

LEAN PEOPLE, RESOURCES AND PROCESS MANAGEMENT

8th - 9th AUGUST 2016
St. Giles Boulevard Hotel, KL



Achieving
The State-Of-Art
People, Resources &
Process Management



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+6(082)-571 313



+6(082)-571 312



team_leader@wtc-intl.com

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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"**.

As the ultimate **SECRET** to obtain World Class 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 Lean People, Resources, and Process discipline and its deployment in all Industries, and give a solid overview of its most up-to-date developments (Continuous Improvement of People, Resources & Process Management)**

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

COURSE OBJECTIVES

Look No Further... You Will Walk Away With Powerful Skills To:-

EXPLORE The Key Requirements For Successful Employee Involvement In Lean Practices

UNDERSTAND The Implementation Requirements And Strategies For Getting Started

UNDERSTAND The Lean Path And Ways To Instill The Lean Philosophy Into People

UNDERSTAND In Depth The Lean Thinking Philosophy, Performance Goals And Critical Success Factors

UNDERSTAND How Lean Thinking Has Evolved Since Its Inception, And How It Applies To Different Sectors, Operations And Business Processes

DISCOVER The Organisational Structures That Support An Effective Employee Involvement Process

LEARN How To Develop A Meaningful Employee Involvement Process In Your Own Organisation

ELIMINATE Waste Throughout Your Organisation

IMPLEMENT Strategies To Increase Productivity, Quality And Performance From Personnel And Assuring Their Job Satisfaction

GAIN An In-depth Insight Into How Lean Ideas Have Evolved And Are Continuing To Evolve Into A Fascinating, Future Scenario

VISUALISE New Horizons In Industrial Relations Matters And Understand How Unions Can Contribute To The Common, Lean Target

USE Lean Ideas To Think About Process Improvement In Your Own Organisation And Its Value-chain

Who Should Attend

The program capitalises on a cross-functional perspective and is suitable for Leaders who hold key positions across all functions.

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

0800 Registration & Welcoming Coffee**0830 Welcome and Introduction**

- Introduction
- 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 organisation?

0915 Session 2: Making Participants Aware of the Total Employee Involvement (TEI) Discipline

- Foundations and implications
- Core Lean Philosophy
- 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 & 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 Refreshment Break**1040 Session 5: Organisational Structures that Support an Effective Employee Involvement and Performance Scheme**

- Harmonising the Lean People, Resources and Process 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?

- **CLASS ACTIVITY** Scanning and Organisational Structure and defining the most appropriate Lean People, Resources, and Process management strategy. Is TEI suited all enterprises?
- Selecting/ employing personnel 20 years ago and today: What are the main difference?

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 EXERCISE**

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

1520 Networking Refreshment 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 & CASE STUDIES**

1600 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 & CASE STUDIES**

1700 Open Forum On Day 1 Topics**1730 End Of Day 1**

- 0800 Registration & Welcoming Coffee**
- 0830 Review of Day One**
- 0845 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
- 0945 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"
 - **MOVIES & CASE STUDIES**
- 1030 Networking Refreshment Break**
- 1040 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 EXERCISE**
- 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 & CASE STUDY**

- 1450 Session 15: Beyond TEI: TEP - Total Employee Performance**
- In advanced world-class enterprises the TEI model is no longer adequate.
 - The "Entrepreneurial" style of performance
 - High Performance in action: What are the common denominators?
 - **CASE STUDIES**
 - How can we terminate the traditional 9-5 mentality?
 - How can TGIF (Thank God It's Friday) be converted into TGIM (Thank God It's Monday)?
 - The ice-cream vendor model for Total Employee Performance
 - Brain Laziness: Public Enemy N1: There is only one way to beat it!
 - **INTERACTIVE TEAM EXERCISE**
- 1500 Networking Refreshment Break**
- 1510 Session 16: Job Satisfaction**
- A DREAM OR REALITY?
 - Why and how world-class enterprises are built on high levels of people job satisfaction?
 - The Model of "small enterprises in the enterprise", or "small and simple is beautiful."
 - **MOVIES, SLIDE SHOW AND CASE STUDY**
- 1600 Session 17: Lean People, Resources, and Process Management**
- The "Traditional" Spiral vs. the "Lean" Spiral: Spot the difference
 - Lean People, Resources, and Process Management: A cultural revolution!
- 1645 Open Forum On Day 2 Topics**
- 1715 Certificate presentation by organiser**
- 1730 End Of Day 2**



Check out Classroom Activities' Photos from our Facebook page
www.facebook.com/WorldClassTrainingCentre

Our World Class Trainer

Dr. Carlo Scodanibbio



He drives Human Resources Management's objectives via Lean projects and then perfected as Lean Management Consultant and Coach. He has been leading in the past 20 years a number of company-wide Lean Projects and assuring their effective results through driving company's key human resources to success.

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, Services, and Manufacturing 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 19,000 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**.

Testimonials From Our Delegates

"Dr. Carlo speaks clearly throughout the session. He even used audio and visual aids appropriately to enhance the learning process." *Nurul Hafizah Salli, Executive, Human Resource, Syarikat SESCO Berhad*

"Dr. Carlo is very knowledgeable. He changed my mindset about Lean. "Lean" is not only about cutting the cost; it is actually something that can reduce error, time and processes." *Nurul Hayani Aziz, Manager, Business Performance Improvement Department, Tenaga Nasional Berhad*

"The presentation style was done in a way to help me understand the course content. Dr. Carlo's presentation is interesting and very interactive." *Cecelia Ng, Senior Manager, HR & Admin Department, Tenaga Nasional Berhad*

"Overall, this course met my learning needs and a worthwhile investment for my professional development." *Nik Mohd Naim Fathi, Deputy Director, Planning Department, RISDA*

"Dr. Carlo is very helpful and informative. He really focuses on our needs during the course. I would highly recommend the course to my colleagues." *Zul Amri Ibrahim, Admin Officer, FELDA*

"I like it when Dr. Carlo teaches us about "waste". I am confident that I will be able to put some of the concepts into practice in my daily work. Besides, the presentation was never dull. This course was superb!" *Noralifah Binti Ismail, Penolong Pengarah Kanan, Bahagian Inspektorat dan Audit Dalam, RISDA*

"I have learnt something new from this course; real meaning of "Lean Concept", differentiate management models, what works and what does not, how to get total employee involvement and performance." *Ridzuan Jaafar, Head of Employee Services, Human Capital, Cyberview Sdn Bhd*

Dear Delegate(s),

FROM THE DESKTOP OF DR. CARLO SCODANIBBIO

Lean Thinking is changing the way organisations operate. No longer stuck in the paradigm of "mass" thinking many enterprises, including service and project-driven companies as well as governmental bodies/ institutions, have tried to adopt some portions of the Toyota Production System, the Lean philosophy. Many have failed. Many have rushed off, taken a course and pronounced themselves LEAN. Yet very few have tested the depths of overall performance enhancement and added competitiveness possible with a complete change of paradigms in the "lean" direction.

Research by Gallup has uncovered that less than 30% of employees are truly engaged in their jobs. Lean Thinkers have long shown that an additional 25-40% of the work done by most organisations is waste or non-value added. This means that nearly 40% of every payroll dollar is lost. With the advent of true global competition, can you afford to lose 40% of your time as a company? Waste in "traditional" organisations may reach very high levels. Besides a remarkable amount of wasted manpower at all levels, "traditional" organisations feature many and more complex aspects of waste: waste in resources (all), waste in technology, waste in unexploited personnel talents and abilities, waste in lost opportunities, and most tragic, waste in management strategies and practices, waste in supervision and control, waste in bureaucracy. It is their "first-industrial-revolution" DNA that causes – unknowingly waste. Moreover, any internal waste always reflects onto the client.

There is always a sure and verifiable correlation between internal Organisation's waste and poor output to customers (in terms of lack of service, defective products, poor customer care, delays, etc). This is chronic and repeatedly showing from decades, without major significant improvements – in spite of all sorts of efforts: from ISO certification to continuous improvement programs – from "restructuring" to "reengineering".

This will prove that, today, competitiveness or survival can no longer be achieved by merely cutting costs or revamping technology: because cutting costs has a floor, while performance improvement through maximisation of value-added and waste elimination has no ceiling, and because technology alone does not generate the levels of output value enterprises and organisations need to tackle the challenges of the new millennium. This event shows that Lean principles can and should be adopted not only in Operational Manufacturing processes of any nature, but also in all other processes (commercial, administrative, logistics-related, etc.) and also in the operational processes of non-manufacturing organisations, such as service establishments and project-driven companies, as well as in the public sector. By showing that "thinking" is what must change at all levels of an organisation, this event will prove that higher levels of performance can be achieved if you create the right conditions. We GUARANTEE that you will leave this workshop with the knowledge and tools to improve the value proposition of your organisation!

I hope to see you there, best regards

Dr. Carlo