

# **MALTA 2011**

## **LEAN BUSINESS EXCELLENCE**

- advanced executive education -

First time in Malta

Dr. Carlo Scodanibbio  
and  
Ing. Joseph Micallef

jointly present:

**"a modular and most comprehensive training program on lean management principles for the industry within the Maltese islands and neighbouring countries"**

***Training Event 16:***

### **"TOTAL EMPLOYEE INVOLVEMENT & LEAN HUMAN RESOURCES MANAGEMENT"**

**for all Industrial and Business sectors**

**24-26 October 2011 - Malta Enterprise - Malta**

**Methods for Improving People Performance and Work Attitudes**

with thanks to:



**TOTAL EMPLOYEE INVOLVEMENT & LEAN HR MANAGEMENT**  
**A 2-Day Course Developed And Presented By:**

Dr. Carlo Scodanibbio – Ing. Joseph Micallef  
email: [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com) [jmicallef@theiet.org](mailto:jmicallef@theiet.org)

<http://www.scodanibbio.com/malta2011/>

# TOTAL EMPLOYEE INVOLVEMENT & LEAN HUMAN RESOURCES MANAGEMENT

## Foreword .

*“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 ...”*

**FROM THE DESKTOP OF DR. CARLO SCODANIBBIO AND ING. JOSEPH MICALLEF**

Dear Delegate(s),

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-room".

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.

We **GUARANTEE** that you will leave this workshop with the knowledge and tools to improve the value proposition of your Organisation!

Dr. Carlo Scodanibbio and Ing. Joseph Micallef

**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 highly captivating and to offer great learning experience.**

### WALK AWAY HAVING A 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

**Training Grants ranging between 60 and 80% may be made available to eligible enterprises through the Training Aid Framework (TAF) Scheme administered by the ETC.**

**Deadline for Training Grants Application: 27 September 2011.**

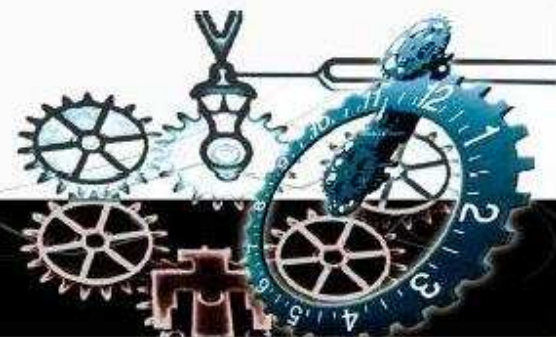
**NB: the onus of enquiring about and applying for Training Grants rests vested with your Organisation.**

I am proud and honoured to have attended this course.  
[Fady Ziade – Training Operational Manager – Nesma Trading – Al Khobar – Saudi Arabia]

**Course Trainers:**  
Dr. Carlo Scodanibbio and Ing. Joseph Micallef - Independent Consultants

**Course Dates:**  
24-26 October 2011

**Course Venue:**  
Malta Enterprise – Malta



# TOTAL EMPLOYEE INVOLVEMENT & LEAN HUMAN RESOURCES MANAGEMENT

## Course Outline .

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

### 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.

### 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!

An excellent course, more than I expected. This was the toughest yet the most informative and best course I ever attended. Thank you very much.

[Sanet Flocks – Senior Systems Planner – Matla Colliery – South Africa]

An excellent course. Dr Carlo's program is free wing bird fly in the sky of changing global scenario to understand change before change otherwise change will change you.

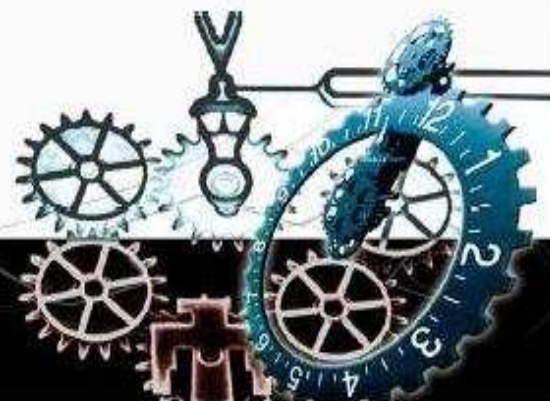
[Manohar Pawar – Maintenance Manager – Mahindra Automobiles Ltd. – India]

An excellent course. This is a must-attend course for those who need to adopt lean systems – and for those who need to survive the turbulent market place

[Joseph Kimbo – Optimisation Engineer – Bamburi Cement Ltd – Kenya]

**Course Dates:**  
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# TOTAL EMPLOYEE INVOLVEMENT & LEAN HUMAN RESOURCES MANAGEMENT

## About your Facilitators .

An excellent course. I found the presentation dynamic & very open minded. I believe CS richness comes from the very people he comes across to train, apart from his own learnt experience. [Jude Bholah - Administrative Manager - Atelcom Ltd - Mauritius]

**Ing Joseph Micallef** graduated in electrical engineering from the University of Malta in May 1992. He has been involved in the manufacturing industry since 1990. Initially starting his career within the medical devices and plastics processing manufacturing sector, he later moved on within the electronics manufacturing sector. Throughout his career, Joseph has had experiences in a variety of industrial and automation processes, research and development projects, various manufacturing processes and occupied senior technical and management roles in research and development, process control, quality management, occupational health safety and business process management. For over these last c. 14 years, Joseph has been occupying the position of Quality Manager within a very dynamic high tech electronics manufacturing industry sector. Apart from his broad industrial experiences gained through the last c. 20 years, Joseph has also paralleled his experience within the services sector through his various freelance projects which he has undertaken since the year 2000 when he had ventured into the freelance consultancy and mentoring/training business. Joseph's career spreads primarily in Malta, but he has been assigned several projects and training opportunities in various countries within Europe (UK, Scotland, Belgium, France, Finland, Italy), the US (Jacksonville, Houston) and the Middle East (Egypt). Ing. Joseph Micallef is a corporate member of a number of institutions.



In particular he is registered Chartered Engineer with the Engineering Council (UK) – *C.Eng.*, corporate member in the Institution of Engineering and Technology (UK) - *M.I.E.T.*, European engineer through FEANI – *Eur.Ing.*, and warranted member within the Chamber of Engineers (Malta).

**Dr Carlo Scodanibbio** is an internationally renowned Trainer, Speaker and Industrial Consultant with over 40 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, Malta Chamber of Commerce and 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. I believe that any seminar whichever must be conducted by someone who is capable, has true art of teaching, brilliant, ready to help, smart to the point, assuring, good observer, and with comprehensive knowledge, as Dr. Carlo Scodanibbio. I have enjoyed the course and learnt to my entire satisfaction. [S Eraddun, HR Manager, Desbro Int., Mauritius]

Enthusiastic, optimistic and a dynamic facilitator, Carlo has been a frequent instructor and speaker at seminars and courses attended by well over 15,000 participants. Carlo, holds a doctor degree in Electrical Engineering from Politecnico di Milano, and has written numerous articles and research papers which have been actively published in many manufacturing newsletters, bulletins and international magazines.

### Who Should Attend This Prestigious Event:

Top-, Senior-, High- and Middle-Level Directors/Managers from all Public and Private Organisations (all Business Sectors) in **Malta & neighbouring Countries**.

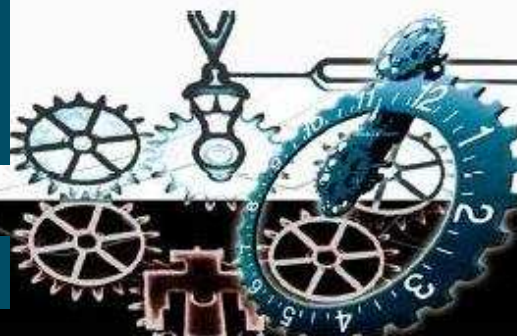
**Owners/Managers of very small Enterprises (up to 20 employees) will particularly benefit from participating in this course.**

**A 2-day Training Event dedicated to excellent People Management!**

#### Timings:

Registration will be at 08:00 on each day with the course beginning at 08:30. There will be a 15min break for refreshments in the morning and the afternoon (at approx. 10:15 and 15:15 respectively) and lunch will be served at 12:30. Each course session will conclude at 17:00. All timings are approximate due to the interactive and intensive nature of the course.

An excellent course – it has significantly changed my way of thinking and my views on my employees. [Lambros Papadopoulos – Assistant Manager – Airtrans Group – Nicosia – Cyprus]



# TOTAL EMPLOYEE INVOLVEMENT & LEAN HR MANAGEMENT

24-26 October 2011 - Malta Enterprise - Malta



## Registration

Online Registration: <http://www.scodanibbio.com/malta2011/onlinereg/16.html>

### Course Fees, Discounts, Terms and Conditions

#### Fees and Discounts Structure

(prices are per Delegate excluding VAT)

- Price per 1 Delegate €330-00
- 2 Delegates: less 5% €313-00
- 3-5 Delegates: less 10% €297-00
- 6-9 Delegates: less 15% €280-00
- 10+ Delegates: less 20% €264-00

**Deadline for Course Registration: 17 October 2011**

#### Early Bird Registration

Register and settle Training Fees by **27 September, 2011** and get an **additional 10% discount** on the applicable price (as per Fees Structure)

#### Loyalty Discount (\*)

Organisations that participated in the Launching Conference 21<sup>st</sup> June 2011 qualify for an extra, overall **10% Loyalty Discount**

**Please complete and sign this Form, scan it and email it to [jmicallef@theiet.org](mailto:jmicallef@theiet.org) or [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com)**

#### DELEGATE/S DETAILS (in BLOCK CAPITALS)

(more than 5 Delegates: please add separate schedule)

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

(please write in BLOCK CAPITALS)

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

We are registering \_\_\_ Delegates @ € \_\_\_\_\_/each  
Total amount € \_\_\_\_\_  
Less 10% Early Bird Discount € \_\_\_\_\_  
Less 10% Loyalty Discount (\*) € \_\_\_\_\_

**Net amount to be invoiced (excl. VAT) €** \_\_\_\_\_

#### Authorising Manager

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

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

(This Registration is invalid without a signature)

#### TERMS OF PAYMENT

**Fees include:** participation to the 2-day Course "Total Employee Involvement & Lean HR Management" to be held at Malta Enterprise on 24-26 October 2011 – Refreshments and Lunches – Course Notes and Documentation – **Certificate of Achievement** (*Certificate of Successful Completion*, against satisfactory results in the course's tests and exercises) signed by Dr. Carlo Scodanibbio and Ing. Joseph Micallef – One free e-consulting Advice by Dr. Carlo Scodanibbio and/or Ing. Joseph Micallef. Upon receipt of a duly completed and signed Registration Form, a **Confirmation Letter** and **Invoice** will be sent to you by the organisers. Payment of Course Fees is strictly on **presentation** and is required **within 5 working days** from date of Invoice.

#### METHOD OF PAYMENT

Payments may be done by cheque or Bank Transfer in favour of Ing. Joseph Micallef, who acts as the official Course Organiser.

To arrange for payment after receiving **Confirmation Letter** and **Invoice** kindly contact Ing. Micallef directly on (+ 356) **9982 2244** or email [jmicallef@theiet.org](mailto:jmicallef@theiet.org)

#### CANCELLATION POLICY

All Cancellations of Registrations must be made in writing. Due to contractual obligations, a cancellation charge of 30% of the invoiced amount applies if the cancellation is received 10 days or less before Course starting date. 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 Fees.

<http://www.scodanibbio.com/malta2011/>

**FURTHER COURSE INFORMATION.** Dr. Carlo Scodanibbio – Email: [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com)  
Web: <http://www.scodanibbio.com> Tel +356 - 2166 2115 – Mob +356 - 7996 6056

