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## Building a change ready organisation

### 1. Introduction

Today, dealing, managing and coping with change are increasingly critical for organisations. This is a reflection of myriad factors, most predominantly the increasing uncertainty and complexity that has resulted from economic instability, legislative and regulatory changes, the shortages of critical skills in key markets, demographic shifts and increasing expectations among customers. With the current fast-changing and increasingly global business environment, organisations are constantly faced with the need to reinvent themselves or to undergo transformations to remain relevant and competitive. For an organisation to implement change successfully, it must be change-ready, where people and structure of the organisation are prepared for and capable of change.

### 2. Making organisations change ready

With the increasingly dynamic environments, organisations are continually confronted with the need to implement changes in strategy, structure, process and culture. Many organisations are aggressively seeking ways to remain competitive – from reductions in force to radical restructuring. However, enabling change is an often difficult process simply because “organisations are human systems”. Although when what is being changed is technology, processes or structures, the success of the transformation will ultimately depend on the people who will implement these changes. Hence, organisations often face a significant stumbling block as they do not know how to prepare their employees to handle these change initiatives. The inability to adapt to change puts productivity and engagement at serious risk. The lack of planning and preparedness causes change management strategies to fail and undermines the organisation’s ability to achieve the goals the change initiative was designed to produce.

Organisations that cannot adapt to change risk fail to achieve business objectives due to decreased levels of productivity, poor engagement and increased attrition. By adopting an effective change management system that turns the business into “a change-ready powerhouse”, companies can get the most out of their new initiatives

and enhance their ability to compete in today's dynamic marketplace.

### 3. Organisation readiness

Many factors contribute to the effectiveness with which such organisational changes are implemented. One such factor is readiness for change. Readiness is reflected in the organisational members' beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organisation's capacity to successfully make those changes. It is the cognitive precursor to the behaviours of either resistance to, or support for, a change effort.

There are seven aspects of change readiness: perception toward change efforts; vision for change; mutual trust and respect; change initiatives; management support; acceptance; and how the organisation manages the change process. At its core, "change readiness involves a transformation of individual cognitions across a set of employees". It is the people who are the real source of, and the vehicle for, change because they are the ones who will either embrace or resist change. Hence, it is critical to assess individual's readiness perception prior to any change attempt.

#### 3.1. Perception toward change efforts

One important aspect of change readiness is the employees' perception toward change efforts that take place within the organisation, and is also an important factor in understanding sources of resistance to large-scale change. These perceptions can "facilitate or undermine the effectiveness of a change intervention". Employees as the target of change are central to the success of the change efforts because their attitudes, skills, motivations and basic knowledge form a significant component of the organisational environment in which change is to be attempted.

Perception influences employees' attitudes and behaviour intention in facing the impending change. Past experiences, on the other hand, influence perception process in interpreting information that pass through individual cognitive process. Employees' perceptions toward the success of previous change efforts also influence change readiness. Information related to change will be associated with the individual's past

experiences by giving particular attributes towards the initiated change. Individuals have pre-conceived notions about the extent to which the organisation is ready for change.

These perceptions are likely to evolve over time as individuals develop a history within the organisation. Employee's attitudes toward a pending change can impact morale, productivity and turnover intentions. In addition, employees' perception towards company's flexibility in facing change are also crucial. Employees' perceptions of the organisation's ability to accommodate changing situations by altering policies and procedures were strongly related to perceived readiness for change. Employee's perceptions of the degree to which their organisation has the flexibility to achieve change, and the extent to which they can actively and genuinely participate in the process, are important factors in achieving successful change.

### 3.2. Vision for change

A vision "states and clarifies the direction in which an organisation needs to move". Without a sensible vision, a transformation effort can easily dissolve into a list of confusion and incompatible project and can take the organisation in the wrong direction or nowhere at all. Thus, employees' understanding and comprehension toward company's vision and the vision for change is very important.

People within an organisation have to have the same aspiration toward the imminent change. Often, many change efforts fail because executives and employees see change differently. For example, for many leaders, change means opportunity – both for the business and for themselves. But for many employees, change is seen as disruptive and intrusive. Through active, ongoing and meaningful involvement in the change process people can be helped to see the connections between their personal work and attitudes and overall organisational performance. Employees can be encouraged to embrace personal responsibility for achieving change.

### 3.3. Mutual trust and respect

Individual and organisational readiness and capacity for change needs to be based on a sound foundation of mutual trust and respect. It is important that a sufficient amount of trust is established to allow staff members to openly express dissenting views and make compromises in a democratic manner. For change efforts to be successful, employees must trust not only the management, but also their co-workers. Additionally, mutual respect and trust are the important foundations for an effective work team.

### 3.4. Change initiatives

Organisations are continually confronted with the need to implement changes in strategy, structure, process, and culture as the world has grown increasingly complex, resulting from the greater interdependence among world economies. Without undertaking change, organisations will lose their ability to compete. Without introducing adequate change in a timely and ethical manner, organisations will face difficult times and significantly reduce their chances of long-term survival.

Most successful change efforts begins when some individuals or groups start to look at the organisation's competitive situation, market position, technological trends, and financial performance. They then try to communicate their findings, especially those that are related to crisis, potential crisis, or great opportunity that may arise. This first step is essential because getting a transformation started requires the cooperation of many individuals.

All members of the organisation should "have the privilege to propose or initiate necessary changes". However, finally it is the responsibility of the organisation's leader to decide or initiate the necessary changes. Organisation leaders become leaders because of their planning skills and their abilities to envisage and communicate a better future. But, people in the organisation must be given the opportunity to be involved in all aspects of the change project and they must be given the opportunity to provide feedback. It is people who make up organisations and it is they who are the real source of, and vehicle for, change. They are the ones who will either embrace or resist change.

### 3.5. Management support

Management support for change efforts is an important factor in creating change readiness. "The degree to which organisational policies and practices are supportive of change may also be important in understanding how an employee perceives the organisation's readiness for change". This may include flexible policies and procedures, and logistics and systems support, such as quality equipment, and monetary resources.

Supports for change should be reflected in an effective change leadership. An effective leadership involves monitoring change, making the necessary mid-course corrections, and knowing when to initiate a new vision. Leading and managing strategic change requires that leaders have the capacity to learn from and adapt to change. Organisation learning is fostered in an environment of openness and mutual trust that allows people to embrace change and experiment without feeling threatened.

Management support can be reflected from how change is accommodated by management through realignment of performance evaluation and employee compensation with a change initiative programme. Change demands sacrifices from employees. During change process, employees will feel uncomfortable with the new surroundings. Hence, sacrifice, participation and commitment from members of organisations have to be rewarded through performance evaluation and compensation.

Management action toward any obstacle in dealing with change process reflects the extent of management support. Confidence that management has taken optimal steps to face any obstacle reflects the change readiness level.

Leaders need to ensure that each organisational level learns how to respond to and manage change in ways that take into account their roles and the amount of control they exert over the process:

- Senior leaders need to initiate, guide and champion change, ensuring engagement among the rest of the organisation by keeping employees informed about the change process, following through on

actions and modelling appropriate responses to change.

- Middle managers must facilitate change and help their employees understand the reasons for the change and adapt to it.
- Employees who have no control over the change decision, may need help creating strategies to overcome natural resistance to change through assessments, workshops and team meetings. Employees also need to understand the reasons for the change, their role, and ways to contribute to the process.

### 3.6. Acceptance

Change should be able to improve the organisation's overall performance. However, for many employees, change can create feelings of uneasiness and tension, and as the change begins to take shape, organisational members may feel a sense of uncertainty and confusion. As organisational change typically impacts how work is accomplished, an employee's reaction to the specific type of pending change may also be important.

Employees are willing to accept change if they are convinced that the change is beneficial for them. However, many employees do not realise the benefit and advantage of change. They are only concerned about the immediate result. On the other hand, the benefit of most change can be enjoyed over a period of time. Developing an understanding of the nature of and reasons for change in the early stages can provide a sound base for subsequent changes and a greater willingness to take risks and extend beyond current boundaries.

### 3.7. Managing the change process

Change would be hindered if there is conflicting programmes in organisation's environment. Through programme re-alignment, all programmes and initiatives within an organisation have to be aligned with the ongoing change programme. Conviction that leaders within the organisation are able to manage a changing organisation is a "crucial foundation for growing employees'

confidence toward a successful change programme".

Confidence that organisation is able to deal with a challenging change is the reflection of change readiness. Sources of potential obstacle during change process have to be identified and anticipated. Five fundamental sources that have been identified are: direct costs of change; cannibalisation costs – "change that brings success to a product but at the same time brings losses to others, so it requires some sort of sacrifice"; cross subsidy comforts, "as the need for a change is compensated through the high rents obtained without change with another different factor, so that there is no real motivation for change"; past failures, which "leave a pessimistic image for future changes"; and different interests among employees and management, or lack of motivation of employees who value change results less than managers value them.

## 4. Strategy for effective change

Putting in place a successful change management strategy is not an easy undertaking. It requires putting in place an integrated planning process, including steps to take before, during and after the change. While what you do to prepare beforehand is critical, the actions taken while implementing the change and afterwards are also very important.

Below is a multi-step process that organisations can undertake to put them on a path to realising the benefits that change initiatives can achieve.

### Before

#### (i) Understand previous change initiatives

To create an effective plan, you need to know what happened during earlier change initiatives. That means working with leaders and employees to learn what worked, what did not and what gaps need to be filled.

(ii) Involve top leadership

For best success, it is imperative that senior leaders, including the CEO, are clearly behind the effort. Indeed, leaders need to drive change throughout the organisation. To that end, human resources (HR) practitioners have to demonstrate to executives that change management is not a “nice-to-have,” but a necessity to ensure that the talent management strategy is aligned with the business strategy.

(iii) Identify people who might be potential stumbling blocks or champions

Part of that process can involve using an assessment to help individuals understand their strengths and weaknesses. Get employees to share the findings with their managers, who can help build an awareness of how they react during times of change. The manager can also use the results to create a team profile and discuss how individual behaviours might affect the group dynamics. In the process, they can also refer to the assessment to create a common language for discussing how to deal with change.

(iv) Map out a change process

Most important is pinpointing the key areas in which employees are likely to be affected – anything from a new performance management system to a re-organisation of teams – and then putting in place appropriate initiatives to help them adapt to the changes. The organisation may also consider restructuring the reward system to reinforce certain behaviours.

(v) Construct an effective communication system

It is important for organisations to communicate their vision and plan convincingly throughout the organisation. That means building it into everything they do, from their performance management system to regular intranet postings.

## During and after

- (vi) Provide adequate support and development for line managers to lead employees through the change

It may take the form of group or one-on-one interactions, depending on the circumstances. In some cases, it is helpful to bring managers together, because the process of dealing with change can be an isolating experience. At the same time, managers should hold individual meetings with each team member.

- (vii) Provide coaching for managers who still require help

Provide adequate support and development to managers to help drive change through the organisation. If they are unable to effectively communicate the vision and strategy and engage the team through the process, the change initiative will not succeed. Managers need to provide role clarity and ensure employees are aligned with the new strategy in order to meet performance objectives and achieve goals.

- (viii) Measure success

Define success at the outset and the metrics to be used to assess whether the goals and objectives have been achieved. For example, in some cases, the organisation may need to measure a manager's ability to have an effective conversation with an employee about change. Under those circumstances, it might be appropriate to ask his or her direct reports to do a 360° evaluation of their interactions. On the other hand, if success is defined as how the organisation as a whole manages change, then get employees to fill out opinion surveys before and after the change initiative.

An effective change management process cannot be an afterthought. Indeed, it requires a comprehensive effort involving all levels of the organisation, driven by top management. But organisations have no choice. Change is a constant. In order to succeed and thrive in today's rapid-paced and tumultuous market, organisations need an agile workforce that can effectively respond to, adapt to and perform under these conditions. Develop a plan



with measurable goals. Identify and develop effective change management behaviours within the workforce. Carefully implement a process that includes leadership support, development, effective communication and success measures. By following these steps, the organisation's workforce will have the agility needed to meet the high demands of the change initiative, performing at the levels it need to ensure the company remains competitive and achieves its strategic goals.

## Case Study

### PepsiCo International

In response to the global business environment and changes in the talent and consumer markets, PepsiCo International (PI) was created in 2003. The company's key goal in managing change was "to identify and enable synergies and leverage capabilities for competitive advantage". It worked with TMC to manage change and build a globally inclusive organisation. The project includes four business units spanning a vast tapestry of local, regional, and global brands in the snack, foods, and beverage markets.

Formal organisational surveys in 2004 indicated a shared value system for Diversity and Inclusion on a global managerial level. However, on a day-to-day basis, individual managers were clearly not demonstrating support of these values. This "all too familiar gap between beliefs and behaviour needed to be closed if the organisation was to accomplish its mission".

#### Project scope

A cultural transformation project on a massive scale, the PepsiCo International Inclusion Project set out to leverage the "power of one" involving the entire global organisation: 90,000 employees at all levels (from the CEO to hourly employees), in approximately 180 countries, 24 time zones, and over 40 primary languages. It is PepsiCo's goal that every employee treats others with respect and fairness, demonstrating sensitivity to differences and appreciation for diverse perspectives and opinions. At more senior levels, it is expected that managers and executives foster an inclusive work environment and one which helps people build a healthy balance between work and personal life.

#### Kotter's Change Model

Due to the significant complexity of the effort, TMC adapted John Kotter's 8-Step Change Model to create a strategy for building a globally inclusive and unifying organisational culture. The ultimate goal: enable business growth objectives, particularly market expansion, innovation, collaborative excellence and talent development.

The eight stages were simplified into a four-phase Culture Change Roadmap which has guided the journey since 2004 including: local ownership and relevance, awareness, capability, and sustainment. Rather than pursuing a

traditional, uniform, linear progression, the change process accommodated groups and locations at different stages and different cultures and local and regional leadership styles and communication.

In the first phase of the project, Local Ownership and Relevance, TMC conducted 'Chartering the Journey' workshops with regional, business unit senior leadership to create sponsorship buy-in and leadership teams to guide the change process.

In Phase II, individual awareness and acceptance of cognitive and emotional requirements for change were addressed in two 3-hour sessions.

For Phase III-Capability, TMC designed and delivered an Inclusive Leadership workshop to develop skills that enable leaders at every level to build, advance and sustain an inclusive sphere of influence.

In the Sustainment Phase, Phase IV, TMC developed a variety of tools to help leaders further their practice and enhance their skills.

In parallel, TMC created and delivered a Diversity & Inclusion Practitioner Certification programme (referred henceforth as Diversity & Inclusion) to develop an internal cadre of PepsiCo International key business unit leaders who were then able to cascade the program to lower levels of the organisation and drive the change process.

Internal business leaders representing each of the business units and geographic areas were certified to coach individual leaders, informally track organisational dynamics, assess current and desired state of organisational culture, identify specific opportunities and applications, and facilitate workout sessions and workshops.

### Preliminary results

While the process continues, initial results are very promising:

- Awareness and understanding of Diversity and Inclusion programme has grown with the biggest gains in perceived ownership by senior leaders. Every regional senior leader has completed TMC's "Chartering the D&I Journey" module.
- Diversity and Inclusion programme is a part of the future leader development programme. Employees are measured on how well they achieved Diversity and Inclusion objectives, affecting their merit increase and bonus payout.

- Research shows employees have experienced growth in six key competencies related to inclusiveness. This can be attributed to behaviour changes by key managers and an emphasis on Diversity and Inclusion throughout the organisation.
- Representation of women at the executive levels has increased.
- Informal studies identify small operational successes in global, cross-functional teams, selection processes and innovation initiatives, etc.
- The worldwide organisation has benefited from the use of shared vocabulary and reference points conveyed by the training components. Employees are increasingly more aware of biases/prejudices and how to deal with them in the business environment.

### Lessons learned

A task force of 25 business leaders representing PepsiCo regions and business units and outside consultants shared lessons learned, including:

- Managing change takes time and patience
- Being inclusive involves addressing emotions and may create discomfort at the beginning
- The more you raise awareness, the more you raise expectations
- Nothing will change without commitment from leaders and modelling inclusive behaviours
- Engaging and empowering organisations and operations at the local level to define the local relevance of inclusion is critical
- The desired change is “holographic;” for example, on a deep personal level, the individual needs to represent comprehensively the very transformation sought by the entire organisation.
- Driving global cultural change has to take into account the specific cultural and management biases of an organisation. A key success factor is the ability to adequately “decode,” acknowledges and satisfactorily



addresses the cultural bias and context associated with Diversity and Inclusion.

- Continued focus needs to be on tools, skills, and actions; however, the degree to which people are credibly and authentically implementing them is not easy to monitor. It takes personal commitment by individual leaders and informal influencers to keep inclusion a fresh and compelling focus of the organisation. Regionally created Diversity & Inclusion Councils are fundamental to maintain and further the agenda of building the inclusive culture.
- Investing and building an internal capability first is key to a global effort. In selecting a practitioner pool/team, it is critical to select leaders from within the various lines of business, not support functions. An informal global knowledge network, through which experiences, lessons learned, and good practices can cross-pollinate the organisation, is also key.



## 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.

Bevington, T., Samson, D. (2012). *Implementing strategic change: Managing processes and interfaces to develop a highly productive organization*. London: Kogan Page.  
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<http://www.right.com/thought-leadership/e-newsletter/responding-to-change-with-agility-the-leaders-role.pdf>

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[http://www.ib-ts.org/spring2008/A\\_B\\_Susanto.pdf](http://www.ib-ts.org/spring2008/A_B_Susanto.pdf)

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The Singapore Productivity Association (SPA) was set up in 1973 as an affiliated body of the then National Productivity Board, now SPRING Singapore. Its objective is to promote the active involvement of organisations and individuals in the Productivity.

<b>CPP Course Syllabus</b>	
<b>CPP</b>	<b>CPP (Retail)</b>
<b>Module 1: Understanding Productivity</b> <b>(Duration: 1 day)</b> <ul style="list-style-type: none"> <li>• Introduction to Productivity and Quality Concepts</li> <li>• Factors Affecting Enterprise Productivity</li> <li>• Productivity Movement in Singapore</li> <li>• Productivity Promotion in Businesses</li> <li>• Productivity Challenges</li> </ul>	
<b>Module 2: Productivity Tools, Techniques &amp;</b> <b>Management Systems</b> <b>(Duration: 3 days)</b> <ul style="list-style-type: none"> <li>• Business Excellence</li> <li>• Productivity Measurement &amp; Analysis</li> <li>• Process management: <ul style="list-style-type: none"> <li>▪ Cost of Quality</li> <li>▪ Lean Six Sigma</li> <li>▪ Process Mapping &amp; Analysis</li> </ul> </li> <li>• Integrated Management Systems</li> </ul>	
<b>Module 3: Innovation &amp; Service Excellence</b> <b>(Duration: 3 days)</b> <ul style="list-style-type: none"> <li>• Knowledge Economy &amp; Innovation</li> <li>• Service Excellence</li> <li>• Team Excellence</li> </ul>	
<b>Module 4: Critical Success Factors</b> <b>(Duration: 1 day)</b> <ul style="list-style-type: none"> <li>• Management Commitment</li> <li>• Managing &amp; Sustaining Change</li> <li>• Overcoming Resistance to Change</li> <li>• Training and Education</li> <li>• Planning for Implementation and Control of Productivity Improvement Programme</li> <li>• Briefing on project assignment &amp; Role of Productivity Practitioner</li> </ul>	

As part of the CPP curriculum, participants are required to start a productivity improvement project upon completion of the in-class component. Project guidance will be provided by a professional consultant assigned for this purpose and is for a total of 2 man-days.

## **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

Here are the schedules for CPP:

### **Retail & Food:**

September 2013		
Date	Module	Time
Monday, 2 September 2013	Module 1	9-5 pm
Wednesday, 4 September 2013	Module 1 & 2	9-5 pm
Monday, 9 September 2013	Module 2	9-5 pm
Wednesday, 11 September 2013		9-5 pm
Monday, 16 September 2013	Module 3	9-5 pm
Wednesday, 18 September 2013		9-5 pm
Monday, 23 September 2013		9-5 pm
Wednesday, 25 September 2013	Module 4	9-5 pm

November 2013		
Date	Module	Time
Tuesday, 5 November 2013	Module 1	9-5 pm
Thursday, 7 November 2013	Module 1 & 2	9-5 pm
Tuesday, 12 November 2013	Module 2	9-5 pm
Thursday, 14 November 2013		9-5 pm
Tuesday, 19 November 2013	Module 3	9-5 pm
Thursday, 21 November 2013		9-5 pm
Tuesday, 26 November 2013		9-5 pm
Thursday, 28 November 2013	Module 4	9-5 pm

**Generic:**

October 2013		
Date	Module	Time
Tuesday, 1 October 2013	Module 1	9-5 pm
Thursday, 3 October 2013	Module 1 & 2	9-5 pm
Tuesday, 8 October 2013	Module 2	9-5 pm
Thursday, 10 October 2013		9-5 pm
Wednesday, 16 October 2013	Module 2 & 3	9-5 pm
Friday, 18 October 2013	Module 3	9-5 pm
Monday, 21 October 2013		9-5 pm
Wednesday, 23 October 2013	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 All rights reserved. National Library Board Singapore, 2013.

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 (PMIC); 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 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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