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Best practices in team excellence

1. Introduction

Effective teamwork is viewed as the ultimate competitive advantage for businesses that can deliver excellent results. Organisations worldwide are using teams as a business strategy to increase quality and customer service, improve productivity and decrease costs.

2. What is a team?

A number of people that come together for a purpose forms a group. Teams are a subset of groups, with a more specific set of criteria to be identified as a team.

A team comprises the following:

- Team members that are committed to working interdependently toward a common goal.
- Teams have clear boundaries to distinguish between members and non-members.
- Teams have a low membership turnover rate, which gives members time and opportunity to learn how to work well together.

3. The importance of teams and teamwork

Teams are an important building block of organisation performance. It has been observed that the outcome is far better when employees work in a team rather than individually as every individual can contribute in their best possible way. Teams are used to combine skills and expertise of different individuals to deliver important organisation goals. Teams are aligned when they cooperate internally and externally to achieve a common objective. An aligned team can motivate individuals to exceed all expectations and deliver important benefits to the organisation. A misaligned team can result in conflict, mistrust and low performance.

Effective implementation of teams can also improve morale as employees realise opportunities to participate

in decision making, learn different job skills, take on new responsibilities, and increase their value to the organisation and in the market place.

Work efficiency

Teamwork enables employees to tasks faster and more efficiently than tackling projects individually. Cooperating together on various tasks reduces workloads for all employees by enabling them to share responsibilities or ideas. Teamwork also reduces the work pressure on every worker, which allows them to be thorough in the completion of the assigned roles. In sharing ideas or responsibilities, every employee should have a role that suits their specialisation. The employees' levels of interest in the project at hand should also be taken into consideration, which positively influences the efficiency or speed of their output in accomplishing the task.

Improved employee relations

Teamwork is important in an organisation as it provides employees with an opportunity to bond with one another, which improves relations among them. Workers who constitute a team working on a project often feel valued upon the successful completion of such tasks. A situation in which all of them find a chance to contribute towards the tasks improves relations within the team and enhances their respect for each other. Improved employee relations also result from the fact that teamwork enhances cohesion among members, due to increased trust among them.

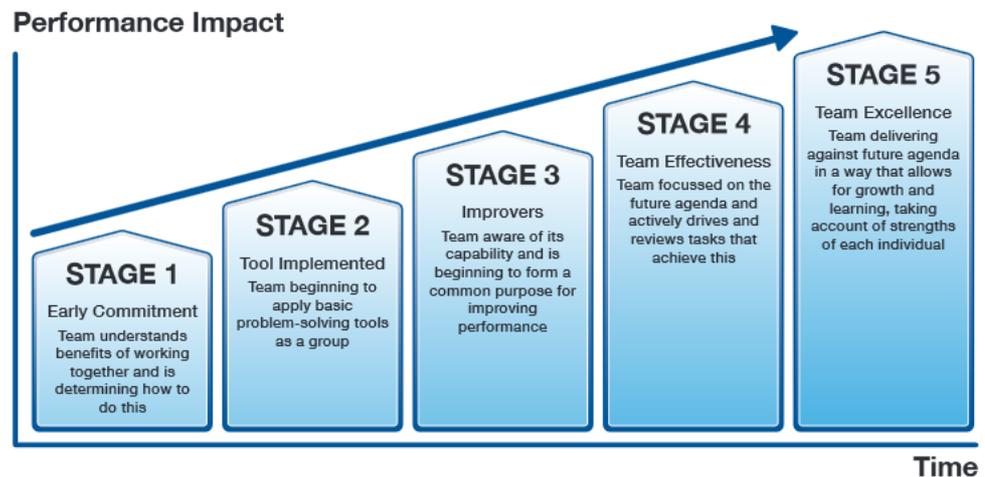
Increased accountability

Teamwork increases the accountability of every member of the team, especially when working under people who command a lot of respect within the business. Team members do not want to let each other down, thus, they do their best to contribute to the successes of their teams. In contrast to working solo on a project, peer pressure is usually high within teams such that cases of low morale are less likely to impact individuals. The organisation would also benefit from the increased productivity through efficient team projects, which may be completed well ahead of the deadline.

Learning opportunities

Cooperating on a project is an opportunity for new workers to learn from more experienced employees. Teams often consist of members who differ from one another in terms of skills or talents. Working together is a great opportunity to acquire skills that an employee never had beforehand. Unlike working alone on a project, teamwork affords people the opportunity to challenge the ideas of each other and come up with a compromise solution that contributes to the successful completion of the task.

4. Five conditions for team excellence



Source: http://www.oakridgecentre.co.uk/images/Team_Excellence_Leaflet_single_pages_-1.pdf

(i) Compelling direction

The team must have the ability to step out of the present pressures of delivery and into the future that they really want to create around themselves. Getting a clear and agreed view of this future as a team then creates that positive tension needed to motivate the team in a different direction.

(ii) Stakeholder focused

Teams exist because a stakeholder needs something from the team. How can the team find out what the stakeholder really wants and then reflect this in their compelling direction?

(iii) Maximised ways of working

Based on agreed beliefs and values, capturing and sharing feedback and then providing coaching around observable behaviours is the lifeblood that allows teams to learn and grow.

(iv) Maintained internal momentum

Building on the compelling direction, what are the shorter-term 'Must Wins' that will provide that initial momentum. This provides a real sense of focus for a team but also gives the opportunity to check progress and direction.

(v) Communicate and influence

The team must share its intentions with those influential people and teams around them if they are to create that support from outside of the team. Having a clear, focussed elevator-pitch can motivate both the team and those other key stakeholders.

5. Organisational effectiveness factors

Below are five organisational effectiveness factors that have been identified to work either as drivers for or barriers to successful teams. The best team-based organisations directly and comprehensively address these factors as a part of their overall teams' strategy.

(i) Organisational support

One important factor in building high-performance teams is the level of support for a team-based approach that exists throughout the organisation – starting with senior managers. Success with teams increases greatly when senior managers actively and visibly support the move to teams and can be counted on to provide necessary resources. If senior management support for teams wavers or results do not come as quickly as expected, teams will be seen throughout the organisation as just a phase that will soon pass. In addition, senior managers need to model the values of teamwork and empowerment, because others in the organisation will be looking to see if they "walk the talk."

Managers and supervisors – those in first and second levels of supervision who have significant day-to-day contact with frontline employees – must also be committed to move to teams. However, gaining the support of managers and supervisors for teams can be challenging. Not only does the nature of their jobs change dramatically, but often the number of managers decreases as responsibilities they once held are taken on by teams. “Displaced” managers might have meaningful roles in a team-based structure (i.e. peer coaches, special project leaders, or team facilitators), but fear of change often compromises the support that managers give to a team-based approach.

Support from frontline employees is obviously crucial as team success revolves around maximising the contributions of all employees by empowering them with information and authority. When frontline employees do not clearly understand the business reasons for moving to teams or see what is in it for them, their lack of enthusiasm can compromise success. That is why partnership with and involvement of frontline employees are essential elements to gaining widespread organisational support for the move to teams.

(ii) Process factors

In order for teams to succeed, the organisation’s structure and people must be oriented to support core business processes. Often when an organisation’s structure is built around traditional functions or departments, and work group members have narrowly defined skills, problems that occur in one area are passed on to others and no one “owns” the overall process. Customer satisfaction ultimately suffers. That is why expected gains are seldom realised when the departments or work groups in a functionally oriented organisation are merely renamed “teams.” Success is more likely when teams include people with multiple skills who share responsibility for all or at least a significant portion of the overall business process.

However, even when the organisational structure has been re-oriented around processes (usually through re-engineering or re-design), people in the organisation need to adopt a process and customer focus. If people continue to be more concerned about the best interests of their work group instead of the best interests of the process, customer, and overall organisation, even an organisation that has

re-engineered around processes can have only limited success. In the best team-based organisations, both the organisational structure and the people are process focused.

(iii) Role clarity

Role clarity is one of the most crucial factors related to success with teams. As an organisation and its people are transformed from a traditional to a team-based approach, roles change dramatically. When roles and responsibilities of team members and managers are unclear, confusion and discouragement often follow. Some things might be done several times because several people assume it is their responsibility, while other things might never be done because no one sees it as their responsibility.

Clarity begins with making sure that every team member understands the purpose of the team and how that purpose fits in with the overall organisational vision and objectives. But even with clarity of purpose, confusion commonly arises between teams and their immediate managers when they try to move towards the general goal of empowerment or high involvement without specific targets and parameters.

The best team-based organisations determine a “how far/how fast” plan that specifies which responsibilities will be assumed by teams and at what pace. The plan also specifies which team members will take on different categories of responsibilities once held by managers. Managers are also given a set of expectations about their roles, including new responsibilities that will replace the ones they have passed along to teams. Finally, both teams and managers are held accountable for the transfer of responsibilities according to the organisational timetable.

(iv) Continuous learning

An increasing number of progressive organisations are realising that a commitment to continuous learning by the workforce dramatically impacts team success. New roles demand new levels of skills (i.e. technical, business, team, interpersonal, and leadership skills). A commitment to being a “learning organisation” – where continuous learning and skill

development are expected and encouraged – is critical.

Team members who are asked to cross-train in other skills must be given the time and reinforcement to learn and use those skills. Team members who now are spending more time in meetings, making collaborative decisions, and resolving conflicts need to have access to specialised training to develop these skills. Managers who now need to effectively delegate, coach, manage change, and build trust need training to help them explore, practice, and apply these skills. They also need access to “just-in-time” training for topics that are specific to their personal needs.

Trying to drive organisational success with teams through training alone will bring only modest results. Nonetheless, training is an important factor in the overall picture. One thing is clear: organisations with the most successful high-performance teams are organisations committed to continuous learning.

(v) Systems alignment

The fifth factor directly related to team success is systems alignment. Often lagging behind any major organisational change are old systems – ones that were designed to support a very different organisation than the one being created. This is especially true while moving into teams. To assess the status of their systems, organisations might ask themselves a few pertinent questions. Is the performance management system driving team behaviours and objectives or just individual behaviours and objectives? Is the selection system bringing employees and managers into the organisation who will thrive in a team environment? Does the compensation system reward teamwork or just individual accomplishments? Are people promoted and recognised just for technical and business achievements – or must they also display effective team behaviours? Is there a communication strategy that ensures the availability of accurate and timely information throughout the organisation?

Even though systems alignment is often the last thing that organisations address in a team’s implementation, it is nevertheless a hallmark of organisations that have long-term success with teams. When systems are working against you,

team members are paddling upstream and the journey is much more difficult.

6. Strategies for success with teams

Teams have become an integral part of the overall business strategy of leading organisations. However, it is not an easy strategy to implement effectively. The chances of success dramatically increase when business objectives are communicated, solutions are expedited, internal expertise is built, key stakeholders are involved, and integrated solutions are applied.

Together with the organisational effectiveness factors listed above, the following strategies will help organisations to provide a competitive advantage with teams.

(i) Communicating business objectives

Implementing teams is not a social experiment but a strategy to reach business objectives. Yet it is remarkable how many organizations embark on the painful and costly journey to teams without identifying the return that they expect on the investment. While it is known that the primary reasons given for starting team initiatives are to increase quality, increase productivity, and reduce operating costs, many organisations do not quantify or communicate these expectations. Improved employee relations, improved morale, and increased job satisfaction are important objectives when moving to teams, but they should not be communicated as the primary reasons for implementing teams unless they really are the primary reasons. When employees conclude that bottom-line results are not the driving reason for teams, it is difficult to gain necessary focus on team performance objectives.

By effectively communicating a clear and compelling business case for teams, organisations mobilise support for teams from every level in the organisation. Also, roles become clearer when teams build their performance plans around overall organisational goals.

(ii) Implementing solutions quickly

Effective team solutions need to be implemented in a timely manner. In today's rapidly changing environment, there is no time to implement teams at a leisurely pace. With so many organisations using teams as a strategy, waiting will compromise an organisation's ability to attain or maintain a competitive advantage through teams. In addition, the people within the organisation – even those who are excited when the team concept is introduced – will lose their focus and enthusiasm if change is delayed.

Teams should generally be implemented within six months of the announcement of the change. Even though the implementation will be on-going, the actual launch of the new organisational design should take place within this time frame. This takes strong organisational commitment during the design phase, but that commitment will pay off.

When teams have already been implemented and an intervention is announced to increase their effectiveness, that intervention should also be implemented as quickly as possible. With the proper planning, timeliness does not need to be sacrificed for quality.

(iii) Building internal expertise

Companies that effectively implement teams almost always utilise some external consulting expertise. However, long-term success is dependent on whether that expertise is successfully transferred to internal consultants. Consulting firms that implement teams without transferring their experience and technology to internal people build a “consultant-dependent” mentality that ultimately compromises the overall effectiveness of the teams themselves.

The alternative is for the organisation to identify one or more internal “teams consultants” who shadow and learn from external consultants. These internal consultants, using the proven teams technology and know-how learned from external consultants and other sources, become the key internal resource for assessing and planning for success with teams.

(iv) Involving key stakeholders

A simple formula can predict success with teams:

$$\begin{array}{c} S = QC \\ \text{Success of a team's implementation} \\ = \\ \text{Quality of the team design and overall plan} \\ \times \\ \text{Commitment of the workforce to make it work} \end{array}$$

Some of the best team designs and plans fail because of workforce resistance. The people who will be most impacted by the change must be involved in both the design and implementation of teams in order to gain workforce commitment and increase the chances of success. This includes involving union leadership, if applicable, early in the planning process. It also includes involving a wide variety of employees throughout the organisation during the entire process.

(v) Applying integrated solutions

The only proven strategy for implementing teams successfully is one that is both planned and comprehensive. It should directly address the five organisational effectiveness factors – organisational support, process focus, role clarity, continuous learning, and systems alignment. When organisations try to drive teams success through just one avenue, such as process re-engineering or team training, results often fall short of expectations. Success requires a multifaceted approach, despite the necessary investment of time and resources.

Case Study

Reliance Industries Limited

The Reliance Industries Limited is the winner of the 2006 International Team Excellence Award (ITEA) Gold Award. It is a Fortune Global 500 company and is the largest private sector company in India. It is the flagship company of Reliance Group, with businesses in the energy and materials value chain.

Reliance is the world's top polyester producer with manufacturing facilities in India and abroad. Since Reliance is the world's largest polyester producer, the company also generates the largest quantity of polyester waste; therefore, the company also operates the largest international polyester recycling facility, which produces polyester fibrefill used for filling and stuffing applications. Every effort is made to reduce the overall quantity of waste generated in the manufacturing process, but the company's use of recycled materials is an essential step in making it possible for Reliance to serve society by eliminating non-biodegradable polyester waste from the environment and converting it into value-added products. In fact, the company not only recycles its own waste but also purchases waste from external sources.

In order to achieve Reliance's quality and productivity targets, the company must carefully control the materials put into the polyester production process; therefore, the quantity of recycled waste used was trending down, and high-cost oligomer was used instead. The price of oligomer was rising in conjunction with the escalating price of crude oil, exacerbating the need to improve the quality of recycled fibre. Additionally, the poor quality of polyester waste feedstock required higher doses of high-cost toners, raising the conversion cost even more. All of these factors affected profit margins adversely, as well as reducing the company's ability to protect the environment with its recycling efforts. Product quality was slipping because of contaminated feedstock, and customer satisfaction issues were also occurring. The company was growing increasingly concerned about the problem, particularly given its mission statement, which includes the following two aspects:

- To produce polyester staple fibre and fibrefill per market requirements in the most economical way while achieving total customer satisfaction.
- To work constantly to encourage employees to develop professional competency and to accept social responsibility through the company's safety, environmental, productivity, and quality efforts.

Furthermore, Reliance's four foundational values: trust, environmental friendliness, responsible care, and ecological harmony, all supported the team's work to reduce the production cost of polyester fibrefill and maximise the use of recycled polyester waste materials.

A cross-functional team was established at the business-unit level. The team used various fact-and-data-based tools and improvement methods to determine the project's effect on performance, including brainstorming, surveys, statistical process control, and strategy mapping. As part of the selection process, team members were evaluated regarding their capabilities. Specific knowledge on Six Sigma, quality tools, creativity, and leadership were assessed. As the team conducted the improvement project, members were assigned specific responsibilities according to their strengths. Furthermore, analysis of the members' strengths, weaknesses, and opportunities for improvement guide the education, training, and coaching provided. This project had representation from the entire supply chain of the fibrefill business. The team had a perfect blend of members who brought essential traits and skills such as leadership, problem solving, decision making, and team spirit to their work.

The project favourably affected the company's overall business objectives. Raw materials cost dropped by 10 percent, usage of recycled waste increased by 15 percent, chemicals cost dropped by 20 percent, and production cost dropped by 11 percent. Productivity, process capability, and plant yield increased appreciably. Market complaints dropped by more than 70 percent, product quality increased by three percent, and product exports increased by more than 50 percent. Additionally, the project contributed US\$4 million per annum in monetary benefits.

Intangible benefits included increased awareness of stakeholders' needs, increased employee morale, and a positive effect on society. Reliance engaged in a meaningful partnership with an unorganised group of rag pickers, who would collect post-consumer use waste PET bottles for recycling. The project also had a positive effect on the community by increasing earnings of rag pickers and improving the quality of collected bottles, creating a win-win situation for all. In fact, the partnership with the rag pickers resulted in their earnings shooting up 150 percent. Most importantly, the changes improved the local environment by adding value to the littered PET non-biodegradable waste.

This project significantly reduced production costs and helped to achieve the company's business objectives while simultaneously increasing team members' capabilities, satisfying stakeholders, and creating a cleaner environment. At Reliance, the word "TEAMWORK" stands for "Together



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Recommended Readings

Articles can be retrieved from
NLB's e-Resources –
<http://eresources.nlb.gov.sg>

Books are available at the Lee
Kong Chian Reference Library.

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<p>Module 2: Productivity Tools, Techniques & Management Systems (Duration: 3 days)</p> <ul style="list-style-type: none"> • Business Excellence • Productivity Measurement & Analysis • Process management: <ul style="list-style-type: none"> ▪ Cost of Quality ▪ Lean Six Sigma ▪ Process Mapping & Analysis • Integrated Management Systems 	<p>Module 2: Productivity Tools, Techniques & Management Systems (Duration: 3 days)</p> <ul style="list-style-type: none"> • Delivering Service Excellence • Productivity Measurement & Analysis • Process management: <ul style="list-style-type: none"> ▪ Cost of Quality ▪ Lean Six Sigma ▪ Process Mapping & Analysis
<p>Module 3: Innovation & Service Excellence (Duration: 3 days)</p> <ul style="list-style-type: none"> • Knowledge Economy & Innovation • Service Excellence • Team Excellence 	<p>Module 3: Innovation & Service Excellence (Duration: 3 days)</p> <ul style="list-style-type: none"> • Introduction to Service Excellence & Sales Productivity • Store Management & the Roles of a Store Manager • Minimising Operational Constraints & Focusing on Sales • Setting Goals & Analysing Statistics • Coaching & Motivating Sales Staff • Service Behaviours that Encourage Business
<p>Module 4: Critical Success Factors (Duration: 1 day)</p> <ul style="list-style-type: none"> • Management Commitment • Managing & Sustaining Change • Overcoming Resistance to Change • Training and Education • Planning for Implementation and Control of Productivity Improvement Programme • Briefing on project assignment & Role of Productivity Practitioner 	

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Funding & Payment

The course is supported by the Singapore Workforce Development Agency (WDA). Funding is available at 70% and 50% of the course fees respectively for SMEs and MNCs/LLEs/Statutory Boards. Please find the prices payable in the net fee table below:

For All Entities:	Nett Fee:	Nett Fee (with GST):
All Entities (\$3950)	\$1,185	\$1,267.95

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CPP (Generic)

May 2014		
Date	Module	Time
Wednesday, 7 May 2014	Module 1	9-5 pm
Friday, 9 May 2014	Module 1 & 2	9-5 pm
Wednesday, 14 May 2014	Module 2	9-5 pm
Friday, 16 May 2014		9-5 pm
Monday, 19 May 2014	Module 2 & 3	9-5 pm
Wednesday, 21 May 2014	Module 3	9-5 pm
Monday, 26 May 2014		9-5 pm
Wednesday, 28 May 2014	Module 4	9-5 pm

CPP (Retail)

May 2014		
Date	Module	Time
Wednesday, 7 May 2014	Module 1	9-5 pm
Friday, 9 May 2014	Module 1 & 2	9-5 pm
Wednesday, 14 May 2014	Module 2	9-5 pm
Friday, 16 May 2014		9-5 pm
Tuesday, 20 May 2014	Module 3	9-5 pm
Thursday, 22 May 2014		9-5 pm
Tuesday, 27 May 2014		9-5 pm
Wednesday, 28 May 2014	Module 4	9-5 pm

CPP (Food)

May 2014		
Date	Module	Time
Wednesday, 7 May 2014	Module 1	9-5 pm
Friday, 9 May 2014	Module 1 & 2	9-5 pm
Wednesday, 14 May 2014	Module 2	9-5 pm
Thursday, 15 May 2014		9-5 pm
Tuesday, 20 May 2014	Module 3	9-5 pm
Friday, 23 May 2014		9-5 pm
Tuesday, 27 May 2014		9-5 pm
Wednesday, 28 May 2014	Module 4	9-5 pm

Core Faculty Members

MR. LAM CHUN SEE

B. ENG IN INDUSTRIAL & SYSTEMS ENGINEERING (UNIVERSITY OF SINGAPORE)

Chun see manages his own consultancy practice, Hoshin Consulting and is also an associate consultant/trainer to the PSB Corporation and Singapore Productivity Association. Prior to running his own practice, he has had years of experience as an industrial engineer with Philips, and trainer and consultant with the then National Productivity Board, APG Consulting and Teian Consulting. He was conferred the Triple-A Award in 1989 for helping to transfer Japanese know-how, particularly in the area of 5S, into local programmes and packages. Throughout his years of consultancy experience, Chun See has assisted many businesses in analyzing their productivity and quality objectives and performance; primarily through the application of the PDCA technique and basic QC tools.

MR. LEE KOK SEONG

M.SC. IN CHEMICAL ENGINEERING (IMPERIAL COLLEGE, LONDON UNIVERSITY), B.SC. IN CHEMICAL ENGINEERING (NATIONAL TAIWAN UNIVERSITY)

Kok Seong has accumulated vast experience in the areas of productivity training and management consultancy throughout his 30 years of experience with the Standards, Productivity and Innovation Board (SPRING). He has provided consultancy assistance and training for numerous organisations both within and outside of Singapore in the areas of Productivity Management, Operation and Production Management, total Quality Management, Total Productive Maintenance, Shopfloor Management, Occupational Safety Management, Industrial Engineering Applications and Supervisory Management. He has also been greatly involved in the pinnacle Singapore Quality Award (SQA) initiative since its inception in 1993. His track records include the assessments and site visits of award recipients like Micron Semiconductor (formerly Texas Instruments), Motorola, Baxter Healthcare, Philips Tuner Factory and Teck Wah Industrial Corporation Ltd. Mr. Lee is currently a certified SQA Senior Assessor, as well as a resource person for Basic and

Advanced Training Courses for Productivity Practitioners, a position he has taken on since 2007.

MR. LOW CHOO TUCK

M.SC. IN INDUSTRIAL ADMINISTRATION (UNIVERSITY OF ASTON, UK); B.SC. IN PHYSICS (NUS); DIP IN QUALITY CONTROL INSTRUCTORS (INTERNATIONAL QUALITY CENTRE, NETHERLANDS); CERTIFICATE IN PRODUCTIVITY DEVELOPMENT (JAPAN PRODUCTIVITY CENTRE); CERTIFICATE IN ADVANCED MANAGEMENT DEVELOPMENT (INSEASD)

Choo Tuck currently provides training and advisory services in productivity and quality management to businesses and government in the Asean region and Middle East. He was previously the Executive Director of the Restaurant Association of Singapore as well as the Singapore Productivity Association, and was also the Director for Strategic Planning in SPRING Singapore. During his many years of service with SPRING Singapore, he gained wide experience in productivity training, management consultancy and productivity promotion, and has helped more than a 100 businesses in improving productivity, quality control and business excellence, including organisations such as Cycle & Carriage, Motorola, PUB and DBS. On top of that, he has also served as an Asian Productivity Organisation (APO) expert on Productivity for several APO member countries, and was part of a team of experts engaged by the Singapore cooperation Enterprise to provide productivity expertise to the Government of Bahrain in 2007 and 2008.

MR. QUEK AIK TENG

B.ENG (HON.) IN MECHANICAL ENGINEERING (UNIVERSITY OF SHEFFIELD); DIP. IN BUSINESS EFFICIENCY (INDUSTRIAL ENGINEERING_ (PSB-ACADEMY); CERTIFIED MANAGEMENT CONSULTANT (CMC); PRACTISING MANAGEMENT CONSULTANT (PMC); MEMBER, INSTITUTE OF MANAGEMENT CONSULTANTS (IMC) SINGAPORE

Aik Teng currently manages his own consultancy, AT Consulting Services. One of his most recent projects includes being the LEAD Project Manager for the Singapore Logistics Association. Prior to running his own consultancy, he has been with SPRING Singapore for 20 years, and was the Head of the Organisation Excellence Department from 2004-05. He was also

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SQA Lead Assessor and Team Leader up till 2008 and has been involved in the SQA initiative since its inception in 1993. tasked to start up the consultancy unit within the then Productivity & Standards Board (PSB) to provide training and consultancy services to organisations, his consulting team assisted close to 30 organisations during that period. He was also involved in a project coordinated by the Singapore Cooperation Enterprise (SCE) to assist the Bahrain Labour Fund in their Labour Reform strategy, which included helping the Bahrain government to initiate a Productivity Movement as well as develop the productivity of the local enterprises. In addition, he was appointed as Project Manager to assist the Government of Botswana to implement a national Productivity Movement, from 1994 to 2003. Botswana is currently held as a model of Productivity in the Pan-Africa region.

MR. WONG KAI HONG

MBA IN STRATEGIC MARKETING (HULL), BSC (NUS)

Kai Hong is a business consultant, management trainer and company director. He has spent almost 2 decades in the consumer products industry, having worked with retailers like Isetan, Metro, Royal Sporting House, The Athlete's Foot and Sunglass Hut; brands like Reebok and Doc Martens; and technology group Wearnes Technology. He has been involved with various functions including operations, business development, project management, human resource, training, marketing, logistics, budgeting and general management. He has developed businesses in Singapore and many Asian cities such as Seoul and Beijing.

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