



*Managing for Productivity (MFP)*

# Managing for Productivity (MFP)

***Managing for Productivity (MFP) is one of the most widely used management training programs in the world.***

## ***Background—Preparing Managers to Lead***

The challenge was clear: Help the refinery's managers and supervisors move away from a deeply entrenched, authoritative management style toward a new, more participative approach – one that would inspire all employees to take ownership for productivity and customer satisfaction.

"We were asking managers to change in fundamental ways," recalls the plant manager in charge of the refinery. "We had to make sure that they could 'walk the walk' of the new management style. The refinery's senior managers – along with a representative cross section of middle management, unions, staff personnel, and technical groups – were the first to receive *Managing for Productivity* training. These vital kick off sessions were led by ODI facilitators. Selected senior managers and union leaders from the plant were then certified to deliver this program. In the months that followed, all managers and supervisors participated in *Managing for Productivity*.

Since then, employee relations have taken a dramatic turn for the better. "The relationship between labor and management had been mostly adversarial over the years," the plant manager says. "But that mind-set changed when we started working together. We started pulling together to ensure the survival of our plant. In short, we became partners." In fact, the sense of partnership has taken hold throughout the company.

"Independent customer surveys show that we've made substantial, measurable improvements in virtually every aspect of our competitiveness," the company's chief executive officer reports. "And the financial gains we've achieved are astonishing." For example, teams of refinery managers and employees:

- Innovated a refining process, thereby reducing the need for a costly chemical catalyst and saving the company more than \$1 million each year.
- Developed new standard operating procedures that eliminated a pressure problem in a main generator, saving several hundred thousand dollars in repair and modification costs.
- Cut the cycle time required to sample and test petroleum products after they are loaded into tanker ships, which led to more than \$500,000 in annual cost savings.

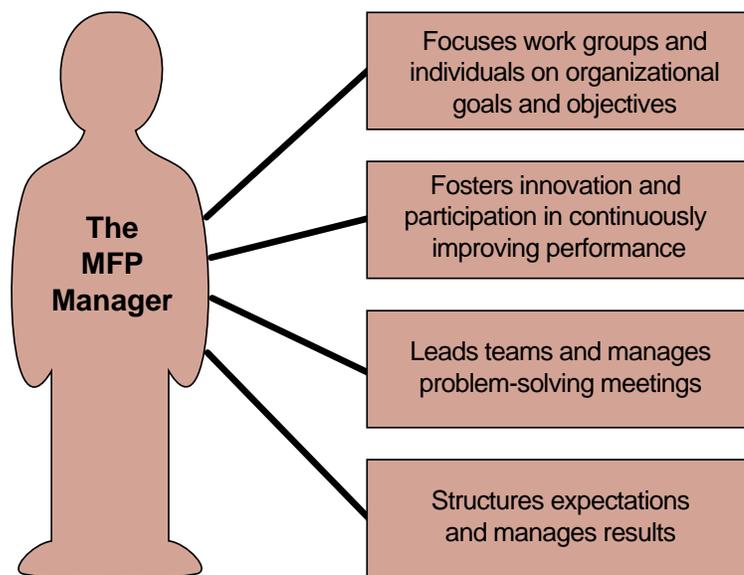
And it's not just in manufacturing where *Managing for Productivity* can provide measurable benefit. Anywhere an organization is facing the challenges of trying to provide exceptional customer service while maintaining or reducing costs is where *Managing for Productivity* can help.

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*Managing for Productivity* teaches managers and supervisors how to unleash the knowledge, skills, and abilities of all employees to accomplish organizational goals. It teaches managers and supervisors how to tap the talent of the consultants who are already on your payroll – your employees.

Managers and supervisors are pivotal to the success of any organization because, in most organizations, they shape the environment in which work gets done, set day-to-day priorities, and have the final say on how employees actually spend their time.

But traditional management training often does not teach managers and supervisors how to tap the full potential of their employees. And even experienced managers may be ill-prepared to create the work climate required to be successful in today's environment.



Just as important, the *Managing for Productivity* training itself provides many opportunities for your managers and supervisors to discuss their experiences and share information with each other. As they proceed through the program, they apply their collective wisdom and insights to your organization's most urgent improvement opportunities. They also improve cross-functional coordination and build new communication channels at the vital manager-supervisor level.

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## Program Materials and Services

The following *Managing for Productivity* training materials and services are available:

- Guides for Managers
- DVDs to support each unit in the program
- Facilitator Manuals
- Facilitator workshops
- Senior management workshops

*Managing for Productivity* prepares participants to address a comprehensive range of management challenges. The ten program units are organized in the following manner.

### Unit 1: The Changing Role of Management

Explains why some traditional assumptions about management are no longer valid. Addresses the issue of the self-fulfilling prophecy.

#### *Managing Individuals*

### Unit 2: Understanding Motivation

Helps managers motivate themselves and their employees. Deals with the fact that different people are motivated by different things.

### Unit 3: Managing Perceptions

Discusses perceptual differences and examines how those differences can distort reality. Looks at what happens to individuals when you put them into functional work groups and they view their organization differently.

#### *Managing Groups*

### Unit 4: Group Decision Making

Analyzes the dynamics of how groups form, function, and influence the behaviors of their members. Gives participants an opportunity to understand group norms and how to shape those norms.

### Unit 5: Leadership

Explores the manager's role as leader and introduces techniques for managing and leading people with different levels of ability, skill, and experience.

### Unit 6: Participation and Productivity

Examines why participative management should be used, as well as how and when to use it.

#### *Managing Change*

### Unit 7: Managing Change

Explains how to manage the change process to achieve optimal results. Provides tools to not only manage change effectively, but tools to help overcome the natural resistance that change brings.

#### *Managing Performance*

### Unit 8: Structuring Expectations

Considers how managers can help employees establish and achieve goals in the context of organizational and work-group objectives.

### Unit 9: Managing Results

Helps managers use two-way communication with their employees to increase organizational effectiveness.

#### *Summary*

### Unit 10: Organizational Integration

Explores how to use *Managing for Productivity* to bring all parts of the organization closer together.

*Each of these units contains pre-session, session, and post-session activities.*

#### *Pre-session activities*

Pre-session readings familiarize participants with the management concepts and topics to be covered in the next training session.

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## *Session activities*

During the workshop, participants learn the skills of effective management, analyze cases, and practice and refine their skills through group activities.

## *Postsession activities*

After each session, participants try out a key management skill or approach back on their job.

## Facilitator Certification

ODI will certify individuals from your organization to serve as facilitators of *Managing for Productivity*. Facilitator certification prepares your people to train their colleagues in *Managing for Productivity* concepts and leadership approaches. We also prepare your in-house facilitators to become active and effective champions of organizational effectiveness, even after their training duties have been fulfilled.

There are many reasons why your organization may want to consider facilitator certification. Many participants find it easier to accept and assimilate new management skills and approaches when they are presented by someone from inside their organization. Your trained facilitators can help sustain commitment over the long term by encouraging involvement and by providing timely and expert assistance to your managers and supervisors. Finally, facilitator certification is often the most cost-effective way to deliver *Managing for Productivity* training.

ODI provides facilitator training in an on-site certification workshop. The length of the workshop is determined by how many individuals your organization wishes to certify. Each of your facilitators receives a *Managing for Productivity* Facilitator Manual, which includes the *Guide for Managers* supplemented with detailed facilitator notes on conducting and coordinating training sessions.

## Benefits

*Managing for Productivity* develops the fundamental competencies and the participative approach managers and supervisors need to build a work environment where organizational goals can be achieved. The program helps participants improve communication within and across functions; focus daily work on objectives; and generate measurable gains in quality, productivity, and customer satisfaction. Thousands of managers and supervisors in service and manufacturing organizations are now successfully applying the skills and approaches contained in *Managing for Productivity*.