

Contents

1. Introduction
2. Whys is Productivity Important?
3. What is a Productive Mindset?
4. Why a Productive Mindset is Important?
5. How to Inculcate a Productive Mindset
6. Elements of a Productive Mindset

Case study

- *Goodtime Food*

Recommended Readings

References

Upcoming Programmes

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Productivity: Change of an Individual Mindset

1. Introduction

The success of any organisation depends heavily on the motivation and mindset of its employees. Human resources are essential to the prosperity, productivity and performance of any organisation. Motivation and the right mindset is the key to creating an environment where optimal performance is possible.

2. Why is Productivity Important?

Productivity is the main determinant of living standards – it quantifies how an economy uses the resources it has available, by relating the quantity of inputs to outputs.

Business productivity is the ability of an organisation to utilise its available resources in order to produce profitable goods or services as desired by customers or clients. It is the productivity that measures the performance of an organisation, and it can also be used by organisations themselves in order to assess their own progress.

The importance of productivity in business can be summarised as follows:

- Productiveness increases the overall efficiency of an organisation. When the efficiency of the organisation increases, the production capacity of the organisation is utilised to the optimum level. Thus, all resources are used in an effective and efficient manner to get the best possible results. As is often indicated by business, the more products you make, the lower your overhead, and the higher your profits.
- Enhanced production lowers the cost per unit of a product which in turn, results in lower prices for better quality. This enhances a business' competitiveness in the market. In the current "turbulent world", every organisation faces stiff competition from their counterparts. Hence, lower prices as a result of enhanced production give an edge to businesses to sell products at more competitive prices. If the rates are competitive, the

business is in a better position to attract more customers and make more sales. This is the primary motive of any business organisation.

- Increased production due to efficient utilisation of organisational resources leads to a lower cost production resulting in better sales and profits. If the profits of an organisation shoot up, it increases the confidence of investors in the organisation. Moreover, the share value of the company increases. Due to this, the reputation and goodwill of the organisation increases.
- Similarly, the business can share a portion of its profits as a result of enhanced production with its employees. This boosts the morale of the employees as they get to enjoy a part of the profits and the satisfaction of a job well done. As a result, their working efficiency tends to increase which in turn, further increases production. Thus, this snowballs business success that starts with increased productivity.

Productivity is much more important than revenues and profits of the organisation because profits only reflect the end result whereas productivity reflects the increased efficiency as well as effectiveness of business policies and processes. Moreover, it enables a business to find out its strengths and weaknesses. It also lets the business easily identify threats as well as opportunities that prevail in the market as a result of competition and changes in business environment.

An organisation can increase its own business productivity by making suitable changes in its business process and policies in order to improve the weak areas and capitalise on strengths for betterment. Similarly, an organisation can formulate strategies to turn threats in to opportunities. This results in increased profitability and stability which is vital for the continued success of any business organisation.

3. What is a Productive Mindset?

A productive mindset is one that makes the best use of resources, which include time, energy and efforts. Optimal productivity is the direct result of the state of action coordinating and complementing the state of mind – the intention behind our action, such as focussing on a goal.

4. Why a Productive Mindset is Important?

Maintaining an upbeat or productive mindset may not be easy. In fact, it is one of the toughest challenges faced by employees as they lack training and discipline to change their bad thinking habits. Employees who have not learned how to develop their mindset skills unknowingly waste valuable time and energy. Hence, inculcating a productive mindset helps to harness individual's passion, hone their skills and build them into a cohesive competitive team.

5. How to Inculcate a Productive Mindset?

While employee productivity is a major concern for employers, lower productivity cannot be blamed entirely on the employees. Often, it has to do with the environment at the work place, and the work conditions along with a series of factors that define the work culture. Organisations have to implement wide spread changes in their setup to inculcate a productive mindset and improve the productivity of their workforce.

The following productivity drivers give an overview of the types of changes you can make to get the employees more productive.

(i) Building better leadership and management

Effective leadership is about having a clear vision of where your business is heading. It is about identifying new opportunities and inspiring employees to pursue those opportunities. Leadership is required from both individuals and teams.

Building leadership and management includes:

- Encouraging leadership at every level of the organisation
- Leading by example and creating a positive and productive work environment
- Making sure your staff have the skills and resources to improve their learning and go on learning
- Investing in management development and training

- Supporting innovative thinking and making use of new ideas

(ii) **Creating positive and productive workplace cultures**

Positive relationships between employees, teams, and managers are a feature of productive workplaces. A positive work environment motivates individuals and helps them commit to the organisation. They will also feel encouraged to go the extra mile.

It is also important to value individuals' insights and experiences. Their ideas can help the workplace to do things smarter and better. That means the organisation will become more innovative and productive over time.

Creating productive workplace cultures includes:

- Treating individuals at all levels of the business well
- All employees sharing the same goals and values
- All employees having the chance to suggest how they could improve their role in the organisation
- Rewarding participation and good ideas
- Gathering feedback on staff attitudes and ideas for improvement

There are many ways to build a productive culture at work. Firstly, identify any deficiencies that are causing negative attitudes. These could include issues like favouritism, lack of recognition or different sets of standards for different employees.

Managers who get the best from their teams inspire a positive workplace culture. Some of the positive influences include:

- Fair and equal treatment of all employees
- Achievements recognised and rewarded
- Regular feedback

- Setting clear goals
- Equal opportunities for all employees

Also, create a system to help employees deal with office disputes. Surveys have revealed that some employees feel their productivity suffers from working with low producers. Employees who are not doing their job can not only decrease productivity in general, but also be bad for morale. Give employees an option for reporting problem co-workers, and take action when necessary. This will decrease the frustration for hardworking staff members, and raise overall efficiency.

(iii) Encouraging innovation and the use of technology

Innovation is a key part of raising workplace productivity. Productive workplaces are innovative in the way they use technology, and plan and organise themselves. They generally employ more highly-skilled and highly-paid workers and through innovation, they increase their market share.

Encouraging innovation and the use of technology includes:

- Working out what new technologies could be useful to your organisation
- Regularly investing in research and development
- Consulting employees and giving them training when new technology is introduced
- Being open to innovation and doing things differently
- Giving individuals opportunities to suggest new ideas or processes

(iv) Investing in people and skills

The more skills individuals possess, the more innovative they can be. They will also be more capable with new technology. Skilled workers can also work more quickly with fewer mistakes. They generally require less supervision, accept more responsibility and are better communicators.

Training leads to higher skills and wages and lower staff turnover.

Investing in people and skills includes:

- Giving employees the training they need to be effective
- Providing all employees with opportunities for formal learning (e.g. industry qualifications, job specific training)
- Structuring the workplace so that experienced employees can give support/coaching to less experienced employee
- Auditing the skill level of your employees, and making sure there are high levels of literacy, numeracy and computer skills
- Providing staff with personal career development discussions or plans

Training Programmes

Offer adequate training programmes to new and long-term employees. Productivity can be negatively impacted by employees' uncertainties on prioritising job duties, using software or implementation of new procedures. Develop a training program for new hires with specific milestones. Check in frequently during the training period to ensure new employees are learning essential skills. Schedule regular refresher courses for all employees, and use training when implementing new procedures or software.

Learning Opportunities

Learning opportunities does not necessarily mean spending thousands of dollars on seminars and training classes. While these options are beneficial, you can increase productivity by showing your employees shortcuts with your computer programs, provide new methods of research, and explain different types of organisational skills that employees may not know. Refresher courses can also be conducted from time to time.

Open Communication

Communication is the key to any relationship. Whether you are instructing the employees on their

daily tasks or implementing a new policy, communication is the key to making things happen.

Create a work environment conducive to productivity by fostering open communication. Allow employees to offer suggestions for streamlining procedures and updating office policy. This helps employees to feel invested in the success of the company. Offer rewards for suggestions that increase efficiency and save the business money. Allow employees the opportunity for flexible scheduling of their work hours so they have better options for handling personal matters outside of business hours.

(v) Organising work

Productive workplaces have structures and processes that enable them to adapt and grow as products, technology and markets change. A well-organised workplace is able to get the best out of its staff and technology.

Organising work includes:

- Making sure that all employees understand their role in helping the workplace achieve its goals
- Recognising and rewarding people whose efforts support the organisation's goals
- Regularly analysing work processes and work flows
- Encouraging individuals to make suggestions about how the workplace can be better organised
- Regularly sharing information across teams, processes and networks

(vi) Networking and collaborating

The workplace productivity can be improved by exchanging ideas and information with others in the industry. Collaborating with others can reduce the costs of doing business and give access to new ideas and new technologies.

Networking and collaborating includes:

- Building relationships with other organisations and industry bodies in your sector
- Joining regional or national industry/trade organisations
- Creating good business relationships with suppliers and other organisations that add value to the organisation

(vii) Measuring what matters

Assessing the value of any investment that has been made in improving the workplace productivity is an important step to undertake. This helps the organisation to understand the things that make the biggest difference. It includes measuring performance against a range of goals, rather than just focussing on financial performance; identifying key performance measures/indicators and regularly measuring them throughout the year; making sure all employees know what the key performance measures are; measuring or monitoring customer satisfaction, employee morale and supplier feedback; and benchmarking the organisation against industry best practice.

(viii) Rewards and recognition

Incentive programmes go a long way towards ensuring employees feel appreciated and worthwhile. It increases motivation as they are not only encouraging productive performance but also show employees the organisation cares.

Reward employees for productivity. Rewards do not need to involve salary increases to be effective. Rewards could include a free lunch at a nice restaurant, an extra day of paid time off, or even an employee of the month certificate. Promote competitions for the rewards between teams and individual employees. Conduct monthly staff meetings to announce and congratulate the winners of your productivity challenge.

(ix) Work Flexibility

Workplace flexibility involves policies and practices that give employees greater control over their work

schedules and their work locations, but must benefit both the employer and employee to be effective.

6. Elements of a Productive Mindset

Here are some of the key elements of a productive mindset:

(i) Curiosity

The willingness to seek, question, and find answers for new and better ways of doing tasks assigned.

(ii) Motivation

Without desire motivation, there is nothing to drive us to progress and improve. Inertia is the opposite of desire and destroyer of progress.

Self motivation occurs when an individual person has the desire and willingness to do something and is internally motivated to do it. Often, it is very difficult to get ourselves moving and achieve what we want to achieve. The natural inclination is to procrastinate.

However, once we allow ourselves to get into the habit of doing tasks, particularly those we normally resist doing, it is no longer a struggle and we may even end up enjoying it.

For starters, we can do some critical thinking and ask ourselves what will happen if we do not develop a particular habit or routine. What would some of the consequences of neglecting to do so be?

Here are some tips to get self motivated:

- **Decide what you want**
Set a goal and decide how you are going to go about it. Break it down into smaller sections so it is easier to tackle and less overwhelming. Knowing what you want to accomplish is the first step in motivating yourself to get started.
- **Keep track of your progress**
Keep a log or journal where you chart your progress. It can motivate you by gauging how

far you have come and how much you have accomplished. As you look at your progress, it can inspire you to keep pushing ahead, as well as remind you of the actions you need to take to get there.

- Remind yourself why you want it and focus on the end result
Sometimes we forget what we set out to do and a little reminder is all we need to get revitalised. Visualise the end result and ‘feel’ how gratified and triumphant you will be when you have achieved your goal.

- Make it a habit
Once you have accomplished your goal or objective, make it a habit. Once it becomes a habit, it will be second nature to you and you will not have to think about it anymore. You will not procrastinate, avoid or try to build up motivation to do it yet again.

(iii) Vision and Effective Goal Setting

Visualising what you want helps you to focus on it and gives you an idea of what the outcome would look like. Without that picture in mind, it would be more difficult to strive for a goal.

The purpose of effective goal setting is to achieve what you want in a successful, focussed and decisive manner by taking the right actions in a lesser time frame.

One of the biggest problems individuals have in setting goals effectively is not knowing what they really want. Lacking a clear concept of what you want makes it difficult to proceed. A good way to begin the process is to take the time to write down the goals most meaningful to you and then list what you would need to do to accomplish them. To figure this out you can look at the “big picture”.

It is also important to plan, organise and prioritise your goals in smaller, manageable chunks. If you look at everything you want to achieve all at once, you might find it daunting and overwhelming. Hence, it is best to organise and prioritise your goals. Instead, devise a workable plan for each item you want to accomplish.

Review and update your goals on a regular basis to ensure they are still relevant to you. Doing so also keeps you on track. Take the appropriate steps and actions. If some of your strategies are not working, fine tune them, or devise new ones. Likewise, figure out which obstacles and distractions are getting in your way and determine what you need to do to overcome them. There tend to be setbacks and bumps along the way to achieving our goals, but we need not let them hinder or take us off course. Revise and adjust the game plan where, and when, you need to. Staying focused and motivated is also critical, although it can be one of the hardest things to do.

(iv) Critical Thinking

Acquire the ability to assess a situation in an objective manner or to see how it really is. Look at the pros and cons and be willing to make the appropriate adjustments.

(v) Self-confidence and Persistence

The faith and belief that you are fully capable and can do what you set out to do will help you reach your full potential. Also, be willing to overcome obstacles and adversity. Challenge yourself and persist in order to reach your goals. Do not let circumstances, the opinions of others, or setbacks, thwart your determination to succeed.

(vi) Open-mindedness

Possessing a positive attitude allows for unlimited possibilities, while a negative one defects you even before you can start. Keep an open mind to generate new and innovative ideas. You also tend to become receptive to groundbreaking experiences when you are flexible and open-minded.

To have an open mind means to be willing to consider or receive new and different ideas. It means being flexible and adaptive to new experiences and ideas. In order to keep up, we must be open to new experiences and new ways of looking at things.

Individuals who are open-minded are willing to change their views when presented with new facts and evidence. Those who are not, and are resistant

to change and will find life less rewarding, satisfying and dull.

If we limit ourselves to what we knew and were more comfortable with in the past, we will become more and more frustrated. Being open-minded also helps us with problem solving. First it helps us look at more than one way to approach a problem; then we find more expansive, ways of solving it. When we give ourselves more options, better solutions are undoubtedly more available to us. Ultimately, having an open mind helps us expand our horizons and be more diverse.

(vii) Balance

Ultimately, to function well, it is important to maintain balance. Maintaining balance is essential for personal effectiveness. While working towards goals is important, we must also take time to rejuvenate and recharge. Doing too much, or pushing too hard on any one thing, can lead to burnout and frustration.

Individuals need to know what their priorities are. Examine your values and decide what is important and then set the boundaries. It is helpful to always keep in mind not to “bite off more than you can chew”.

Individuals should also create an efficient mindset, be organised and plan ahead. They should also expect the unexpected, rather than getting stressed and upset when something they have no control over happens. Be able to adjust your game plan, and maintain a positive mental attitude.

(viii) Overcoming adversity

Adversity is part of life, and overcoming it is one of the biggest hurdles we face. Every challenge, every difficulty we successfully confront serves to strengthen our will, confidence and ability to conquer future obstacles.

Here are some tips on overcoming adversity:

- Be aware of, and accept that adversity is inevitable
- Look for the learning opportunities in every adverse situation
- Cultivate faith, courage and resilience

Case Study

Goodtime Food

Goodtime Food is one of New Zealand's largest manufacturers and distributors of fresh pies. It specialises in the baking of quality pies and related products which are distributed to local supermarkets, service stations and schools on a daily basis.

Productivity Challenge

The crunch came for Goodtime Food at the end of the 90s, when morale was low and staff turnover became a real problem, running at 180% at its peak. The cost to the company for replacing staff was "estimated conservatively: at NZ\$100,000. Employees had complained about wages, poor communication and their failure to have a voice in how work was organised. Staff disenchantment presented a real threat to the company's ability to remain a top-class bakery.

Meeting the Productivity Challenge

Goodtime Food realised that the only way the company would remain a top-class bakery was to create an organisation where staff felt valued, their ideas were welcome and they were motivated to help the company grow. Hence, the company embarked on a major overhaul of their human resource practices.

The company introduced pre-employment screening of candidates to assess literacy and motivation levels. The aim was to ensure that well-suited people were recruited at the outset.

As part of improving the recruitment and initial training processes, a four-week induction programme was introduced. During induction, the new employee is teamed up with a training buddy and is introduced to the plant and its procedures in a thorough, systematic way. Feedback on the new employee's performance is provided daily and is documented.

A staff committee was set up – comprising representatives from the bakery floor, the office and management – to improve communication and make Goodtime a better place to work. The committee addresses any ideas or concerns that staff have and an outline of issues under discussion are posted on the staff notice board, along with a record of achievements.

The committee also ensures support is available for staff with personal or family issues.

Another key initiative was the establishment of a structured training programme at the bakery linked to remuneration. Training can lead to a nationally recognised qualification in bakery and supervisory skills.

The introduction of more formal human resource procedures has transformed morale and productivity at Goodtime Food. By 2003, staff turnover had dropped to 14% and productivity had risen substantially. From an initial turnover of NZ\$30,000 in 1978, the company now employs 48 staff and generates an annual turnover in the millions.

The boost in staff morale has led to greater teamwork and flexibility in Goodtime's workforce, which is essential in a bakery business. There have also been many improvements in how work processes are organised, says Phil Pollett, Goodtime Chief Executive. Staff are keen to improve workplace practices, such as addressing potential bottlenecks in the production process.

Key Learning Points

- A positive work environment is a key driver of productivity.
- Business growth requires more formal human resource procedures.
- High staff turnover undermines productivity.
- Building a stable and committed workforce pays long-term dividends.
- Careful and thorough recruitment processes solve problems down the line.
- Effective communication is essential for a motivated workforce.
- Staff are often the best people to identify improvements in work practices.

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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WHY CPP?

Enterprise Focused

Targeted at the enterprise with focus on productivity issues and challenges at the enterprise level

Diagnostic Approach

Identify strengths and areas of improvement so that actions can be decided easily

Technique-based

Teach productivity techniques, tools and methodologies applicable to the enterprise that can be adjusted to suit specific sectors through contextualization

Project Guidance

Participants to undertake productivity project for their own company on a previously identified productivity issue for which project guidance is provided. This ensures that supporting companies benefit from sending their staff for the course

1. Analyse productivity issue
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For full 2012 Schedule or more information, please call **6375 0938**
(Angela) or **6375 0934** (Jeslyn). Alternatively, email to: cpp@spa.org.sg

SINGAPORE PRODUCTIVITY ASSOCIATION

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 Movement and to expedite the spread of productivity and its techniques.

CPP Course Syllabus	
CPP	CPP (Retail)
<p>Module 1: Understanding Productivity (Duration: 1 day)</p> <ul style="list-style-type: none"> • Introduction to Productivity and Quality Concepts • Factors Affecting Enterprise Productivity • Productivity Movement in Singapore • Productivity Promotion in Businesses • Productivity Challenges 	
<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 	

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 SMEs:	Net Fee	Nett Fee with GST
SPA Member (S\$3,700)	S\$1,110	S\$1,187.70
Non-Member (S\$3,950)	S\$1,185	S\$1,267.95
For MNCs/LLEs/Statutory Boards	Net Fee	Nett Fee with GST
SPA Member (S\$3,700)	S\$1,850	S\$1,979.50
Non-Member (S\$3,950)	S\$1,975	S\$2,113.25

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 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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