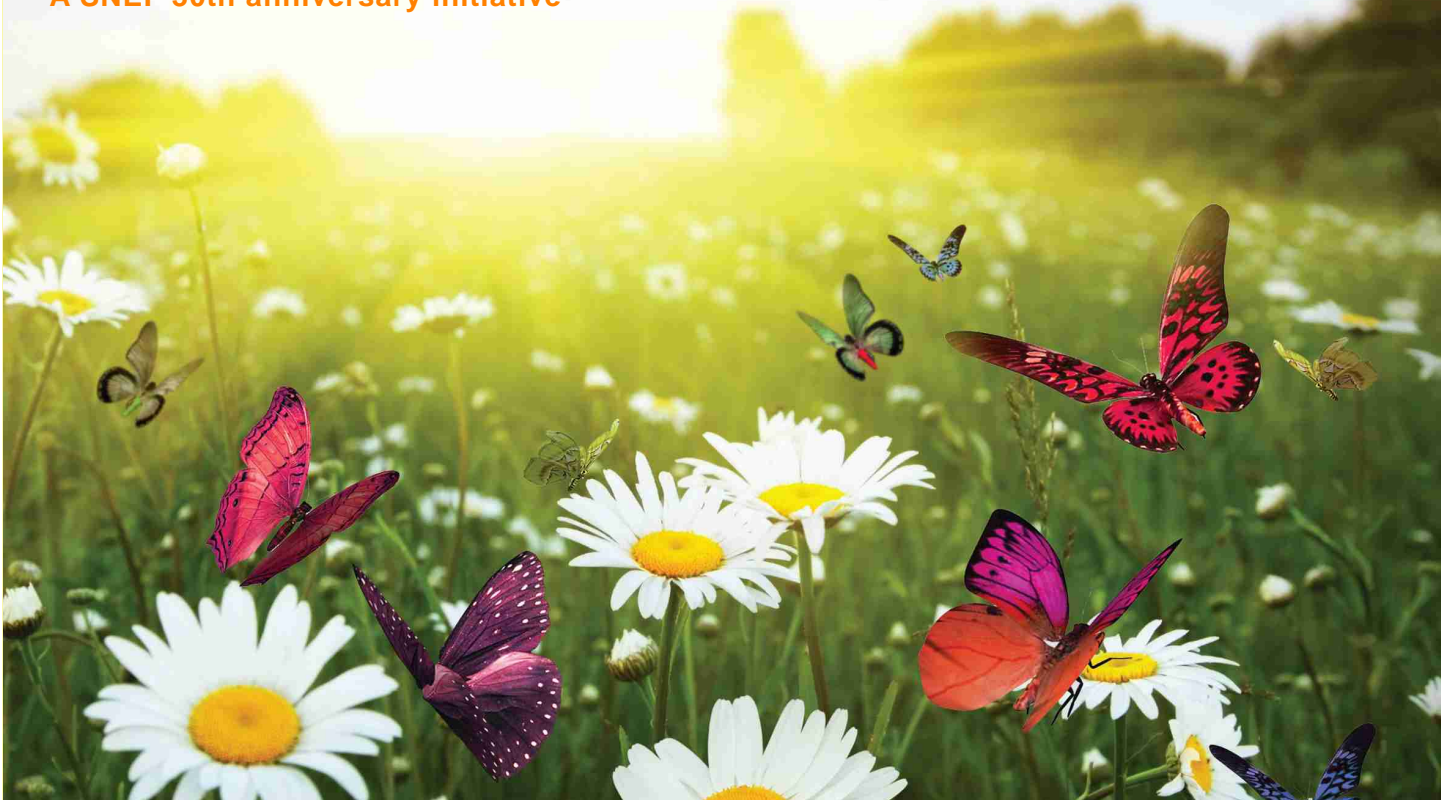


SNEF-SMU CEO SEMINARS

THE ART AND SCIENCE OF PRODUCTIVITY LEADERSHIP

A SNEF 30th anniversary initiative



Productivity is the latest buzz word in town. The concept is discussed extensively in government, business and academic circles. But what exactly is productivity and why should CEOs be concerned?

Productivity is not merely about achieving more output from the same inputs. Central to the idea of productivity is the 'how' of achieving more. We propose that the crux of *increasing productivity lies in the organisation's ability to change and innovate to provide more value add with existing resources*. To do so, the organisation, especially the CEO, has to create an organisational culture that is both open to innovation and change and yet provide a psychologically safe environment for employees. To move from vision to productive reality, leaders also need to nurture the skills for implementation and execution. Whether they are running profitable operations or overseeing innovation projects, executives need to cultivate the management practices that enhance the effectiveness and efficiency of productive systems.

The CEO Seminars are structured in 2 time-friendly modular format, to facilitate the CEO's participation.

Available from Sep 2010

MODULE 1: THE ART OF PRODUCTIVITY

(Wednesday, 1 September 2010, 9.00am to 12.30pm @ SMU)

This half day session will focus on how the CEO can enact an organisation culture that focuses on building the software to create productivity gains. In particular, it will provide CEOs with a framework to kick start the productivity revolution; that of changing the mindset, values and beliefs that will sustain such a movement in the long run. We will also examine management practices across organisations and their impact on talent management as people are the main force in the productivity quest.

Case studies and interactive discussions will be the main modes of delivery. Participants from the program will understand what it means to make productivity a central value in the organisation and more importantly, CEOs will learn how to empower others in the organisation to be positive forces in thinking out of the box and in taking initiative to shape the productivity movement.

MODULE 2: THE SCIENCE OF PRODUCTIVITY

(Thursday, 16 September 2010, 9.00am to 12.30pm @ SMU)

Building on Module 1, this half day session will focus on building the hardware (operations & process excellence, technology and innovation) and putting performance management in place to create measurable productivity gains.

Operations and Process Excellence

An important source of productivity and competitiveness are the best practices of operations and process management. Through cases and practical examples, participants will be reminded about the power of important production methods, popularly referred to as Lean Six Sigma. They will see how productivity leaders use variability reduction, de-bottlenecking and synchronisation to achieve optimal asset utilisation and profitability.

Technology and Innovation

The term "innovation" is widely used by firms but rarely practiced in a sustainable way. Indeed, taking an idea or technology and matching it to an opportunity is difficult work at best, requiring organisational commitment, skills and processes? Yet in even the most innovative setting, the lack of an entrepreneurial approach can result in low payoff and productivity from the effort. Leaders will learn how innovation, technology and entrepreneurship are inextricably linked and, with leadership, can lead a firm to fulfilling its productivity goals.

Performance Management

The art and science of productivity necessarily meet when leaders construct and implement metrics to guide people's efforts and measure the progress of the organisation. Seminar participants will see examples of how well-constructed sets of performance measures can provide internal measures for success as well as external benchmarks that can guide competitive positioning and the search for best practices. Participants will be able to discuss how they manage performance in their organisations and how they motivate and guide people to create value for customers.

Target Participants

CEOs and C-Level/senior level executives.

Pedagogy & Highlight

A variety of teaching techniques, including highly interactive discussion, engaging lectures, case studies and exercises will be employed to enhance the learning experience. The two modules would also feature panel discussions involving invited guest CEOs who had successfully implemented productivity initiatives within their companies.

Course Fee:

Normal Price: \$535 (GST included) per module

SNEF Member: \$267.50 (GST included) per module

SNEF will fund 1 CEO per member company at 50% of the fee for 1 or 2 modules subject to a funding cap of \$500 per member company.



FACULTY PROFILES: ANNIE KOH (PhD, New York University)

Annie Koh is Associate Professor of Finance and Dean of Office of Executive and Professional Education at the Singapore Management University. She also holds the position Academic Director, International Trading Institute@SMU. She received her PhD in International Finance from New York University (Stern School of Business) in 1988 where she was a Fulbright scholar. A frequently sought after conference speaker, panel moderator and expert commentator, Annie's research interests are in Family Office and Family Business Research, REITS, Investor Behaviour, Alternative Investments, and Enterprise Risk Management. She has extensive experience in consulting and executive education for the corporate and public sectors, training professionals in leadership, management, directorship and private banking.

Instrumental in bridging academia and the industry, Annie has spearheaded many major partnerships between SMU and the business world such as the Human Capital Leadership Institute in partnership with the Ministry of Manpower, the International Trading Institute for commodities research and training, the Financial Training Institute for competency training, the BNP Paribas Hedge Fund Centre and the UOB-SMU Entrepreneurship Alliance. Annie was also behind the successful Business Advisors Programme where retrenched professionals are matched with small local enterprises for short-term consultancy stints as well as the Foundation Training Programme to prepare fresh graduates for career in local enterprises, a testament to her sharp pulse on the needs of the economy. Her strong connections to business leaders opened doors for corporate donors such as Credit Suisse and Emirates National Oil Company to contribute to SMU.

She played major contributing roles to several academic programmes in SMU such as the MBA, the Master of Science in Applied Finance and the Master of Science in Wealth Management and Graduate Diploma in Healthcare Management & Leadership and Advanced Diploma in Private Banking. Annie sits on several advisory boards, governing councils and steering committees in SMU as well as the financial services and government sectors. Her paper, An Analysis of Extreme Price Shocks and Illiquidity Among Systematic Trend Followers (2010), co-written with Bernard Lee and Cheng Shih-Fen was published in the Journal of Futures Markets and the Social Science Research Network. Current projects she is working on include studies on REITS and Investor Behaviour, cases on Family Business and a primer/casebook on Commodity Finance. Other academic articles of hers have been published in The Review of Future Markets, SIMEX Papers and Pulses. Annie is also author for International Enterprise Singapore's book on Financing Internationalisation – Growth Strategies for Successful Companies (2004) which has been translated into Chinese.

FACULTY PROFILES: ADEL F DIMIAN (PhD, North Dakota State University)

Adel F Dimian is Practice Associate Professor of Management in the Lee Kong Chian School of Business. He recently joined SMU after serving nearly 19 years with 3M in varied and increasing responsibilities in technical and business management for worldwide.

As a scientist he was awarded 9 patents for novel chemistry solutions. He is a certified six sigma black belt and master black belt. Adel spent 3 years based in Singapore as a regional business development manager responsible for 3M's Asia electronics portfolio. Prior to moving back to Singapore and joining SMU, he was appointed vice president and general manager for 3M's healthcare IT compliance business unit in New York City. Adel has worked in the healthcare, memory technology, commercial brand identity and graphic design, IT, and electronic market segments.

He received his formal education in the sciences, liberal arts, and business administration earning a BS and PhD degrees in chemistry, and an MBA with honors from the Carlson School of Management, University of Minnesota. His expertise is strategy, innovation, process improvement and general management.



FACULTY PROFILES: LIEVEN DEMEESTER (PhD, UCLA)

Lieven Demeester is Practice Assistant Professor of Operations Management Practice at Singapore Management University and was assistant professor at INSEAD from 2000 to 2008. He has taught Operations Management, Supply Chain Management and Project Management course to MBA students and a wide range of executives in Europe and Asia.

Lieven holds a diploma in electrical engineering from the University of Ghent in Belgium and a PhD in Operations and Technology Management from the Anderson School at UCLA. In his research, Lieven has examined the nature, role and methods for inventory reduction in manufacturing, the role of operations executives in strategy making, and the impact of recycling on operations strategy. His research has been sponsored by companies such as Siemens, IBM and BASF. His scientific articles have appeared in Management Science, Manufacturing and Service Operations Management, Production and Operations Management, and Interfaces.

Prior to his academic career Lieven worked as a Principal Consultant at PricewaterhouseCoopers' Operations Strategy practice in Los Angeles and before that he was a management consultant with Arthur D. Little in Brussels. As a management consultant Lieven has advised several industrial, utility, entertainment and Internet companies.

FACULTY PROFILES: TAN HWEE HOON (PhD, Purdue University)

Tan Hwee Hoon earned her PhD in Management from the Krannert School, Purdue University in December 1996. She taught at the School of Business at the National University of Singapore from December 1996 to November 2005. Hwee Hoon has been with the Lee Kong Chian School of Business, Singapore Management University since December 2005.

Hwee Hoon's research interests are in the areas of interpersonal trust, cross cultural awareness and emotional management at the workplace. Hwee Hoon has published in many international journals, including the Academy of Management Journal, Strategic Management Journal, Journal of Applied Psychology, Human Relations and many others. She was also the Asia-Pacific Editor of the Journal of World Business from 2000-2004.

Hwee Hoon is also actively involved in Executive Teaching, both in English and Chinese and has trained for major organisations such as the International SOS, Monetary Authority of Singapore, Singapore Health Services, SingTel, SIA, Kerry Oils, Alcatel Asia Pacific etc. She also consults for organisations such as the Singapore Tourism Board, IE Singapore and the Asia-Pacific Economic Cooperation.



For more information, please contact us at: 6827 6927 (Training hotline)
or email: productivity@snef.org.sg

