

Workshop: Incentive system in Lean culture

Motivating employees successfully for continuous improvement of the organization

Target group

Company management (executives, presidents), HR executives, Lean coordinators and managers, as well as every person interested in ways of supporting the implementation of Lean management through appropriate motivational mechanisms.

Get the practical insight into solving problems and responding to challenges including:

- Obstacles to the implementation of Lean Management in the current motivational system.
- Building a structure and ranges of responsibility consistent with Lean requirements.
- Appropriate use of work evaluation processes.
- Determining a favorable relation between the basic pay and a bonus.
- Proper non-cash motivation.
- Motivating employees for continuous improvement

Overview

Building lasting Lean culture has to be based on an appropriate motivational system that promotes behaviors compatible with the rules of Lean Management, and discourages from breaking those rules. It sometimes happens that on implementing Lean Management, i.e. a system the success of which depends on the engagement of the employees, we do not pay enough attention to the mechanisms of forming employee behaviors which frequently determine the final success or failure of the implementation.

Benefits for the company

- **Adjusting** the motivational system to the requirements of Lean environment.
- **Avoiding** mistakes while implementing new and modifying the already existing motivational systems.
- **Raised** effectiveness of Lean implementations through more intense involvement of the employees and supervisors.

Benefits for the participant

- **Ability** to create systems that develop employees' desired behaviors.
- **Ability** to identify risks to the implementation of Lean rules in the existing motivational systems and preparing a strategy for their modification
- **Preparing** argumentation for negotiations with social partners.

AGENDA

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Module 1	9:00 – 10:30 (10:30 – 10:45 coffee break)	<ul style="list-style-type: none"> ▪ Requirements of a Lean environment vs. an incentive system: <ul style="list-style-type: none"> ○ A perfect system ○ Errors in the existing systems
Module 2	10:45 – 12:15 (12:15 – 12:30 coffee break)	<ul style="list-style-type: none"> ▪ Motivational game – in groups: <ul style="list-style-type: none"> ○ We make decisions that shape attitudes and determine how the employees behave ▪ Incentive systems in companies on the example of the company hosting the workshop
Module 3	12:30 – 14:00	<p>MODULE PERFORMED IN THE PRODUCTION HALL</p> <ul style="list-style-type: none"> ▪ A walk around the production hall focused on identifying Lean tools that strengthen motivation ▪ Task for the workshop group: identifying motivation tools and tools of Lean processes which will not work if motivation is poor or low
14:00 – 14:45 Lunch		
Module 4	14:45 – 16:30	<ul style="list-style-type: none"> ▪ Presenting the results of the exercise. Discussion ▪ Employee Suggestion Systems (Kaizen): <ul style="list-style-type: none"> ○ When to implement a formal system ○ Characteristic features of a good system, variants and possibilities ▪ Workshop summary