

**TOTAL EMPLOYEE INVOLVEMENT &
LEAN HUMAN RESOURCES MANAGEMENT
FOR HIGH-/MID-/FRONTLINE-LEVEL MANAGERS FROM ALL SECTORS
24-26 October 2011 - Malta Enterprise - Malta
COURSE TIMETABLE**

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.
- Have a clear direction and ensure effective communication : “let people know where you are going to.....”
- 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

The Main Parameters Associated with People Performance

- Quality - Productivity - Accountability - Creativity – Challenge: Case Studies.
- Why frustration and de-motivation can reach so high levels in work forces. The “clan” and the IWT (Idle - Walk - Talk) phenomena in Industry: what are their origins. Movies and Case Studies.

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 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 & suppliers, and *operations* style.
- 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? 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?

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.

DAY 2

Practical ways and tips to obtain higher people involvement and performance

- The **one-piece-flow** experiment in manufacturing operations and its extrapolation for deployment in all industries. Movies and Case Studies.
- 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.

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 key role of **Lean Disciplines** in increasing Employees' involvement: why and how **all of them** contribute greatly to the target: **Lean creates TEI!**

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 Employees.

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.

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: Case Studies. What makes the difference? What are the common denominators?
- How to terminate the traditional 9-5 mentality. How can **TGIF** be converted into **TGIM**? 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, simple and lean are 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!

For further, comprehensive details, please visit
<http://www.scodanibbio.com/malta2011/>