

SIRF Roundtables

SA Manufacturing Excellence Roundtable

Developing Leaders for a Changed World

16 November 2005

Corporate Lounge 2, Adelaide Entertainment Centre

Agenda

The next Manufacturing Excellence Roundtable in South Australia will address the ways in which leading manufacturers are **Developing Leaders for a Changed World**.

Why this Topic

Who leads on your shop floor? How are they recruited and developed? Did they reach their position because they have the vision, courage and energy for leadership and change or because they have been loyal and good at their job?

Leaders adapt and respond to change, managers may stick to procedure. Leaders who are not managers still inspire, build trust and seek change. Managers who are not leaders lack the capacity to lead and may cause good people to leave because they rely on authority rather than vision to achieve their goals.

In a changing world, leaders offer key advantages at the shop floor and in the executive suite.

This Roundtable is about how we identify, recruit, develop and promote leaders. Our presenters have a wealth of manufacturing experience and knowledge to share. Our speakers will address leadership development and performance management systems.

- Selecting and recruiting leaders in an ageing society;
- Training leaders who will have energy for changing needs and who will self assess, face reality and then change it
- The behaviours and traits that indicate better leadership qualities
- Recruiting for leadership and training for management.
- How do we manage and develop the training needs of people as they progress through the organisation structure?
- How can we develop leaders in a contract workforce?
- What are the aims of leadership development programs and how are they assessed? What are the benefits of a leadership development program for the company and for the contractors? What are the down sides?

Leadership development and recruitment is complemented by education and training to impart understanding and skills in management. Manufacturers are confronted by a changing array of external packages complemented by in-house programs.

- How can manufacturers make choices among these packages?
- How can manufacturers retain the people they educate?

Performance management is increasing in importance as competition for skilled workforce increases. Performance management not only has the potential to set directions and provide data about task activity (the “what” is being achieved) it can also be developed to measure behavioural aspects and outcomes (the “how” is it being achieved).

The scope and use of performance management can provide fast deep change initiatives that can be linked to rewards and recognition systems. Depending on the features incorporated in the system there is the added benefit of using it in career planning to capture long and short term development needs.

Performance management systems can also feed into decision making around retention strategies, mentoring, job rotations, succession planning, lateral movements and promotions.

- How do we measure and manage the performance of managers?
- What are the benefits to organisations, managers and employees?
- Why do some performance systems fail?
- How important is it to link performance systems to rewards?
- How do we deal with resistance?
- What is needed to ensure validity and consistency of measurement across a given manager population?
- Should peer and worker feedback be included in addition to up-line input?

Leadership development is the responsibility of line managers in leading companies.

Accordingly we invite operations and line managers to come and join the breakout panel discussion to address the line manager role in leadership development:

- Succession planning: Ensuring a balance between rising stars and critical positions;
- Encouraging developing leaders to take risks and innovate while meeting goals for operational performance;
- Recognising development needs and providing opportunities to cultivate new skills;
- Shuffling developing leaders between positions without performance; and
- Ensuring that developing leaders build the values, strategy and brand of the company and that the program has the support of employees.

Please be prepared to spend 5 minutes discussing the challenges you face in the area of leadership development during the panel discussion prior to the breakout discussion.

Please consider the topics you would like to discuss during the breakout sessions and let us know before attending.

Draft Agenda

8:15 am *Arrival tea & coffee*

8:25 am **Welcome and introductions**

8:35 am **General Business**

- Future Roundtable and Working Group Meetings
- Lewis Trigger February Workshop

9:00 am **Team Leader and Supervisor Development**

by Surlinne Turko, Training and Development Coordinator,
Bridgestone TG Australia

Surlinne Turko, Training and Development Coordinator at Bridgestone TG will describe a Team Leader and Supervisor development program which is in its second year. TAFE delivers the two year training program for Bridgestone and Clipsal. Surlinne will describe the objectives of the Team Leader and Supervisor program and how participants are selected. She will outline the elements of the training program, how they are assessed, and lessons from the outcomes from the first year.

9:45 am **Integrated Leadership Development**

by Peter Johnston, OHS & Workers Compensation Manager, Inghams
Enterprises

Peter Johnston is OHS and Workers Compensation Manager at Inghams Enterprises. He will speak on the topic of an integrated management model that supports a culture of leadership. Inghams are growing by acquisition and by investing in upgraded facilities. They have an interest in leadership development to make a larger business sustainable and able to attract and retain a growing workforce. Inghams have invested in Lean training as part of integrated management training with a view to developing leading hands with leadership qualities as well as job knowledge.

10:30 am *Morning Tea*

10:45 am **Panel Discussion**

11:15 am **Breakout Discussion**

12:00 pm **Reporting and Working Lunch**

12:45 pm Transfer to Bridgestone TG Edwardstown for Site Tour

1:15 pm **Plant Tour Introduction**

2:30 pm **Take Away Messages.**

What messages and ideas will you take back to your business?
How and when will you introduce these ideas to your people?

3:00 pm *Close*

The Adelaide Entertainment Centre is on port Road at Hindmarsh. Please park in the underground car park with access from Port Road. Corporate Lounge 2 has an entry from the underground car park.

Faxback

RSVP. If you have not previously indicated your intention to attend this Roundtable please fax this form to (08) 8355 3329 or return this form by email as soon as possible to notify us of the names of people from your company who will be attending the Roundtable on 16 November 2005 at 8:15 at Adelaide Entertainment Centre and the site visit at Bridgestone TG Edwardstown.

The following people fromwill attend.
Please indicate by ticking the box attendance at the Roundtable (Rt) and the site visit (Site)

Name	Telephone	email	Diet	Rt	Site

I am willing provide a five minute discussion on an issue I face in developing leaders and succession planning during the panel discussion.