interactive exercising

1200 Session 13: 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

1300 Networking Lunch

1400 Session 14: Empowerment and Management Style

- Empowerment: Is it the solution?
- From traditional Management to Coaching: What are the prerequisite
- How to prevent the Pygmalion effect in industry: Managers are the main obstacles to people involvement and growth
- Slide Show and Case Study

1430 Session 15: Beyond TEI: TEP – Total Employee Performance

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

1515 Networking Break

1530 Session 16: Job Satisfaction

- A dream or reality?
- Why and how world-class enterprises are built on high levels of people job satisfaction
- The Italian Model of "small enterprises in the enterprise", or "small and simple is beautiful."
- Movies, Slide Show and Case Studies

1615 Session 17: Lean Human Resources Management

- The "traditional" spiral vs. the "lean" spiral: Spot the difference
- Lean HR Management: A cultural revolution!

1650 Open Forum On Day 2 Topics

Open forum & review of participants' expectations and key questions

1715 Giving Out Certificate of Attendance/ Achievement by Organiser

1730 End of DAY 1

Nature of The Workshop

PRAGMATIC

Based on proven & tested methods, the course material and concepts can be implemented as soon as participants return to the workplace

ACTION LEARNING

This workshop is designed to be interactive and participative. Class workshops, team projects, exercises and networking session contribute to the learning process

SOLUTION ORIENTED

The hand-on exercises and consultative sessions provide useful approach to address chronic concerns and develop strategies to achieve successful return on investment



"The Lean philosophy has changed our attitude and ways of doing things. Employees are much more involved in day-to-day activities and as teams they take pride in what they do... solve their own problem, improved employee relationships, high morale and effective participation..."

Dr Carlo Scodanibbio, born in Macerata, Italy in 1944, holds a doctor degree in Electrical Engineering from Politecnico di Milano in 1970. He has over 40 years of experience in Plant Engineering, Project Engineering and Project Management, as well as Industrial Engineering and Operations Management.

He has been an Independent Industrial Consultant and Human Resources Trainer since 1979 and has worked in a wide spectrum of companies and industries in many countries including Southern Africa, Italy, Cape Verde, Romania, Malta, Cyprus, Lebanon, Mauritius, Kenya, Saudi Arabia, Malaysia and India. His area of expertise lies in World-Class Performance for Small and Medium Enterprises in the Project, Manufacturing, and Services sectors.

He has co-operated, inter-alia, with several Italian Chambers of Commerce and Industry, the Cyprus Chamber of Commerce and Industry, the Cyprus Productivity Centre, the Malta Federation of Industry, the Mauritius Employers' Federation, the Romanian Paper Industry Association, the United Nations Industrial Development Organisation, the Federation of Kenya Employers and the University of Cape Town.

His courses and seminars, conducted in English, Italian and French, have been attended by over 14.000 Entrepreneurs, Managers, Supervisors and Employees. They feature a very high level of interaction, and are rich in simulations, exercising and real case studies. The approach is invariably "hands-on" and addressed for immediate, practical application.

What they said about Dr. Carlo's Training?

*"An excellent course- it has significantly **changed my way of thinking** and **my views on my employees.**" *Lambros Papadopoulos, Assistant Manager, Airtrans Group**

*"An excellent course, I did really enjoy it, it was really **professional**. Carlo, your seminar really helped me to clear lots of questions I had in my head." *Natasa Iacovidou, HR Manager, H.S. Data**

*"An excellent course- very confident speaker with clear aims to simplistic verbal approaches to complicated issues." *Nicholas Tofarides, Director, Tofarco**

*"An excellent course, which I was very glad to attend. It was presented **professionally** and **in a very interesting way.**" *Alexis Panayi, Branch Manager, Spectus Co**

*"An excellent, very comprehensive, educational course." *Bahige Eladas, Senior Project Manager, Nesma + Partners Contracting Co.**

*"An excellent course, very good to open brain for new ideas." *Rida Khidr, Projects Co-ordinator, Nesma + Partners Contracting Co.**

*"**Very useful training** and **fantastic presentation.**" *Ravindranath L. Karkera, Accounts Manager, Nesma + Partners Contracting Co.**

*"I am proud and honoured to have attended this course." *Fady Ziade, Training Operational Manager, Nesma Trading**

*"An excellent seminar: **the best of the best.**" *Abdelilah Abouali, Procurement Manager, Nesma Trading**

*"An excellent course – presentation style: very good – I am lucky I have attended Mr Carlo training session." *Syed Arshad Sohail, Head of Production**