



Bombay Productivity Council
Productivity Everywhere

From Waste to Profits using Reduce Recycle & Reuse [3 'R's]



Day /Date and Venue as discussed and decided

*“Mark DeLuzio’s readable and mind-opening book - **Turn Waste into –Wealth.** Cash is lying around everywhere in companies. It’s piled to the ceilings in warehouses and on shelves, hiding in plain sight as inventory. It litters administrative offices, disguised as incorrect invoices, late billings, incomplete forms, input errors, sloppy requests from salespeople. It languishes in the countless places a customer’s order can hide as it crawls from order entry to production and shipment. It sits in company lobbies waiting for sales calls to start.*

All that cash is retrievable, gettable, bankable – available for re-investment and dividends.

Managing Of Waste

Waste has been a major environmental issue everywhere since the industrial revolution. Besides the waste we create at home, school and other public places, there are also those from hospitals, industries, farms and other sources. Humans rely so much on material things and they all (almost) end up as waste. And hey — where does the waste end up?

What is waste (trash, garbage, rubbish, refuse?)

Waste are items we (individuals, offices, schools, industries, hospitals) don't need and discard. Sometimes there are things we have that the law requires us to discard because they can be harmful. Waste comes in infinite sizes—some can be as small as an old toothbrush, or as large as the body of a school bus.

The 3 R Approach to Generate Profits from Waste

- Wherever possible, waste reduction is the preferable option.
- If waste is produced, every effort should be made to reuse it if practicable.
- Recycling is the third option in the waste management hierarchy. Although recycling does help to conserve resources and reduce wastes, it is important to remember that there are economic and environmental costs associated with waste collection and recycling. For this reason, recycling should only be considered for waste which cannot be reduced or reused.

Evolving the 4th –R [Recovery]

- Finally, it may be possible to recover materials or energy from waste which cannot be reduced, reused or recycled. Resource recovery is the systematic diversion of waste, which was intended for disposal, for a specific next use. It is the processing of recyclables to extract or recover materials and resources, or convert to energy. These activities are performed at a resource recovery facility. Resource recovery is not only environmentally important, but it is also cost effective

Process of Trash to Treasure

The Process of using certain models provide abilities to help companies enhance differentiation, reduce cost to serve and own, generate new revenue and reduce risk—as well as their impact on the rules of resource supply and demand.

- **Circular Supply-Chain:** When a company needs resources that are scarce or environmentally destructive, it can either pay more or find alternative resources.
- **Recovery & Recycling:** The Recovery & Recycling model creates production and consumption systems in which everything that used to be considered waste is revived for other uses.
- **Product Life Extension :** Consumers discard products they no longer value because the products are broken, out of fashion or no longer needed.
- **Sharing Platform:** in developed economies, up to 80 percent of the things stored in a typical home are used only once a month.
- **Product as a Service:** What if manufacturers and retailers bore the “total cost of ownership?”

Certain Disruptive Technologies Which Can -Minimize Waste

- Mobile Application
- Machine To Machine Communication
- Cloud Computing
- Social Application
- Big Data Analytics
- Modular Design Technology
- Advanced Recycling Technology
- Life And Material Science Technology
- Trace And Return Systems
- 3 D Printing

The Unspoken Word

- Environmental protection
- Job creation
- Economic gain

Sensitization of Regulations

Regulatory and guideline.

Licensing

Compliance

Enforcement

Industry code of Ethics for the players.

Performance of sector

Safety and Quality controls

Dos and Don'ts

Repercussions for non-cooperation.

Prioritizing your list of actions may have many more than six options – but how do you know which one to do first?

Some options may be clearly 'to do now' – so obvious that they can be implemented immediately. These are usually the 'no-cost quick win' or 'low hanging fruit' options. For example:

- No-cost/low-cost high-gain issues (e.g. turning things off/auto shut-off)
- Are there any wastes being generated that need not be? Add up the cost of these (purchase, waste disposal costs)
- Look at what is in the bins/skips – are there any materials which can be segregated for re-use or recycling? What are the savings?

- Quick process improvements – increasing yield or decreasing material use by operation/purchasing changes

But from the rest, which ones do you do first? You now need to prioritise your Action Plan...

Principles of Waste Management [The Qualitative Way]

- Focus on all Stakeholders
- Quality of Processes
- Quality of Results
- Continuous Improvement
- Prioritization
- Data Based Management
- Long term Orientation
- Total Employee Involvement

Triggers of Waste Handling and Management

- Strategic Issues in Waste Management, Waste Categorization (Hazardous/Non Hazardous)
- Waste Water Treatment
- We cycle - Efficient recycling of furniture waste
- Effective use of food waste (Manure/Generation of Bio Gas)
- Bio Medical Waste (Hazards/Handling/Recycling)
- Paint Waste to Cement Wealth
- Statutory Requirements - Waste Management
- Time Management
- Energizing Waste
- E Waste Management (Hazards/Handling/Business)

Practicing Lean Management Religiously

Lean Management is an approach to running an organization that supports the concept of continuous improvement, a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality.

Lean Management seeks to eliminate any waste of time, effort or money by identifying each step in a business process and then revising or cutting out steps that do not create value. The philosophy has its roots in manufacturing.

Guiding Principles for Lean Management include:

- Defining value from the standpoint of the end customer.
- Identifying each step in a business process and eliminating those steps that do not create value.
- Making the value-creating steps occur in tight sequence.

- Repeating the first three steps on a continuous basis until all waste has been eliminated.

FACULTY LEADER

Prof. P N Joshi

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Bombay Productivity Council
Productivity Everywhere

Organizes

Bespoke Training Program on:

Team Building

Being in Sync.....



[Date/Day/Venue as Discussed & Decided]

People often ask us, "What is Teambuilding?"

Extraordinary Teams have many similar traits, whether at work, in sports or in local communities. What is the secret? Our team MUST have diverse skills that were valued and respected. For Example at any event: One person should be great at making sandwiches. Another is good at creating an atmosphere with lots of balloons. Another could look after safety and security, based on his work experience, and so on. We need to have well run, productive fun and work with doses of humor too.

As a team leader/member at the workplace, you may not have much choice over who is in your team, or to which team you would like to be but with the right approach, you can create great results.

Agenda of this Training Program

• Introduction • Activity - Our Team • Keys to Winning Teams • Activity - Trust & Communication • Communicating Effectively • Activity - Getting There • Action Plans • Togetherness for Success: The Synergy Effect • Understand the Team concept • Interpersonal skills • Dynamics of Team Building • Characteristics of Effective Teams • How to be a Good Team Player

This training program will be interactive and participatory and consists of lectures, ppt. presentations, games & activities, video clips besides group discussions and presentations with the participants.

“Coming together is a beginning
Keeping together is progress
Working together is success”

- Henry Ford



Let us explore at what in Teambuilding is specific. Team Members have:

- A common purpose and clear goals
- The necessary skills and resources
- A common approach to work
- The willingness to share information
- Trust and support in each other
- The ability to work through conflict
- The willingness to take responsibility for team actions.

Defining Team Building, We can deliberate that:

Effective teams consist of individuals who work together to achieve a common goal or purpose and who hold themselves accountable for team output.

Road Map for developing Effective Teams

- ✚ To lead a team effectively, you must first establish your leadership with each team member. Remember that the most effective team leaders build their relationships of trust and loyalty, rather than fear or the power of their positions.
- ✚ Consider each employee's ideas as valuable. Remember that there is no such thing as a stupid idea.
- ✚ Being aware of employees' unspoken feelings. Set an example to team members by being open with employees and sensitive to their moods and feelings.
- ✚ Acting as a harmonizing influence. Look for chances to mediate and resolve minor disputes; point continually toward the team's higher goals.
- ✚ Being clear when communicating. Be careful to clarify directives.

- ✦ Encouraging trust and cooperation among employees on your team. Remember that the relationships team members establish among themselves are every bit as important as those you establish with them. As the team begins to take shape, pay close attention to the ways in which team members work together and take steps to improve communication, cooperation, trust, and respect in those relationships.
- ✦ Encouraging team members to share information. Emphasize the importance of each team member's contribution and demonstrate how all of their jobs operate together to move the entire team closer to its goal.
- ✦ Delegating problem-solving tasks to the team. Let the team work on creative solutions together.
- ✦ Facilitating communication. Remember that communication is the single most important factor in successful teamwork. Facilitating communication does not mean holding meetings all the time. Instead it means setting an example by remaining open to suggestions and concerns, by asking questions and offering help, and by doing everything you can to avoid confusion in your own communication.
- ✦ Establishing team values and goals; evaluate team performance. Be sure to talk with members about the progress they are making toward established goals so that employees get a sense both of their success and of the challenges that lie ahead. Address teamwork in performance standards.
- ✦ Discussing with your team: job performance, success & values of working together.
- ✦ Making sure that you have a clear idea of what you need to accomplish; that you know what your standards for success are going to be; that you have established clear time frames; and that team members understand their responsibilities.
- ✦ Using consensus. Set objectives, solve problems, and plan for action. While it takes much longer to establish consensus, this method ultimately provides better decisions and greater productivity because it secures every employee's commitment to all phases of the work.
- ✦ Setting ground rules for the team. These are the norms that you and the team establish to ensure efficiency and success. They can be simple directives (Team members are to be punctual for meetings) or general guidelines (Every team member has the right to offer ideas and suggestions), but you should make sure that the team creates these ground rules by consensus and commits to them, both as a group and as individuals.
- ✦ Establishing a method for arriving at a consensus. You may want to conduct open debate about the pros and cons of proposals, or establish research committees to investigate issues and deliver reports.
- ✦ Encouraging listening and brainstorming. As supervisor, your first priority in creating consensus is to stimulate debate. Remember that employees are often afraid to disagree with one another and that this fear can lead your team to make mediocre decisions. When you encourage debate you inspire creativity and that's how you'll spur your team on to better results.
- ✦ Establishing the parameters of consensus-building sessions. Be sensitive to the frustration that can mount when the team is not achieving consensus. At the outset of your meeting, establish time limits, and work with the team to achieve consensus within those parameters. Watch out for false consensus; if an agreement is struck too quickly, be careful to probe individual team members to discover their real feelings about the proposed solution.

Team Building Blocks:

- Starting Problems
- No Cooperation & Conflict
- Lack of Clear Goals & Objectives
- Disoriented Methods and Processes
- No Appropriate Leadership available
- No Review Opportunities
- Troubled Intergroup Relations
- No Development Opportunities
- Low Levels of Support and Trust

Team Building is a process of awareness building. It's helping people to understand that they are greater collectively than individually. It is an understanding that all of our decisions will be better when some degree of collaboration is applied. It is bringing people to a place where there is an honest appreciation of each other's essence...where they come from...where they've been. Because in this appreciation is the driver for collaboration.

Team Formation: Form, Storm, Norm, Perform



When groups of people come together, they typically go through a number of developmental stages. This process can take a few days or easily stretch over six months or longer. Note that the stages can play out simultaneously or in different order so it is important to be aware of the signs and signals of each stage. The leader or team manager supporting team formation cannot jump straight to “perform” but must instead facilitate the group through this process and bring the group through the four stages. The role of the leader is to help resolve issues and move the team toward performance if it gets stuck at any point.

FORMING STAGE When people first come together, they are initially polite. They find out about one another and the work to be done. There is typically a “honeymoon” period when people are excited about the newness and potential of being on the team. Some may also be fearful or timid in response to the change. Forming is best done with high task and low support to provide structure while the new group develops. Introduce people to one another with an orientation of how everyone will work together. Allow opportunities for people to socialize. Clearly communicate the vision and goals of the work to be done to help the team understand what is to be achieved. Do not overwhelm people with too much detail or expect “perform” behavior at this stage. Engage all team members and draw out quiet ones.

STORMING STAGE As the initial politeness fades and people start to work, tension forms around things that were vague or left unsaid in the last stage. Conflicts may arise regarding roles or procedures. Members may appear confused and dissatisfied. Output is generally low. Storming can be very strong if roles or objectives are unclear; the team faces external challenges, or if there is competition for formal or informal leadership. Managing the storming stage productively requires both a high-task and high-process focus. The manager asserts his/her role as leader to surface and resolve differences. Work goals

and individual roles and responsibilities may need review and clarification. The key is not to let disputes continue to block team cohesion. Use the stage to develop new methods for collaboration and addressing conflicts.

NORMING STAGE As roles and personal conflicts are sorted out, the focus returns to the task and what needs to be done. Objectives are clarified and the detail of work is laid out. Group rules develop and people start to collaborate as a team. Team identity emerges. Internal clashes may be replaced with external conflicts. Managing the process requires a higher focus on process than task to provide opportunities for group members to take responsibility for people and for work. Work planning is directed toward goal accomplishment. This is more productive as people feel comfortable with the objectives and in their roles. Team members take more responsibility for forging group norms and behaviors. Emergence of regular venues for socializing and creating a “family” environment may begin.

PERFORMING STAGE Finally, the optimal level of performance is achieved. The team works interdependently and feels like a family. There is a strong sense of team achievement and pride. Mutual accountability is maintained, and personal differences are largely kept under control. Leaders can take a lower task and support role by increasing delegation of responsibilities as the need for direction decreases. Social activities and celebrations of success are important support functions. However, this is not the time to relax but rather to focus on sustaining high performance. An ongoing balance is needed between task and support functions to keep both achievement and motivation high.

FACULTY LEADER

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Productivity Everywhere

Organizes

Bespoke Training Program on: "Time Management".

Your Time

And You.....



[Date/Day/Venue: As per discussion & as decided].

Time is our most valuable asset & we are always running short of it, irrespective of who you are and what you do. Time neither has respect nor regard for anyone, it does not take cognizance of what you are doing or not doing, it does not notice you; it just ticks. This unique "time enlightening" training program is designed to be as practical as possible, you will understand that the your ability to manage" yourself/ your task" to be in tune with available time is a key success tool to effective day to day operation not exactly "managing time" because it is impossible to manage what cannot be influenced; like time; attempting to manage time is like attempting to manage the weather.

Agenda of this Training Program

- ✦ **The Myth of Time**
- ✦ **Valuing Your Time**
- ✦ **Your Time and Goals**
- ✦ **Your Time and Work**
- ✦ **Your Time and People**
- ✦ **Your Time and Tomorrow**
- ✦ **How to Set Priorities**
- ✦ **Identifying Time Wasters & Eliminating Strategies**
- ✦ **Overcoming Procrastination**
- ✦ **The 80/20 Rule-Pareto Principle**

“What is important is seldom urgent and what is urgent is seldom important”.

-Dwight D. Eisenhower

This **Training Module** will be interactive and participatory and consists of lectures, ppt. presentations, games & activities, video clips besides group discussions and presentations with the participants.

Goal setting is critical to effective time management strategies. It is the single most important life skill that, unfortunately, most people never learn how to do properly. Goal setting can be used in every single area of your life, including financial, physical, personal development, relationships, or even spiritual. According to Brian Tracy's book *Goals*, fewer than 3% of people have clear, written goals, and a plan for getting there. Setting goals puts you ahead of the pack!

Some people blame everything that goes wrong in their life on something or someone else. They take the role of a victim and they give all their power and control away. Successful people instead dedicate themselves towards taking responsibility for their lives, no matter what the unforeseen or uncontrollable events. Live in the present: the past cannot be changed, and the future is the direct result of what you do right now!

Time management is about more than just managing our time; it is about managing ourselves in relation to time. It is about setting priorities and taking charge. It means changing habits or activities that cause us to waste time. It means being willing to experiment with different methods and ideas to enable you to find the best way to make maximum use of time

Pareto Principle-80/20 Rule for all of US....

The value of the **Pareto Principle** In 1906, created by Italian economist **Vilfredo Pareto** is useful for all managers as it reminds you to focus on the 20 percent that matters. Of the things you do during your day, only 20 percent really matter. Those 20 percent produce 80 percent of your results. Identify and focus on those things. When the fire drills of the day begin to sap your time, remind yourself of the 20 percent you need to focus on. If something in the schedule has to slip, if something isn't going to get done, make sure it's not part of that 20 percent.

There is a management theory floating around at the moment that proposes to interpret Pareto's Principle in such a way as to produce what is called Superstar Management. The

theory's supporters claim that since 20 percent of your people produce 80 percent of your results you should focus your limited time on managing only that 20 percent, the superstars. The theory is flawed, as we are discussing here because it overlooks the fact that 80 percent of your time should be spent doing what is really important. Helping the good become better is a better use of your time than helping the great become terrific. Apply the Pareto Principle to all you do, but use it wisely.

Manage This Issue

Pareto's Principle, the 80/20 Rule, should serve as a daily reminder to focus 80 percent of your time and energy on the 20 percent of you work that is really important. Don't just "work smart", work smart on the right things.



The hallmark of successful time management is being consistently productive each day. Many people use a daily plan to motivate themselves. Having a daily plan and committing to it can help you stay focused on the priorities of that particular day. As well, you are more likely to get things accomplished if you write down your plans for the day.

Procrastination means delaying a task (or even several tasks) that should be a priority. The ability to overcome procrastination and tackle the important actions that have the biggest positive impact in your life is a hallmark of the most successful people out there.

How to Defeat Procrastination:

1. Make to-do lists.
2. Include happy-making items. Things you want to do "if only you had the time."
3. Do two list items every day—or more if you like, but do a minimum of two.
4. Don't skip a day—unless there's nothing left on your to-do list! (If that's you, how do you do it?!! I've never not had a list on the go!)

If you're having a day when #3 feels tough, focus on the inevitable after-effect—a mood shift for the better. Keep your heart on that goal. And just do it!

You know you're going to feel good about yourself after you've done those two items today!

Important: Please don't promise yourself the impossible—that you'll get through all your list items each day. That's too overwhelming and likely won't be successful. A goal like that could

take you right off the wagon again, back to your procrastination addiction. If that happens, do two list items and call me in the morning. ;).

“Finish each day and be done with it. You have done what you could.” ~Emerson

TEN TIPS ON TIME MANAGEMENT

1. Consolidate Similar Tasks. Group or consolidate similar tasks. This step will not only minimize interruptions but also will economize on the utilization of resources and efforts. For example, instead of making calls throughout the day, group and make out-going calls at specific times each day. Frequent callers can also be told that the best time to reach you is during certain hours. You can thus sensitize callers and help them to develop a habit of calling you when you can be most effective for them.

2. Tackle Tough Jobs First. A tendency exists to work on petty chores first with the idea of working up to bigger projects. What often happens, however, is that the tough jobs simply don't get done because too much time is spent doing the unimportant tasks. By the time you get to the tough jobs, you are too tired to work on them. The solution is to reverse the process. Start your day with the important work when your energy level is high and work your way down your list of priorities. If time is available at the end of the day, the low level priority items can be completed.

3. Delegate and Develop Others. If you think that the only way to get something done right is to do it yourself, then you are probably overwhelmed with work while your staff enjoys less harried work schedules. Try to break the “do-it-myself” habit. Delegate work whenever possible. Delegation does not mean “dumping” a task on someone else but rather carries with it the responsibility of making sure that the individual has the requisite skills and knowledge to do the job. The time devoted to training and motivating people to do tasks which you usually perform will reduce your time burdens in the future and enrich the jobs of others.

4. Don't Be a Perfectionist. There is a difference between striving for excellence and striving for perfection. The first is attainable, gratifying, and healthy. Striving for perfection that is unattainable is frustrating. Constant revision of letters and papers for trivial reasons not only wastes time but also takes its toll on relationships as well. Some might profit from a new look at the original Declaration of Independence. The writer made several errors and omissions. Letters and works were inserted between the lines. Perfection is not the standard of excellence for a document or letter to be glanced at briefly en-route to another person, file cabinet, or wastebasket.

5. Take Breaks. To work for long periods of time without taking a break is not effective time use. Energy decreases, boredom sets in, stress and tension accumulate, and attention wavers. Switching for a few minutes from a mental task to something physical (stand up or walk around the office—or change positions) can provide needed stimulation and relief. Rest is not a waste of time. It improves health and efficiency.

6. Avoid the Cluttered Desk Syndrome. If your desk is piled with paper and you waste time looking for buried items, clear your desk of everything except the work you intend to do during the day and keep it visible. The chances are that you will get that work done.

7. Get Started Immediately on Important Tasks. Putting things off until tomorrow is easy. In fact, people generally do the things they enjoy first and procrastinate on the tasks they dislike. Self-discipline is needed to overcome procrastination. Avoid not doing a job because it seems overwhelming. Try breaking the task into bite-sized pieces that are more palatable to digest. By following this “Swiss cheese” technique, you will soon find that poking holes in the project makes it less overwhelming. Unfinished work is more of a motivator than unstarted work. By having started a job, you have made an investment of your time and are more likely to complete the task.

8. Reduce Meeting Time. Many meetings should not take place. Sometimes the only reason for a weekly staff meeting is because a week has passed since the last one. Such meetings disrupt your work. Reduce the number of meetings—and follow an agenda on those you do have, saving time. If needed meetings are too long, schedule the next meeting to bump up against the lunch hour or quitting time. Most people will want to leave. Also, a standup meeting helps to guarantee a short meeting.

9. Take Time to Plan. Have you ever heard someone say, “I just don’t have time to plan”? If you have, then you probably observed that these individuals were very busy but not very effective. A paradox of time is that by taking time to plan, you end up saving time. Instead of spending the day “fire fighting”, develop a schedule for doing the things that must be done in the available time.

10. Learn to Say “NO”. Someone is always asking for a piece of your time. Instead of being honest and saying “no” to the request, the tendency is to hedge and end up accepting a responsibility you neither want nor have time to perform. Saying “no” requires some courage and tact, but you will be proud of yourself when you learn to say “no.” Of all the time-saving techniques ever developed, the most effective is the frequent use of the word NO. Decline, tactfully, firmly, logically to demands that do not contribute to your effectiveness. Remember that many people who worry too much about offending others wind up working according to others’ priorities



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[Front page]

Improving managerial effectiveness

2016-17

Faculty

Mr. P.N. Joshi
Management Consultant

Organized by

Bombay Productivity Council
Address

[Page 2]

Improving Managerial Effectiveness

1.0

Need of Improving Managerial Effectiveness

All companies strongly feel the need of improving their organization. There are internal and external pressures on companies for better performance. When companies do benchmarking, they realize that urge for status of excellence is prevalent and this demands a challenging level for performance.

The managers look around for guiding principles as a base, to plan for improvements. There are Award related operational frameworks and certification standards, which one can go through for picking up certain workable principles. Every individual manager normally updates his philosophy on improvement course by referring to such text material.

Here we have some thoughts for a manager to transform himself into a more effective manager. One must know that thoughts should lead to constructive approach to problems arising in industry environment.

2.0

Success through understanding failure of others

There have been number of initiatives in the past like – Zero Defects, Management by Objectives, Total Quality Management, etc.

Although many companies accepted the path indicated by these initiatives, none of the companies have expressed confidence on these publicized guides. The reason is that the emphasis through these guides is partial and guidelines were tailored basically to build motivation for success. Of course even today prescriptive management methods are not solidified.

Please note following comments without being biased:

“Many quality management plans are too brittle to generate better products and services.” “New practices have failed to make a meaningful contribution.” “We are spending one rupee to get results worth twenty-five paise.”

Researchers say that companies require managers who have mind and heart for effectiveness. Company managers now have to concentrate on strong foundation for effectiveness. Success is realized when one is globally competitive.

3.0

Five Guiding Principles

To make outstanding improvements in organizational performance, management approach is to be based on five guiding principles listed as below:

Measurements / Benchmarking,
Leadership,
Employee involvement,
Process improvement, and
Customer focus

An integrated system of management is required which ensures application of given five guiding principles. Companies giving scattered and as-and-when outlook on these will have hard time for success.

4.0

System concept

A system initiates beginning, continuation and closure of activities. A system strives to be cyclical in daily actions which are progressively standardized. The system should be capable of being in firm equilibrium so that diverging influences are adjusted. The system is said to be stabilized when all resource and process components contribute to desired function.

A simple Process-Center model works well for personal and/or organizational improvement. More elaborately we call this as Input-Process-Output model. This model is more helpful when Input-to-Output and Output-to-Input connections are varified from time to time.

Effective Process

Process requires machine and human-being for output to happen. Machine can be made more useful by attaching dies, fixtures and Jigs. These attachments can be made more appropriate by designer and user. Employees can be better involved by appropriate leadership.

One additional factor often under-emphasized is the environment that is around the process. Health of employee and tuned working of process are unavoidable for effective process.

Understanding, Involving and Maintaining Work-Culture

The basics that we have discussed are fundamental to effectiveness of all human, soft and hard elements of effective organization.

Managers need to ensure complete understanding of these by one and all. Process becomes more and more trouble free after Understanding and Involvement. Leaders need to ensure balanced involvement of employees towards everything that is finally linked to customer satisfaction.

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**PRODUCTIVITY WEEK CELEBRATION (12<sup>TH</sup> TO 18<sup>TH</sup> FEBRUARY 2017)**

| <b>Sr. No</b> | <b>Day &amp; date</b>  | <b>Name of Company</b>                                                                                                                            | <b>Subject</b>                                                | <b>Faculty</b> | <b>Place</b>                        | <b>Time</b>         |
|---------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------|-------------------------------------|---------------------|
| 1             | 12-02-2017<br>Sunday   | M/s Shetron Limited (Fiber Foils Ltd)<br>Khopoli                                                                                                  | Productivity<br>Programme in<br>Marathi/Hindi                 | Mr. P N Joshi  | Khopoli, Company<br>conference hall | 10.00 am to 1.00 pm |
| 2             | 12-02-2017<br>Sunday   | M/s Shetron Limited (Fiber Foils Ltd)<br>Khopoli                                                                                                  | Improving<br>Managerial<br>Effectiveness                      | Mr. P N Joshi  | Khopoli, Company<br>Conference hall | 1.30. pm to 4.30 pm |
| 3             | 14-02-2017<br>Tuesday  | M/s Aarti Drugs Ltd, Boisar                                                                                                                       | Productivity<br>Programme in<br>Marathi/Hindi                 | Mr. P N Joshi  | Boisar                              | 10.30 am to 1.30 pm |
| 4             | 14-02-2017<br>Tuesday  | M/s Aarti Drugs Ltd, Boisar                                                                                                                       | From Waste to<br>Profits thgough<br>Reduce, Recycle,<br>Reuse | Mr. P N Joshi  | Boisar                              | 2.00 pm to 5.00 pm  |
| 5             | 17-02-2017<br>Friday   | M/s Ebco Pvt Ltd<br>Saki Vihar Raod, Saki Naka Andheri (E)                                                                                        | Team Building                                                 | Dr. Suhas Rao  | Andheri (E)                         | 10.00 am to 1.00 pm |
| 6             | 18-02-2017<br>Saturday | M/s Rashtria Metals Industries Ltd<br>J B Nagar, Shri Mathurdas Vasvanji Road<br>Mumbai-400 059                                                   | Time<br>Management                                            | Dr. Suhas Rao  | Andheri(E)                          | 10.00 am to 1.00 pm |
| 7             | 18-02-2017<br>Saturday | Vega Jeweldiam Pvt Ltd<br>Unit No.1108, 11 <sup>th</sup> Floor, A Wing, The Capital<br>Bharat Nagar, BKC, Bandra Kurla Complex,<br>Mumbai-400 051 | Team Building                                                 | Dr. Suhas Rao  | BKC, Bandra (E)                     | 2.00 pm to 5.00 pm  |

**PRODUCTIVITY PROGRAMME ON MARATHI/HINDI ON 12.02.2017 AT M/S. FIBER FOILS LTD.**



**IMPROVING MANAGERIAL EFFECTIVENESS ON 12.02.2017 AT M/S. FIBER FOILS LTD.**



**PRODUCTIVITY PROGRAMME IN MARATHI/ HINDI ON 14.02.2017 AT M/S.AARTI  
DRUGS LTD.**



**FROM WASTE TO PROFIT THROUGH RECYCLE, REDUCE & REUSE ON 14.02.2017 AT  
M/S. AARTI DRUGS LTD.**



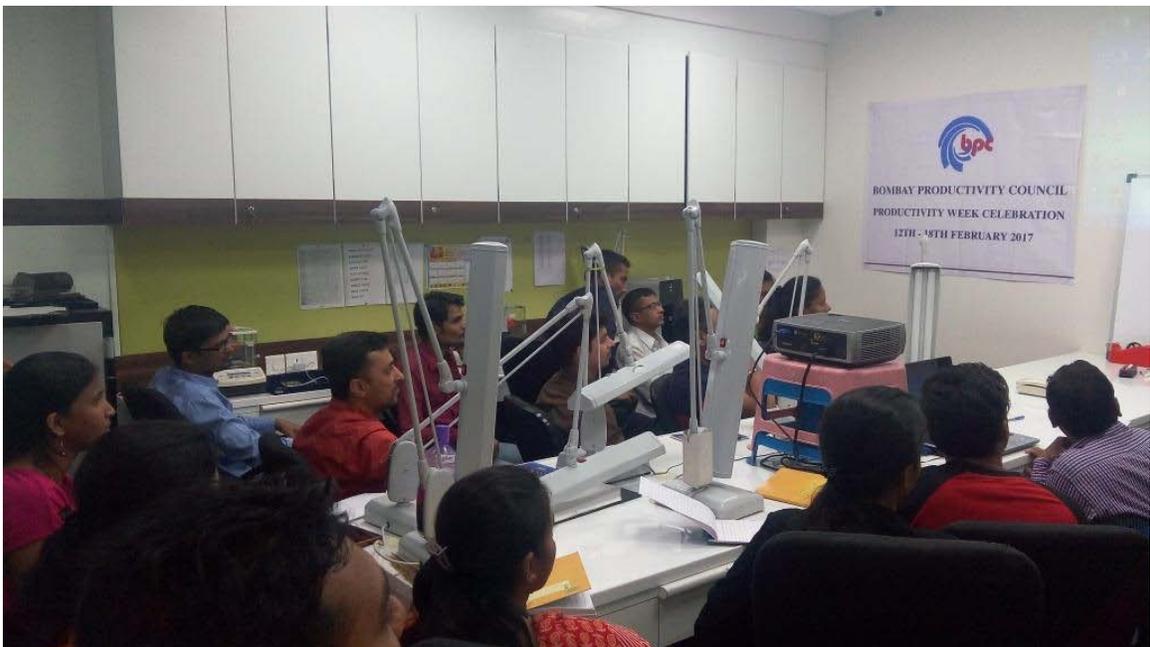
**TEAM BUILDING ON 17.02.2017 AT M/S.EBCO PVT. LTD.**





**TEAM BUILDING ON 18.02.2017 AT M/S. VEGA JEWELDIAM PVT. LTD.**





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## उत्पादकता

कार्यक्रम 2016-17

## निवेदक

श्री पी. एन. जोशी.

व्यवस्थापन सल्लागार

## आयोजक

BPC

Address

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1.0

## उत्पादकता

उपस्थित सर्वजण, सर्वांना प्रणाम,

आज मी तुमच्याशी एका विषयावर बोलणार आहे.

तो विषय जगातील सर्व व्यक्तींशी संबंधित आहे. तसेच आपण स्वतः आणि कंपनीतील इतर सर्वजणांशी संबंधित आहे. म्यानेजर पासून ते सर्व लहान थोर त्यात येतात. तो विषय आहे - **उत्पादकता**.

उत्पादकतेच्या मुळाशी आहे आपले रहाणीमान.

रहाणीमान म्हणजे आपण जगत असलेली अवस्था. आपण आसपास नजर टाकून लक्षात घ्या आपले सध्याचे रहाणीमान. जगातल्या बऱ्याच भागातले रहाणीमान अधिक चांगले आहे, हे आपणास माहित आहे. आपल्या TV वर खूपवेळा आपण परदेशातील नजारे बघत असतो, त्यातूनही आपल्याला हे समजतेच. अशा उच्चतर रहाणीमानाची ओढ सर्वांना असते.

अशा उच्चतर रहाणीमानाचा आपल्या **उत्पादकता** या विषयाशी फार जवळचा संबंध आहे.

जिथे जिथे उत्पादकता साधली गेली आहे तिथे तिथे रहाणीमान उंचावले गेलेले आहे. रहाणीमान उच्चतर असलेले देश देखील उत्पादकतेचा सातत्याने पाठपुरावा करत असतात.

आपल्या गरजा अन्न, वस्त्र, निवारा, सुरक्षा आणि आरोग्यसुविधा ह्या आहेत. उत्पादकतेतून साधले जाणारे धननिर्माण ह्या गरजा भागवून अधिक समृद्धी आणि शकते. तर चला आपण उत्पादकतेविषयी अधिक कांही समजावून घेऊ.

उत्पादकतेचे शब्दसुत्र असे आहे. उत्पादकता

$$\text{उत्पादकता} = \frac{\text{उत्पादन}}{\text{साधन}}$$

2.0

### उत्पादन आणि साधन

उत्पादन हे कि, जे ग्राहक आपल्याकडून समाधानाने विकत घेतो.

उत्पादन किती झाले हे आकडेवारीवरून आपल्याला कळते. ती आकडेवारी पैशात किंवा नगात असते. परंतु आपण कारखान्यातील व्यक्तींना जाणून घ्यायचे असते की उत्पादन अपेक्षित नग पातळीत झाले का, आणि दोषरहित झाले का.

साधन महत्वाचे आहे कारण, साधन आहे तर उत्पादन आहे.

कच्चा माल हे महत्वाचे साधन आहे. मनुष्य बळ, मशीन वेळ, वीज हा साधनसमूह आहे. हा साधनसमूह इतर अनेक गोष्टींनी भरलेला असतो. जास्तीत जास्त उत्पादन कमीत कमी साधनात साधणे हे उत्पादकतेचे ध्येय असते.

3.0

### कार्यसंस्कृती

कार्यसंस्कृती ही अनेक उपक्रमांचा पाया आहे.

आपले पंतप्रधान सांगतात की सध्याच्या सुधारणा देशाच्या कार्यसंस्कृतीमुळे वेगाने घडल्या आहेत. आपल्या उत्पादकतेच्या वेगासाठीही कारखान्याची कार्यसंस्कृती पायाभूत हवी.

कार्यसंस्कृतीत सर्वांचा सहभाग असला तर कार्यसंस्कृती बळकट होते.

प्रगतीपथावर सहकाराने असणारी टीम हे कार्यसंस्कृतीचे यश आहे. कारखान्याला प्रगतीपथावर सातत्याने ठेवण्यास झटणे हे टीमचे उद्दिष्ट असावे.

4.0

### कामाचे ठिकाण व कामाचा परिसर

कामाचा प्रवाह प्रत्येक ठिकाणातून पुढे जात असतो.

ठिकाण्यातल्या कामाचा ढाचा प्रमाणित असावा.

कारखान्यातील प्रत्येक व्यक्तींनी आपला सभोवताल जाणणे आवश्यक आहे.

प्रत्येक व्यक्ती ही एका कार्य साखळीने एकमेकाशी जोडलेली असते. व्यक्तीमधला कनिष्ठ किंवा वरिष्ठ संबंध हा जबाबदारी सुसूत्र ठेवण्यासाठी ठरवलेला असतो. चूक असलेले काम स्वीकारून ती चूक पुढे प्रवाहित करणे हे चुकीचे असते. कामातील चूक ही ताबडतोब नजरेत येणे व काम चूकविरहित करणे हे आवश्यक आहे.

कार्य साखळीत नसणारी देखील बरीच इतर कामे असतात. अशी कामे वरिष्ठांच्या मार्गदर्शनानुसार होणे योग्य असते.

5.0

### दिलेले काम

दिलेले काम मूळ कामासाठीच असावे.

साधारणपणे मूळ कामात वाढीव कामाची भर असते. ह्या भरिची करणे अनेक असतात. मूळ काम हे ढाचा प्रमाणे असावे.

दिलेले काम प्रमाणित वेळेत व्हावे हे उत्पादन शिस्तीत असते.

प्रमाणित वेळ ठरवणे हे एक शास्त्रीय पद्धतीचे कार्य आहे. कामाची पद्धत आधी प्रमाणित करून वेळ मोजावी लागते. घड्याळाने मोजलेल्या वेळेत शारीरिक थकव्यानुसार भर घालून कामाचा ठेका ठरवला जातो.

6.0

### दैनंदिन कामाचा प्रभाव वाढवणारी कांही तंत्रे

आपण आपले दैनंदिन काम अधिक चांगले व्हावे यासाठी मनोबलवान असणे फारच चांगले, परंतु कांही तंत्रांचा वापर आपल्यास फायदेशीर असतो.

काईझोन, पांच-एस, पी-डी-सी-ए चक्र, अशा तंत्रांची ओळख आणि सवय आपल्या उत्साहाला जोड देऊ शकते.

7.0

### सामुहिक काम

बऱ्याच वेळा इतरांचा हातभार लागल्याने काम पार पडण्याची शक्यता वाढते. एकट्याची कल्पना, एकट्याचे बळ, ह्यामुळे कामात तोकडेपणा रहातो. काम लांबणीवर पडते. टीममुळे काम उत्साहात संपते.

जेव्हा काम ठप्प होते, तेव्हा एखादी टीम तयार झाली तर विचारांचे आदान प्रदान होऊन गुंतागुंत सुटते, आणि काम गतीत चालू होते.

8.0

### उत्पादकतेचे फायदे

जेव्हा देशाच्या कानाकोपर्यात उत्पादकता वाढीस लागते तेव्हा देश खूप दृष्टीने ताकदवान होतो. आपण व आपली कंपनी देशाचे कर्तृत्ववान घटक आहोत, त्यामुळे आपणही लाभपात्र आहोत. देशातल्या आम जनतेचे रहाणीमान उंचावण्यात आपण सहभागी होऊया.

