

# Lean Human Resource Management

## Methods for Improving People Performance and Work Attitudes

3 - 4 August 2009, Bytes Conference Centre, Midrand, Gauteng, South Africa

### Workshop Synopsis & Objectives

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 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.

*"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 ..."*

*"The real and only secret for achieving Flow Processing – the heart of Lean Thinking – is people"*



HUMAN RESOURCES DEPOT



Programme Directors:  
**Carlo Scodanibbio**



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*Evolving through knowledge...*

## Workshop Outline

### DAY 1

#### The Key Requirements for Successful Employee Involvement

- 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**

#### 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 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: 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**)

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## Workshop Outline (Cont.)

### From the "Suggestion Box" Scheme to Total Participation

- Generation of interest and involvement in people
- What is the secret, missing ingredient?
- 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

- 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**

## DAY 2

### Implementation Requirements and Strategies for Getting Started

- The link between **Waste** in Operational Processes and **Employee Involvement**
- 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 and Engineering
  - **Movies and Case Studies**

### A Comprehensive Model of Total Employee Involvement

- Using the **Lean Kaizen** approach: continuous, systematic improvement through people and their brainpower
- 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



*Evolving through knowledge...*

## Workshop Outline

### How World-Class Enterprises Achieve High Productivity Levels

- Absenteeism: why world-class enterprises do not suffer from this plague
- 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
- The ice-cream vendor model for Total Employee Performance
- 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 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
- Industrial Engineers
- Chief Engineers
- Technical Directors
- Procurement Managers
- Logistic Managers
- Planning Managers
- Warehouse Managers
- Inventory Managers

**This course is equally beneficial for all  
Industrial Sectors  
(Manufacturing–Service–Project/Construction)  
and for public/governmental and semi-public  
bodies and institutions**

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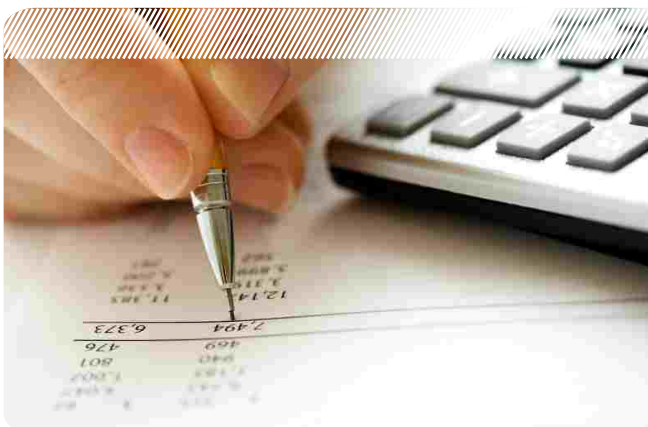
## What Delegates Will Gain

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.

### In this course you will learn 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 and assuring their job satisfaction

**This course is very interactive and supplemented with abundant practical exercises and case studies**



## About Your Programme Director

### Dr Carlo Scodannibbio

Dr Carlo Scodannibbio, born in Macerata, Italy in 1944, holds a doctor degree in Electrical Engineering from Politecnico di Milano in 1970. He has over 39 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.

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**Registration Form**

*Please quote delegate name and event codes as reference*

# Lean Human Resources Management

3 - 4 August 2009, Bytes Conference Centre, Midrand, Gauteng, South Africa

Please complete registration form and fax back to: **Marketing on fax: +27 (12) 665 1337**

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Name of Authorised Manager: \_\_\_\_\_

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Name of Accounts Manager: \_\_\_\_\_

Contact Details: \_\_\_\_\_

Email: \_\_\_\_\_

**Delegate 1 - Full Name:** \_\_\_\_\_

Designation: \_\_\_\_\_

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## Payment Details

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## Event Fees per Delegate

R7 995,00 (excl VAT) x \_\_\_\_\_ delegates (less discount) \_\_\_\_\_%

R \_\_\_\_\_ = Total R \_\_\_\_\_

Fees include tuition documentation, lunch and refreshments. Confirmation of registration and an invoice will be sent on the receipt of a signed registration form. Price (exclusive of 14% VAT).

**Please note, payment must be received prior to the commencement of the workshop.**

### Group Discounts

<b>2 Delegates</b>	<b>5% Discount</b>
<b>3 Delegates</b>	<b>10% Discount</b>
<b>4 Delegates</b>	<b>12% Discount</b>
<b>5&gt; Delegates</b>	<b>15% Discount</b>

### Methods of Payment:

Please note that payment is required no later than 7 days from date of invoice. In the event of non-payment, Ripple Training reserves the right to cancel the booking and the full amount owing under this agreement will be due and payable.

### Cancellations and Transfers:

Delegates unable to attend the event may send a substitute delegate to the event. Cancellations received at this office in writing 15 working days before the event will qualify for a 50% refund. Cancellations received at this office in writing with less than 15 working days' notice of the event will carry full liability of payment. Programme and speakers are confirmed at time of going to press. However, Ripple Training reserves the right to alter this program without notice.

### Confirmation Details:

If you do not receive a letter outlining participation details one week prior to the event, please contact the event co-ordinator on tel: +27 (12) 678 4800.