

Carlo Scodanibbio presents:

Lean HR Management

”the real and only secret for achieving
Flow Operations is PEOPLE”

a training event organised by



....so, you would like your people to be:

?????? Dedicated to their work

Responsible **????**

Committed to improvement.....

Serious and reliable

Accountable **Cost-conscious**

Efficient

....so, you would like your people to be:

Efficient – Responsible - Cost-conscious - Dedicated to their work - Serious and reliable – Accountable – Committed to improvement..... -
???? - ????? - ????????????????

..in a nutshell: you would like your people to

perform

This is possible: it can be achieved...

**...it depends on you,
entrepreneurs and managers.....**

..it's just your choice..

But: there are 3 necessary steps...

**...you would like your people to be: responsible – accountable –
efficient - dedicated to their work – committed to improvement.....**

THE 3 NECESSARY STEPS

**1) Understand the environmental
change and manage it**

**2) Be prepared to abandon the
“formula”**

**3) Have a clear direction and tell
people about it....**

4) ...and something more.....

STEP 1)

Understand the environmental change and manage it



STEP 2)

**Be prepared to abandon the
“formula”**

the “formula”:

the “Campari” syndrome



the “formula”

The “secrets” of success

The do’s and don’ts

The “taboo” and “holy cows”

The “how to do things”

The areas of “influence”

The “who and what is to be respected”

The “institutionalised” values and principles

The rules

The policies

The procedures

The “descriptions” (jobs, tasks.....)

.....

homework?

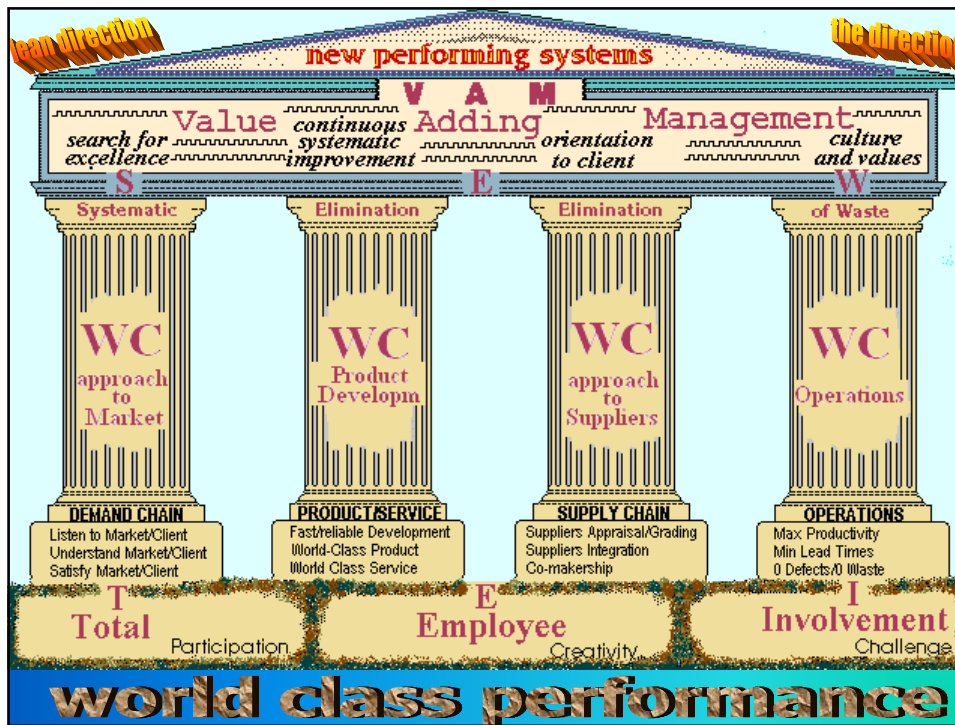
..oh, yes!!!

spot the “formula”

STEP 3)

Have a clear direction in your mind..... (and tell people about it...)





PEOPLE PERFORMANCE

“TRADITIONAL” ENTERPRISES

Preliminary analysis of main parameters associated with people performance:

**Quality - Productivity - Responsibility
 and Accountability - Creativity -
 Challenge**

movie time

**Why frustration and
de-motivation can reach so
high levels in work forces?**

frustr. demotiv

movie time

why people don't "perform"...
Effects of Labour Division

lab. divis

Why do all traditional HR management and motivational techniques somehow fail?

Management by Objectives, Effective Leadership, Diversification, Z Theory, Situational Leadership, Effective Communication, Zero-based-Budgeting, Decentralisation, Team Building, Management by Exception, Dale Carnegie techniques, Interpersonal Skills, Quality Circles, Excellence, Restructuring, Portfolio Management, Interactive Management, Matrix Organisational Structure, Total Quality Management, ISO 9000..... and One-Minute Managing.....

Why is communication so difficult in many “traditional” enterprises?

Why is real, non-spurious improvement so difficult to achieve in many enterprises?

Why “functioning” well is so awkward in many “traditional” enterprises?

Why do enterprises struggle both when they expand and when they are compelled to shrink?

..we have to look at organisational structures...

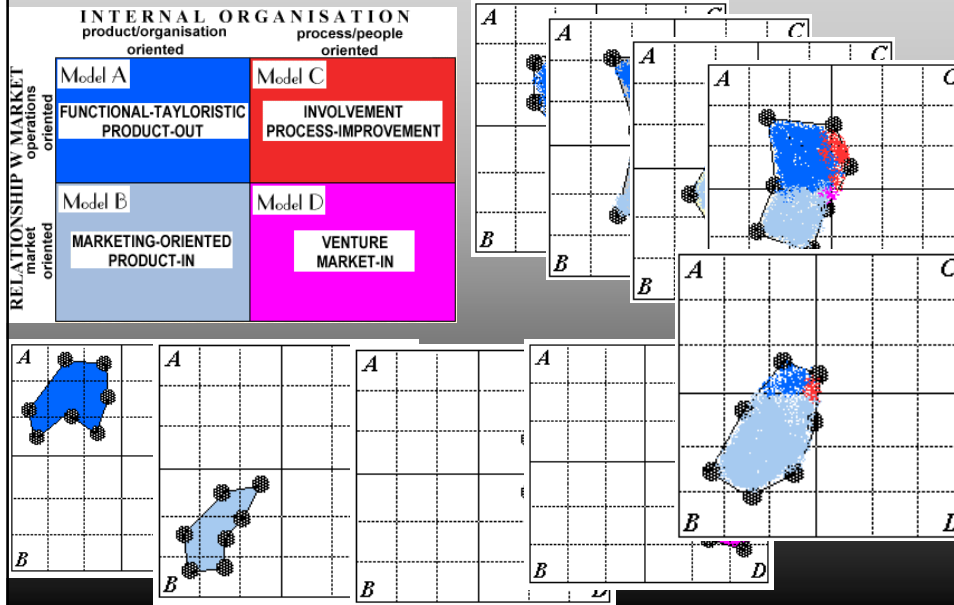
ORGANISATIONAL STRUCTURES

.....that support an effective Employee Involvement scheme and allow higher levels of Performance

ORGANISATIONAL STRATEGIES

		I N T E R N A L O R G A N I Z A T I O N	
		PRODUCT/ORGANISATION ORIENTED <ul style="list-style-type: none"> ° Attention to product ° Organisation: tool to produce products ° Organisation: structured (functions, duties, responsibilities, authorities) ° Activities: rational, logic, systematic, standardised ° Motivation: medium/low 	PROCESS/PEOPLE ORIENTED <ul style="list-style-type: none"> ° Attention to business process and to people (groups) managing/involving in the process ° Organisation: more flexible, with an "entrepreneurial" type of management and activities ° Group-oriented - "Learning Organisation" ° Motivation: high
R E L A T I O N S H I P W I T H M A R K E T	OPERATIONS ORIENTED <ul style="list-style-type: none"> ° Reactions to Market's Changes: - Change/Improvement of Technology - Change/Improvement of Product/s ° Strength: Know-how (Product - Technology) 	Model A <div style="background-color: blue; color: white; padding: 10px; text-align: center;"> FUNCTIONAL - TAYLORISTIC PRODUCT - OUT </div> <p style="text-align: right; font-size: small;">(West - Years: 50s - 60s)</p>	Model C <div style="background-color: red; color: white; padding: 10px; text-align: center;"> INVOLVEMENT PROCESS - IMPROVEMENT </div> <p style="text-align: right; font-size: small;">(Japan - Years: 70s - 80s)</p>
	MARKET ORIENTED <ul style="list-style-type: none"> ° Analysis of Market's change: - Definition of Market's needs - Location of opportunities ° Strength: Ability to reap & manage opportunities 	Model B <div style="background-color: cyan; color: white; padding: 10px; text-align: center;"> MARKETING - ORIENTED PRODUCT - IN </div> <p style="text-align: right; font-size: small;">(West - Years: 60s - 70s)</p>	<div style="background-color: magenta; color: white; padding: 10px; text-align: center;"> VENTURE MARKET - IN </div> <p style="text-align: right; font-size: small;">("World-Class" - Years: 90s)</p>

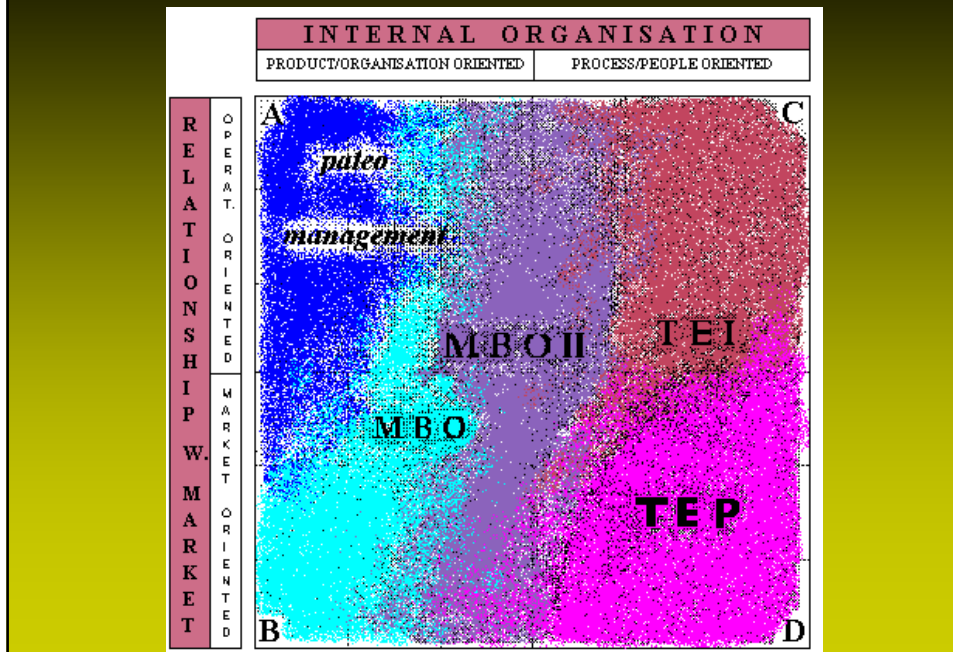
REAL ENTITIES



effective Human Resources Management Strategies

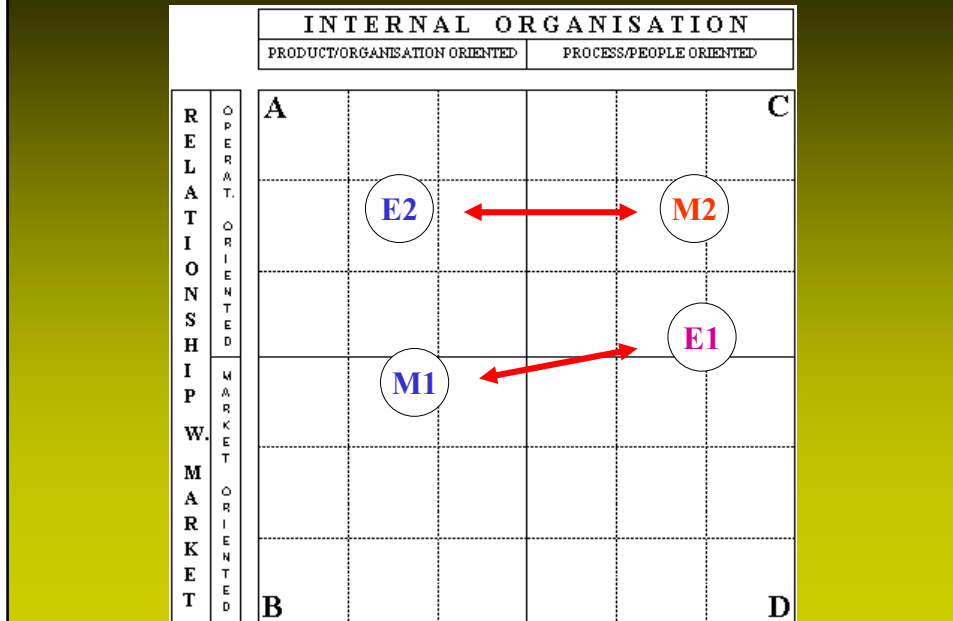
model A model B model C model D

EFFECTIVE HR MANAGEMENT STRATEGIES



“...the worst thing that could possibly happen to an enterprise and its employees is the adoption of an ineffective H R Management strategy.....”

EXAMPLES OF “MIS-MATCH”



homework?

..oh, yes!!!

understand your organisational strategies

		INTERNAL ORGANISATION					
		PRODUCT/ORGANISATION ORIENTED				PROCESS/PEOPLE ORIENTED	
R E L A T I O N S H I P M A R K E T	O P E R A T. O R I E N T E D	A					C
	M A R K E T O R I E N T E D						
			B				

SCANNING AN ORGANISATIONAL STRUCTURE

* Mark each area's representative dot on the grid - mark the area code next to each dot

* Connect the 7 dots with segments of line

AREAS OF ASSESSMENT:
 CV = CULTURAL VALUES
 RM = RELATIONSHIP WITH MARKET
 RC = RELATIONSHIP WITH CLIENTS
 OM = ORGANISATION & MANAGEMENT
 RE = RELATIONSHIP WITH EMPLOYEES
 OS = (MANUFACTURING &) OPERATIONAL STRATEGIES
 RS = RELATIONSHIP WITH SUPPLIERS

le_nple_organisatooaalgrid

People 20 years ago

and

People today

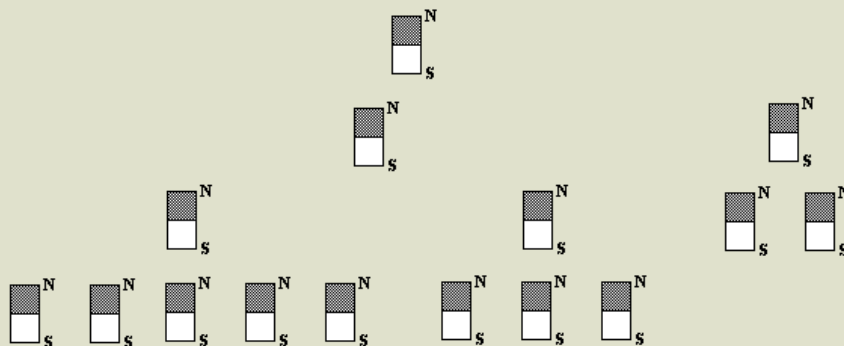
EXERCISE????

...oh, yes!!!!

employ a person....

“magnetic” organisational structure

(before “midnight”)



....so: what are the secret, missing ingredients that will give the correct shape to high-employee-involvement structures?

..that will contribute to generate people interest and participation, directed to produce genuine value?

From the suggestion box scheme to total participation

EMPLOYEE INVOLVEMENT

4 Key Factors affecting the degree of involvement:

KNOWLEDGE: that enables Employees to understand the Organisation and contribute to its performance

POWER: to make decisions that influence organisational strategies, policies, processes and practices

INFORMATION (FEED-BACK): about Organisation's performance/Process/es' performance

REWARD: based on Organisation's/Process' performance and individuals' contributions

the more the 4 factors are shifted downward in the hierarchy ladder, the more involvement may be generated

EMPLOYEE INVOLVEMENT

All Industrial Models have attempted to generate Employee Involvement.

4 different levels and 4 different approaches:

1. Parallel Suggestion Involvement

2. Job Involvement

3. MBOII (Management by Objectives II)

4. High (Total) Involvement

**TOTAL EMPLOYEE
INVOLVEMENT**





4. HIGH (TOTAL) INVOLVEMENT

It structures an Organisation in such a way that people, even at the lowest levels, will have a sense of involvement, not just in how they do their jobs or how effectively their group performs, but also in the ***performance of the total Organisation***, for which they ***care*** because:

- they ***know*** about it and have the ***skills*** and ***expertise*** to ***contribute*** to it (**KNOWLEDGE***)
- they are able to ***influence*** it because they have the necessary ***space*** and sufficient **POWER*** to do so
- they get **FEED-BACK*** on their own and the Organisation's Performance and adequate **REWARD***

4. HIGH (TOTAL) INVOLVEMENT

Employees need to have expertise at least in: **creative problem-solving** – **creative search for opportunities** - **decision making** techniques - **self and time management** - **process engineering** (basics) - specific tools and techniques – etc.

This simply means extensive, continuous **training**.

They also need to be **cross-trained**, so that they understand the **entire work process** in theirs and surrounding work areas.

4. HIGH (TOTAL) INVOLVEMENT

MOST IMPORTANT:
they must be made
knowledgeable about the
Value Adding Management
and **Lean Thinking** philosophies
and their main principles!

4. HIGH (TOTAL) INVOLVEMENT

Pro's & Advantages: extremely more consistent and effective than in previous approaches.

Limitations:

Getting relevant business information to all Employees, according to their involvement status, becomes a key **challenge**.

Structuring such an Organisation is clearly a **hard** and **delicate** task, especially in a western industrial environment.

HUMAN RESOURCES MANAGEMENT TACTICS

FOR A HIGH INVOLVEMENT ENVIRONMENT

THE TARGET FOR H.R. MANAGEMENT

encourage people to look creatively for ways to work "smarter", with a corresponding reduction in stress and frustration, a higher level of accountability, increased flexibility and adaptability to (continuous) change, higher productivity/performance, and improved levels of customers' and employees' satisfaction

HOW?

- 1-develop people**
- 2-break the brick-wall**
- 3-go LEAN!!**

Implementation Strategies for TEI

Getting started.....

...and taking the "Lean" way

of Lean Disciplines

Employee Inv

The role of Lean Disciplines in developing Employee Involvement

*how to insert people in
value-generating processes*

*how to evolve from simple
tasks to simple processes*

EXERCISE?????

...oh, yes!!!!

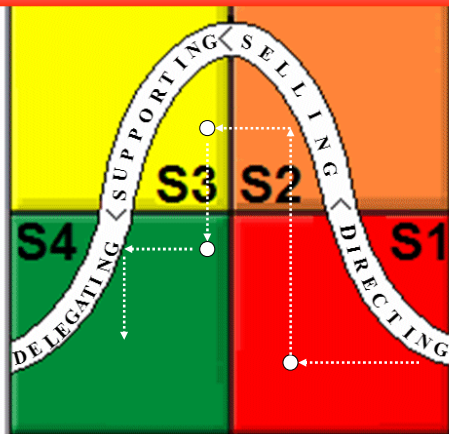
a hiccup process...

IMPROVING PERFORMANCE: THE LEAN KAIZEN APPROACH

the bottom-up approach to Performance Improvement has a name:

kaizen

KAIZEN & TEI



(H) ← PROFESSIONAL MATURITY — (L)

The implementation of "Lean" Disciplines in a Kaizen style means faster and more effective jumps towards higher Professional Maturity levels of workers and employees!!

LEAN & KAIZEN "make" TEI!!

movie time

**lean practices &
people involvement**

di_sportwelt_tei

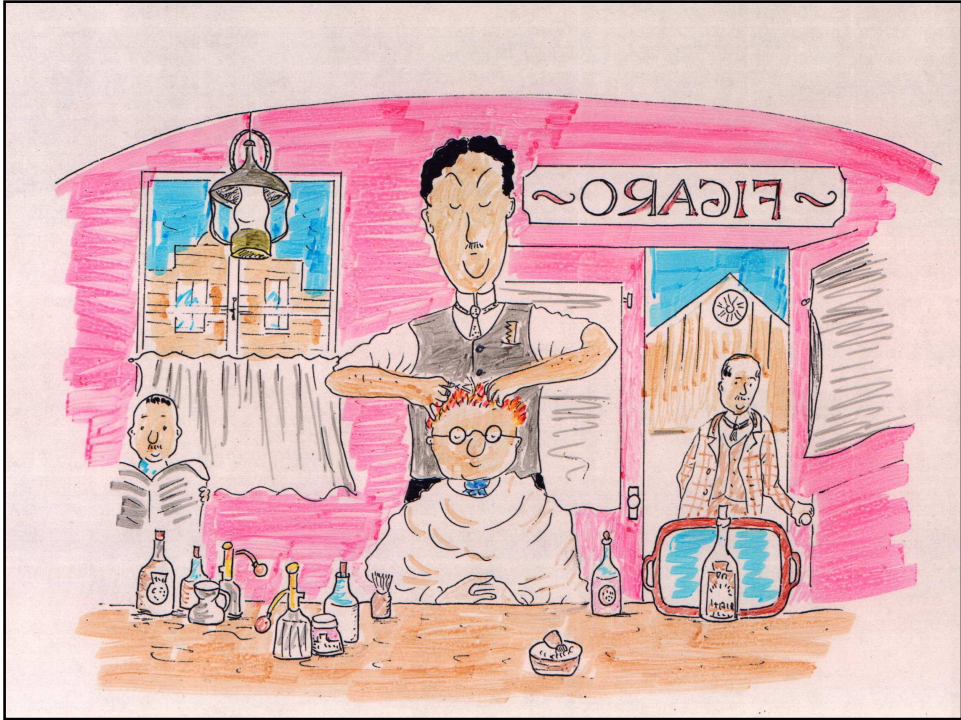
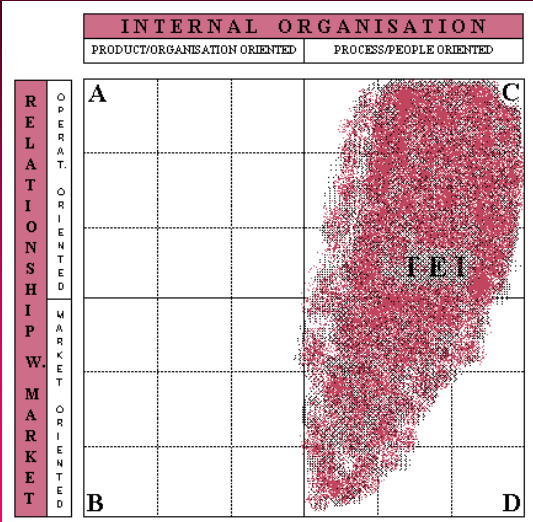
KAIZEN IS "THINKING"

EXERCISE???

.....oh, yes!!!

a marketing problem

a practical model for TEI



high involvement...



high involvement...



getting highly involved....



involvement: special cases

Retailing personnel

Service establishments personnel

Public officials

Necessary roles....

with simple job descriptions (1 – 2 items)

Bottom-of-the-ladder personnel

retailers
more retailers

serv_pers
more_serv_pers

public

attendants
more_attendants

bott_ladder_short
bott_ladder-long

The IWT triumph!

IWT

IWT_triumph

ept_largeworks

from TEI to TEP: a jump into the future

having highly involved employees and not achieving adequate results in terms of performance is no big deal, is it?

In advanced world-class enterprises, the TEI approach is no longer sufficient.....

there, the second Industrial Revolution has already started.....

THE SECOND INDUSTRIAL REVOLUTION

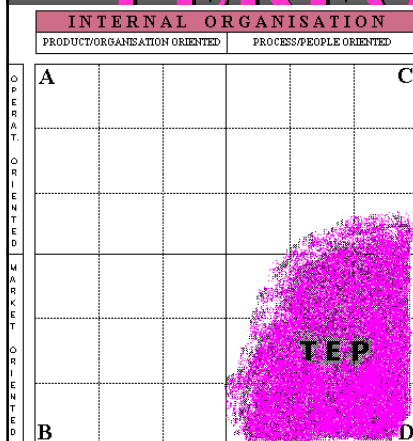
...and thinking

Public enemy n. 1:

brain laziness

Beyond TEI

TOTAL EMPLOYEE PERFORMANCE



TEI and beyond - TEP: TOTAL EMPLOYEE PERFORMANCE

the philosophy

...let people be responsible..

Value Producers

abattoir

*why world-class enterprises
do not suffer from the
absenteeism plague?*

open debate

TEI and beyond - TEP: TOTAL EMPLOYEE PERFORMANCE

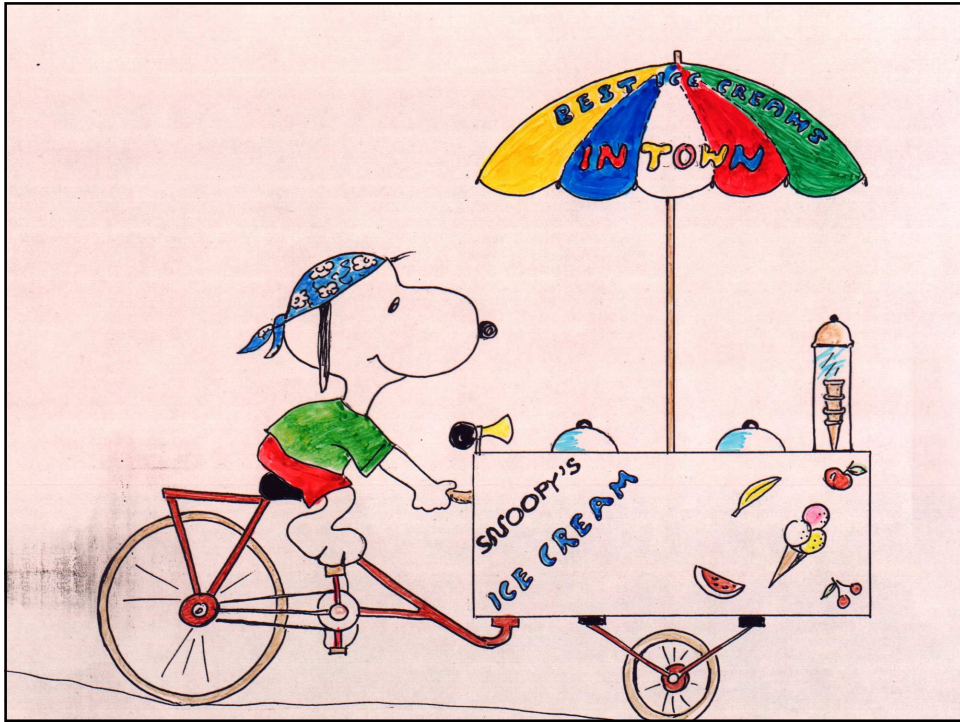
from: TGIF

to: TGIM!!

[ten_in_action](#)

a practical model for TEP





HR MANAGEMENT in a lean environment

“simple is beautiful!”

“small is beautiful!”

....so you would like your people to be: responsible – accountable – efficient - dedicated to their work – committed to improvement.....

THE 3 NECESSARY STEPS

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4)and something more.....

STEP 4) (....the something more...)

Believe in people and in their capacity to grow, evolve and perform

Mc Gregor and the X-Y theory

the Pygmalion effect

the Pygmalion effect

**BELIEVE IN
PEOPLE!**

LEAN HUMAN RESOURCES MANAGEMENT

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