

The background of the slide is a repeating pattern of Leonardo da Vinci's Vitruvian Man. Each figure is a nude male figure inscribed within a circle and a square, with arms and legs extended. The figures are arranged in a grid, with some overlapping.

Carlo Scodanibbio presents:

Total Employee

Involvement
in all business operations

”the real and only secret for achieving
Flow Production 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

?????

Cost-conscious

Accountable

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**

....the world has changed....

Key-Words: lean, manufacturing, power, point, presentation, value, waste, client, service, industry, perform, performance, world, class, operations, adding, management, productive, process, flow, processing, production, 5S, creativity, people, method, kaizen, improvement, hr, human, resources, strategy, strategies, tei, employee, involvement, responsibilities, course, carlo, scodanibbio, objectives, mbo, mboll, job, enrichment, team, work, group, accountability, situational, leadership, Mc Gregor, x-y theory, pigmalion, effect, personnel, labour, division, smith, taylor, brick, wall, brickwall, description

The Ambient is changing

Socially

Economically

Commercially

Politically

> Fluctuating Market

> Saturation

> Information

Migrations

Crime

Market Fragmentation

Technology

COMPLEXITY

11/09

Perestrojka

Patrol

> Innovation

> Care to free time

Faster and faster

> Care to Ecology

> Attention to Quality

Terrorism

New rules

clients are monsters....



Credits: J. Barta & Boris Vallejo

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.....)

.....

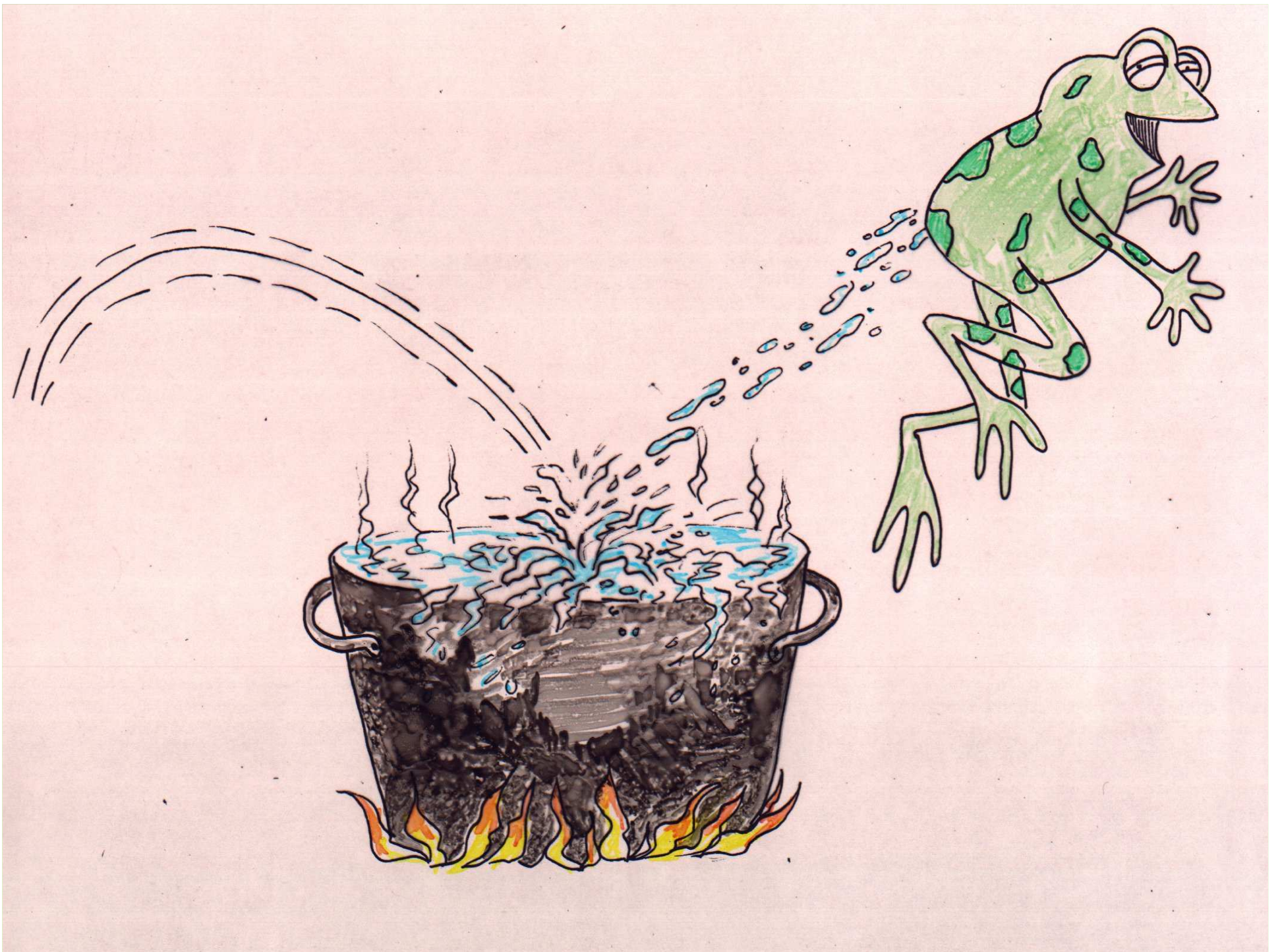
the obsession to change

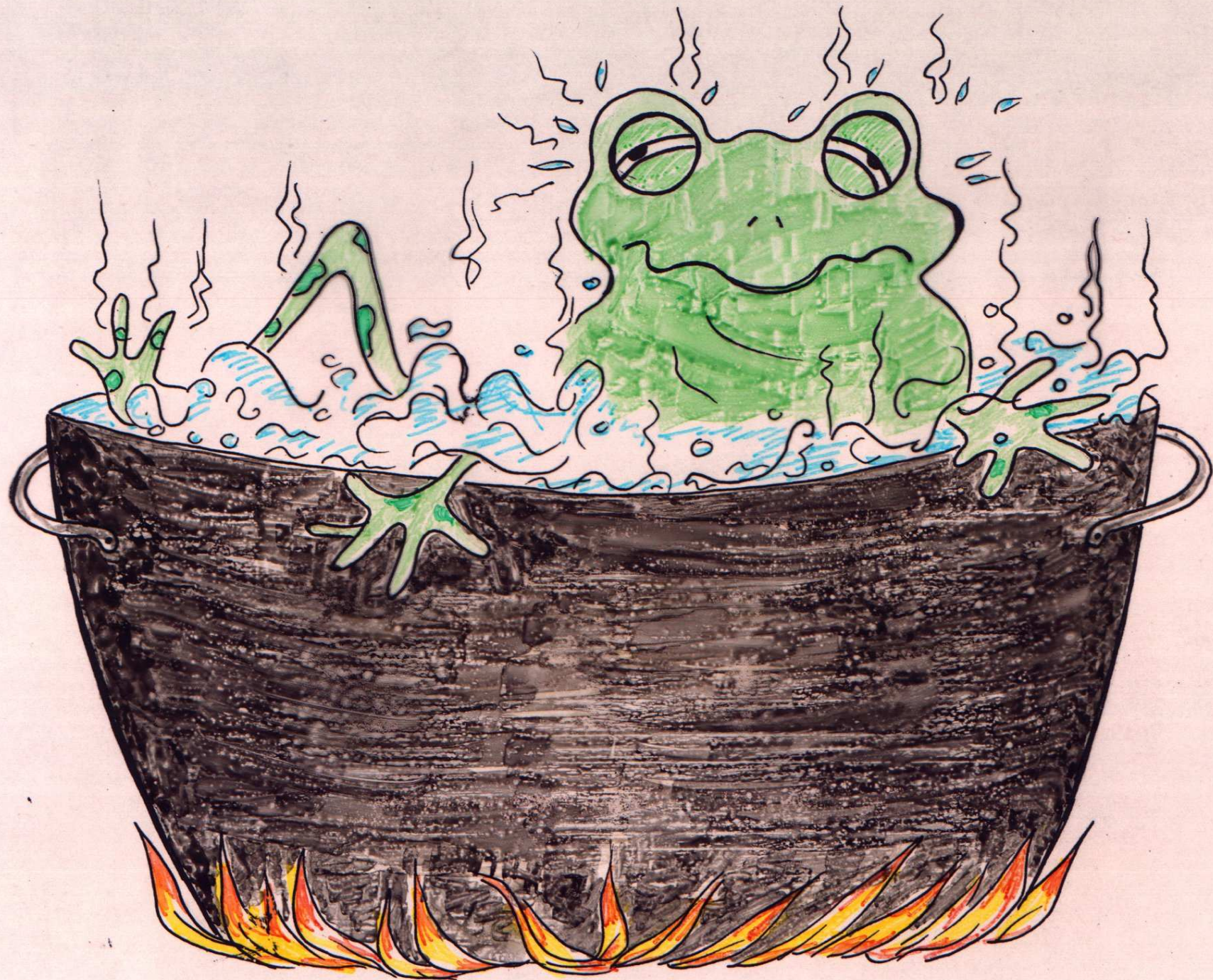
(the “formula”...)

The Formula is “**blocked**”, and the whole Organisation is **slow** and “**reluctant to learn**”

If signals show very poor performance, the need to restructure the Formula and to change may become an obsession

BUT: in the end things remain the same....





homework?

..oh, yes!!!

spot the “formula”

STEP 3)

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

the vision



lean direction

the direction

new performing systems

V A M

Value continuous Adding Management
search for excellence systematic improvement orientation to client culture and values

S

E

W

Systematic

Elimination

Elimination

of Waste

WC
approach
to
Market

WC
Product
Developin

WC
approach
to
Suppliers

WC
Operations

DEMAND CHAIN

PRODUCT/SERVICE

SUPPLY CHAIN

OPERATIONS

Listen to Market/Client
Understand Market/Client
Satisfy Market/Client

Fast/reliable Development
World-Class Product
World Class Service

Suppliers Appraisal/Grading
Suppliers Integration
Co-makership

Max Productivity
Min Lead Times
0 Defects/0 Waste

T
Total

Participation

E
Employee

Creativity

I
Involvement

Challenge

world class performance

TELL YOUR PEOPLE ABOUT “LEAN” BUT, before doing so: some check-points!!

“...is the vision shared at top/middle level?”

“...is everybody in your enterprise – at top/middle level - convinced that people make the difference between failure and success?”

“...is the “integration” concept clear and understood at top/middle level?”

This is a “pass the Rubicon” situation – there is no come back – it must go right. So, make your checks “before”!

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?**

why people don't "perform"...

....the root causes of poor performance date
back to over 2 centuries ago.....

*....we have gone into the
21st century, with
enterprises designed in the
18th and 19th centuries to
perform well in the 20th.....*



movie time

why people don't "perform"...

Effects of Labour Division

Why money doesn't solve the problem of poor performance..

WHAT DO WORKERS AND EMPLOYEES EXPECT FROM THEIR WORK?

Sentence	W/E	M
Good working conditions		
To feel involved in own work		
A non-severe/not-too-rigid discipline		
To be fully considered and appreciated for own work		
Top Management's loyalty and fairness towards Employees		
Good wages/salary		
Promotion and growth with Enterprise		
Understanding of and support for own personal problems		
Job security		
Interesting/satisfying job		

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
		<p>PRODUCT/ORGANISATION ORIENTED</p> <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 	<p>PROCESS/PEOPLE ORIENTED</p> <ul style="list-style-type: none"> ◦ Attention to business process and to people (groups) managing/involved 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	<p>OPERATIONS ORIENTED</p> <ul style="list-style-type: none"> ◦ Reactions to Market's Changes: - Change / Improvement of Technology - Change / Improvement of Products ◦ Strength: Know-how (Product - Technology) 	<p><i>Model A</i></p> <p>FUNCTIONAL - TAYLORISTIC PRODUCT - OUT</p> <p>(West - Years: 50s - 60s)</p>	<p><i>Model C</i></p> <p>INVOLVEMENT PROCESS - IMPROVEMENT</p> <p>(Japan - Years: 70s - 80s)</p>
	<p>MARKET ORIENTED</p> <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 	<p><i>Model B</i></p> <p>MARKETING - ORIENTED PRODUCT - IN</p> <p>(West - Years: 60s - 70s)</p>	<p>VENTURE MARKET - IN</p> <p>("World-Class" - Years: 90s)</p> <p><i>Model D</i></p>

TOTAL EMPLOYEE INVOLVEMENT

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