

How to be an Excellent Front-line Production Manager

The growth path of front-line production manager from qualified to good, from good to excellent.

Shanghai, China
16th & 17th September 2010

Trainer:
Bin Li

He had been senior production executives, production center part-time trainer, core team member of TPM activities, and internal trainer in a well-known multinational company. In early 2000, changed from production management to specialize in providing education and training to production operations related staff, the main job was to provide training to nationwide sub-companies, the core suppliers and other related enterprises; after that he worked as part-time trainer, training consultant in School of Management of a domestic enterprise.

From July 2002, he worked as a professional trainer, cooperated with a number of management consultant companies engaged in management training nationwide, including internal training and public courses. As a project manager and core members, he worked with other project team members co-counseling enterprises including machinery, beer industries, etc., in which the TPM activities for a well-known enterprises in Tianjin achieved remarkable results: the downtime rate of the demonstration equipments reduced and stabilized at 1/20 of the original level, with an average increase of nearly 12% in production capacity and average savings of more than 1 million per month. Other production lines' efficiency had also been improved, the demonstrated production line's OEE increased by nearly 15%.

Mr. Li advocate training concept of "happy to learn and enjoy work", pursue of practical learning concepts of "learner-centered, easily understood, can remember, usable". Since engaged in professional training, more than 13,000 students attended his public courses, some typical clients include Bohai Shipyard of PetroChina, Dalian ITT Flygt Pump, ABB Shanghai, LG Chemical, LG Tongchuang, SGENEC, Tianjin Denso air-conditioning, Hisense mobile phone, Uni-President Enterprises Corp., SMC (China), Lenovo Computer, Gates Unitta, Chery Auto, Samsung, Siemens, Pepsi-Cola China, SONY Chemical, Timken, Sun Machinery, Liufeng Machinery, Sumitomo Electric, Flextronics, Suzhou Metrologic, Huiyuan Juice, Red Bull drinks, Qingdao Beer, 999 medicine, Lanbao pharmaceuticals, Shanghai Yongda elevator, Japanese state printing, Panasonic Communications, Daewoo Heavy Industries, Huaqiang Sanyo Dalian, Shenyang Astron chemical, Howden Weihai, etc.; Up to now has completed more than 230 in-house trainings for companies such as: Sany Heavy Industry, Shanghai Maglev, Dongfeng Honda Engine (Guangzhou), Dongfeng Honda Automobile Parts (Huiyang), Yutong Bus (Luoyang plant), Shandong aluminum plant of CHINALCO, Shanxi Aluminum Plant, Danjiangkou aluminum of Hanjiang Group, Tradex Converting Co., Ltd., Wuxi Lihu Impeller, Asiatrak Tianjin, Qinhuangdao Dicastal Wheel, Yantai Timken, Yuasa Battery (YUASA), Punch Industry (Dalian), Philips Lighting, Makita China (Kunshan), Tianwei Baobian Group (Baoding), Tianjin Tianhai synchronizer, Suzhou Grande Electronics, China-Arab fertilizer, Weishen pharmaceuticals of CSPC, Zhongnuo pharmaceutical, Taishan beer, Swire Coca-Cola, Perfect China, Nanjing Phoenix Contact, Guangzhou Pusheng Speakers, Guangdong Jinsha Paints, Sate-Lite (Foshan) Plastics, ECCO (Xiamen), Quanzhou Xinhuanghe Clothing etc.



Who Should Attend:

The "Front-line Production Manager" refers to all types of front-line **production manager** under department managers and plant directors.

Training Introduction:

This course will focus on "several essential management skills of good front-line production manager", especially the new manager or "old manager" transformed from technology to management; this course can provide them with complete system training to improve management capabilities and effective implementation. It will then help trainees learn how to transform from "technical operations based experts" to "coach-based experts" and how to lead the team to upgrade their "soft skills" to be a great front-line manager.

Training Features:

- Learner-centred, pay attention to the participation of trainees;
- Combine practical case studies and well-designed games, advocate discovery learning;
- Good at interpretation of the complex and boring content to simple and vivid.

In-House Training Solutions:

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House Training solution delivered locally on-site. Course can be tailored to specific requirements. Please contact **Whitney Shen** on **+86 28 65521255** or email whitney.shen@martinlinking.net to discuss further possibilities.

About Martin Linking

Martin Linking Business Consulting plans to produce more than 80 trainings and conferences and works with senior executives from the majority of the world's top 1000 companies to improve their business strategy and match their learning and training needs in one year. And we continue to grow.

We also invite the leading business practitioners, industry decision makers and innovators to share insights, best business practice, and new technology at our forums. **We are dedicated to give attendees cutting edge information they can use immediately.** We constantly research and listen to all industry sectors to ensure that the business intelligence we provide is timely and cutting-edge.

Pre-Course Questionnaire

In order to tailor this course precisely to your needs, the course leaders would value information on your knowledge, experience and requirements.

Section 1. Role recognition of front-line production manager and basic management knowledge (2 hours)

Course lead-in - Learn from game (15 minutes)

Module 1. Understand management and managers

- ✓ What is management and managers
- ✓ Understand various roles in business management
- ✓ Understand the five basic questions of daily management
- ✓ Front-line production manager: What to manage? What to arrange?
- ✓ Simple and effective management logic

Module 2. Role recognition and function of front-line production manager

- ✓ Role play of front-line production manager in work
- ✓ Customer focus: internal customers and external customers
- ✓ Four basic relationship analysis of the internal customer
- ✓ Product of manager is the behavior of employees
- ✓ Improve your performance through the efforts of the team

Module 3. Competency requirements and career development of front-line production manager

- ✓ Quality, technology and ability requirements of front-line production manager
- ✓ Career ability improvement plan of front-line production manager
- ✓ Work for yourself - establish career conception

Case study and further reading: Who are the best front-line production managers?

Section 2. Working team building and staff management (4 hours)

Module 1: Understanding: What is the excellent team? (2hours)

Workshop Schedule

Day One & Two

- 0830 Registration and coffee
- 0900 Workshop commences
- 1045 Morning refreshments
- 1115 Workshop re-commences
- 1200 Luncheon
- 1300 Workshop commences
- 1500 Afternoon refreshments
- 1530 Workshop re-commences
- 1700 Workshop concludes

1. Excellent team - Learn from wild goose

- ✓ Management objectives of working team: efficiency, quality, cost, delivery, safety, morale and team culture
- ✓ How to form "order and regulation" of team management
- ✓ How to encourage the staff to participate in the management
- ✓ How to tap the wisdom of staff and train to improve capacity of staff

2. Culture the work habit of "Accomplish daily matter strictly"

- ✓ What is "Accomplish daily matter strictly"
- ✓ How to set up work principle of "Accomplish daily matter strictly"
- ✓ Case: Haier's "Accomplish daily matter strictly" management

Discussion: How to do daily management according to company's reality

Module 2: Conflict management and effective communication (2 hours)

1.Understanding and dealing with interpersonal conflict in team

- ✓ Causes of conflict in working teams
- ✓ Game: conflict management skills
- ✓ Several principles dealing with conflicts
- ✓ The essence of interpersonal relationship in team
- ✓ How to effectively solve the conflict in daily work

Case study: How to improve the team cohesion and keep staff?

2.Basic skills of communication

- ✓ Learn communication
- ✓ Several factors affecting communication effect
- ✓ Communication skills - expression skills, listening skills, questioning skills and feedback skills
- ✓ Communication case analysis and practice
- ✓ Basic ways of communication in team management
- ✓ Communication skills with subordinate - face-to-face communication
- ✓ Communication skills with subordinate - team meeting skills
- ✓ Communication skills with superior - communication methods and points with superior
- ✓ Communication with colleague - level thinking skills

3. Praise, criticism and persuade skills

- ✓ What is the purpose of criticism?
- ✓ Learn some psychology - understand adult's psychology
- ✓ What is the effective criticism?
- ✓ Flexible use of criticism and praise
- ✓ Several principles of effective criticism and praise
- ✓ Case Study

Section 3. Develop Excellent Executive ability (3 hours)

1. Front-line manager's executive consciousness and executive ability

Understand executive ability - not only just finish work on time and with quality and quantity assured

Practice executive ability – focus the process, details and habit

Habit of effective execution

Revelation of West Point

Appreciation and learning of movie clips

2. Analysis of execution ability of yourself

Case: What I think from the iceberg?

Two key factors affect execution ability

3. How to improve personal execution ability?

20 questions about execution ability of your own

Typical characteristic of the excellence executive manager

10 practices to improve personal executive ability

Individual action plan about executive ability

4. Developing team executive ability

Case Study of Fushun Petroleum

Section 4. Site management and improvement practices (3 hours)

1. Basic ideas and methods of work improvement

- ✓ Little experiment: improvement is endless
- ✓ Why should improve the shop floor - how to understand the waste?
- ✓ The basic idea of lean production

- ✓ Basic principles and key points of work improvement
- ✓ Basic methods and tools of work improvement
- ✓ Make flexible use of the principle of ECRS
- ✓ Poka, Poka Yoke and correction method
- ✓ Improvement and standardize
- ✓ Carry the PDCA cycle through to the end
- ✓ Make flexible use of the 5-Why method to improve the work

2. Implement 6S management to strengthen the basis of site management

- ✓ Content and quintessence of site 6S management
- ✓ Implementation of site 6S management
- ✓ Site Visual Management
- ✓ Common problems and countermeasures in site 6S management
- ✓ Case picture learning of site Visual Management

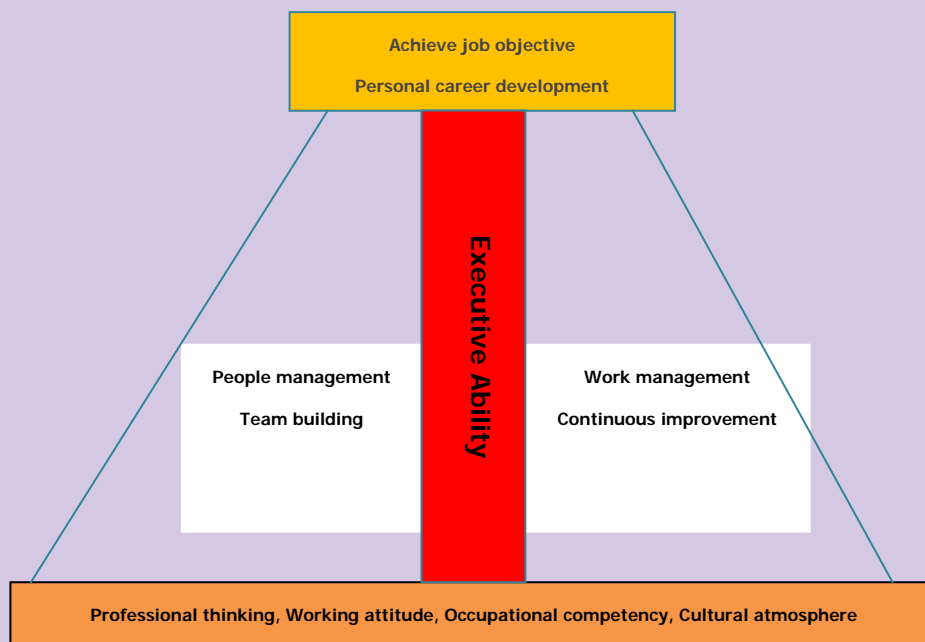
3. Equipment daily spot check and maintenance of production personnel

- ✓ Complete system introduction of equipment maintenance
- ✓ Why should basic-level supervisors and operators do routine maintenance on equipments?
- ✓ How can Autonomous Maintenance help on improving the competitiveness of the operator's job?
- ✓ How to implement it in practice?
- ✓ Story: Under the financial crisis who will lose their jobs first and who will be hired first?
- ✓ TPM: basic idea of full participation

Problem discussion and Analysis

Course summary and answer questions

Training architecture:



如何做一名卓越的基层生产主管

生产基层主管从合格到优秀、从优秀到卓越的成长之路。

上海，中国

2010年9月16日至17日



培训师:

李斌

曾经担任著名跨国企业高级生产主管，生产中心兼职培训师，TPM 活动小组核心成员，内部培训师。2000年初，从生产管理转向专门对生产运作相关员工进行教育训练，主要工作是在全国范围内相关兄弟公司、核心供应商及其他关联企业实施培训；后在国内企业管理学院担任兼职培训师、培训顾问。

2002年7月始作为职业培训师，与多家管理顾问公司合作，全国范围内从事管理培训工作，包括内部培训和公开课培训。作为项目经理和核心成员，与项目组成员共同辅导的企业包括机械、啤酒等，其中天津某著名企业的 TPM 活动，取得显著效果：示范设备故障停机率降低并稳定在原来的 1/20，平均产能提升接近 12%，月平均节约 100 多万元，其他生产线效率也得到改善，示范生产线的 OEE 水平提高近 15%。

李老师倡导“快乐学习、享受工作”的培训理念，追求“以学员为中心、听得懂、记得住、用得上”的实用学习理念。从事职业培训以来，公开课学员累计已超过 13000 人，部分代表性客户如中石油渤海修船厂、大连 ITT 飞力泵业、上海 ABB、LG 化学、LG 同创、北京首钢日电、天津电装空调、海信手机、统一工业、SMC（中国）、联想电脑、盖茨优霓塔、奇瑞汽车、三星电子、西门子、百事可乐中国、索尼凯美高、铁姆肯、太阳机械、六丰机械、住友电工、伟创力电子、苏州码捷、汇源果汁、红牛饮料、青岛啤酒、三九药业、蓝宝制药、上海永大电梯、日邦印刷、松下通信、大宇重工、大连华强三洋、沈阳阿斯创化工、威海豪顿华工程等；截止目前入厂内部培训企业已完成 230 多家，服务的部分代表性客户如：三一重工、上海磁悬浮、东风本田发动机（广州）、东风本田汽车零部件（惠阳）、宇通客车（洛阳工厂）、中国铝业集团山东铝厂、山西铝厂、汉江集团丹江口铝业、特瑞胶黏配件有限公司、无锡蠡湖叶轮制造、亚实履带天津公司、秦皇岛戴卡轮毂、烟台铁姆肯、汤浅蓄电池（YUASA）、大连盘起工业、飞利浦照明、牧田中国（昆山）、天威保变集团（保定）、天津天海同步器、苏州群鑫电子、中国-阿拉伯化肥、石药集团维生制药、中诺制药、泰山啤酒、太古可口可乐、完美中国、南京菲尼克斯电气、广州普笙音箱、广东鲸鲨制漆、顺德赛特莱特塑胶制品、厦门 ECCO（丹麦）鞋业、泉州新黄河服装等。

培训对象:

本大纲所提“生产基层主管”泛指部门经理、车间主任以下的所有类型基层生产环节主管。

学习提示:

本课程围绕“优秀基层主管必备的几项管理技能技巧”，特别是新任主管或从技术转型管理的“老主管”，本课程可以为他们提供完整、系统的基于管理能力提升与有效执行的训练。从而帮助学员学习如何从“技术操作型能手”转变为“基层教练型能手”，如何提升自己带领团队的“软技能”做一名优秀的基层主管。

培训特点:

- 以学员为中心，注重学员的参与；
- 实务案例分析与精心设计的游戏相结合，倡导启发式学习；
- 培训中听得懂、培训后记得住，这样才能学得会
---- 擅长把枯燥复杂演绎得生动简单。

内训方案:

如果公司有很多人有着类似的培训需要，那么您不妨考虑内部培训的解决方案。

培训将在贵公司现场举行。并且培训可以根据您具体的要求来进行。

请联系 **Whitney Shen** 来讨论合作的可能:

电话: **+86 28 6552 1255**

电邮: **whitney.shen@martinlinking.net**

课前问卷调查

为了使这一课程真正适合您的需求，培训师将会评估你现有的知识，经验和需求。

如何做一名卓越的基层生产主管

第一部分、生产基层主管的角色认知与管理基础（2小时）

课程导入-游戏的启示（15分钟）

模块 1、认识管理与管理者

- ✓ 什么是管理与管理者
- ✓ 认识企业管理中的各种角色
- ✓ 认识日常管理中的 5 个基本问题
- ✓ 生产基层主管：管什么？理什么？
- ✓ 简单有效的管理逻辑

模块 2、生产基层主管的角色认知与作用

- ✓ 生产基层主管在工作中的角色扮演
- ✓ 关注客户：内部客户与外部客户
- ✓ 四种基本的内部客户关系分析
- ✓ 管理者的产品是员工的行为表现
- ✓ 通过团队的努力提升你的绩效

模块 3、生产基层主管的能力要求与职业成长

- ✓ 生产基层主管必备的素质、技术与能力要求
- ✓ 制造业基层主管的职业能力提升计划
- ✓ 为自己工作-树立职业观

案例学习与延伸阅读：哪些是优秀生产基层主管？

关于马汀令可

马汀令可商务咨询计划每年组织超过80场的培训和会议，与全球1000强公司的高层经理一起提高他们的商务战略，满足他们的学习和培训需求。并且我们在不断成长。

我们邀请领先企业的管理者，决策者和创新者在我们的活动中分享他们的思想观念，最佳商业实践和新技术。我们致力于为我们的客户提供即刻可用的前沿信息。我们不断地研究和聆听所有行业的声音来保证我们提供商业信息的及时性和前沿性。

培训时间表——第一天和第二天

- 0830 签到及早茶
- 0900 培训开始
- 1045 上午休息
- 1115 培训继续
- 1200 午餐
- 1300 培训开始
- 1500 下午休息
- 1530 培训继续
- 1700 培训总结

第二部分、班组建设与人员管理篇（4小时）

模块 1：认识：什么是优秀团队？（2小时）

1、优秀的班组 — 大雁的启示

- ✓ 班组管理的目标：效率、质量、成本、交期、安全、士气及班组文化
- ✓ 如何形成班组管理的“秩序与规则”
- ✓ 如何发动员工参与管理
- ✓ 如何挖掘员工的智慧培养员工提升能力

2、培养“日清日毕”的工作习惯

- ✓ 什么是日清日毕
- ✓ 如何建立日清日毕的工作原则
- ✓ 案例：海尔的日清管理

讨论：结合公司实际探讨如何进行日常班组管理

模块 2：冲突处理与有效沟通（2小时）

1、认识并处理班组中的人际冲突

- ✓ 班组中冲突的原因分析
- ✓ 游戏：冲突处理技巧
- ✓ 处理冲突的几个原则
- ✓ 团队中人际关系的实质
- ✓ 日常工作中如何有效解决冲突

案例分析：如何提高团队凝聚力留住优秀员工？

2、管理沟通的基本技巧

- ✓ 认识沟通
- ✓ 影响沟通效果的几种因素
- ✓ 沟通的基本技巧--表达技巧、倾听技巧、提问技巧、反馈技巧
- ✓ 沟通案例分析与演练
- ✓ 班组管理中沟通的基本方式
- ✓ 与下属沟通的技巧---面对面沟通
- ✓ 与下属沟通的技巧---班组会议技巧
- ✓ 与上级沟通的技巧---与上级沟通的方法和要点
- ✓ 与同事的沟通---水平思考技巧

3、表扬、批评与说服的技巧

- ✓ 批评的目的是什么？
- ✓ 学点儿心理学—理解成人的心理
- ✓ 什么是有效的批评？
- ✓ 批评与表扬的灵活应用
- ✓ 有效批评与表扬的几个原则
- ✓ 案例分析

如何做一名卓越的基层生产主管

第三部分 卓越执行力培养 (3 小时)

1、基层主管的执行意识与执行力

理解执行力—不仅仅要“按时保质保量”完成工作

实践执行力—关注过程、细节和习惯

高效执行的习惯

西点军校启示录

电影片段欣赏与学习

2、解析自己的执行力

案例：我从冰山想到的？

影响执行力的两个关键因素

3、如何提升个人执行力？

关于自己执行力的 20 个问题

卓越执行型主管的典型特征

提升个人执行能力的十种做法

关于执行力的个人行动计划

4、团队执行力培养

抚顺石油案例学习

第四部分 现场管理与改善实践 (3 小时)

1、工作改善的基本思路与方法

✓ 小实验：改善无止境

✓ 为什么要改善现场-如何理解浪费？

✓ 精益生产的基本思想

✓ 工作改善的基本原则和着眼点

✓ 工作改善的基本方法和工具

✓ 活用 ECRS 原则

✓ 防错、防呆与纠错法

✓ 改善与标准化

✓ 把 PDCA 循环进行到底

✓ 活用 5-Why 法进行工作改善

2、落实 6S 管理夯实现场管理的基础

✓ 现场 6S 管理的内容和思想精髓

✓ 现场 6S 管理方法的落实

✓ 现场可视化管理

✓ 现场 6S 管理常见问题与对策

✓ 现场目视管理案例图片学习

3、生产人员的设备日常点检与保养

✓ 设备保养的完整体系介绍

✓ 生产基层主管及操作工为什么要对设备进行日常保养？

✓ 设备自主保养对提高操作人员的职业竞争力有何帮助？

✓ 实际如何操作

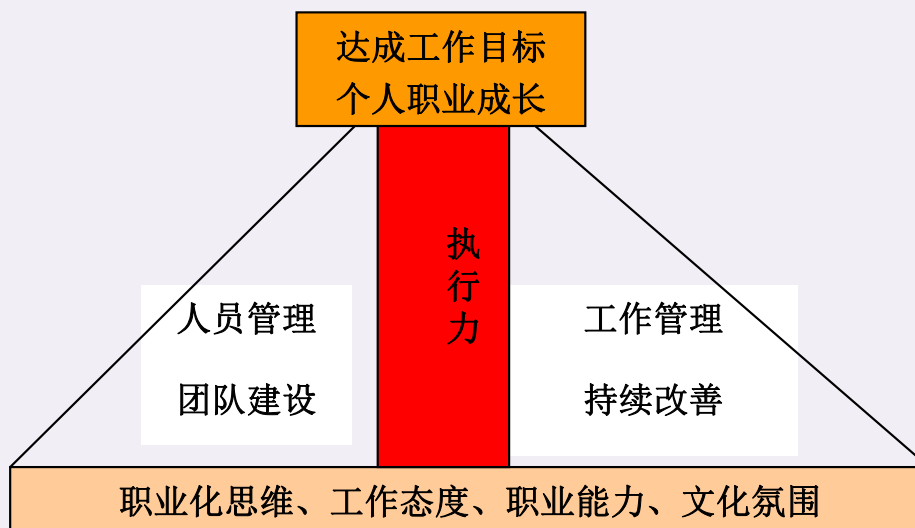
✓ 小故事：金融危机下谁先丢掉工作？谁会优先被雇佣？

✓ TPM 全员参与保全的基本思想

问题讨论与分析

课程总结与问题回答。

培训架构说明：



How to be an Excellent Front-line Production Manager

SH10035-Sales Contract-Please Complete in Capital Letters and Black Ink

Sales Contract

Please complete this form immediately and fax back to

Whitney Shen

Fax No: +86 28 6552 1233

Fee Per Delegate

Two Day Training Fee RMB 5995 per person

All the registered delegates are entitled for a set of documentation free of charge

DOCUMENTATION RMB 500

If you are unable to attend the conference/training but wish to receive copies of the conference/training documentation, please complete the sales contract, tick this box and return the contract with payment details.

Full Payment is required within 5 working days

Name: _____

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Name: _____

Position: _____

Email: _____

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Email: _____

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Address: _____

Town: _____ State: _____ Postcode: _____

Tel: _____ Fax: _____

Nature of Business: _____

Company Size: 1-99 100-249 250-499

500-999 1000+

Authorization

(Signatory must be authorized to sign on behalf of contracting organization.)

Name: _____

Position: _____

Signature: _____ Date: _____

This booking is invalid without a signature.



Register Now

Contact: Whitney Shen

Tel:+86 28 6552 1255

Fax:+86 28 6552 1233

Email: whitney.shen@martinlinking.net

Business Opportunities

An exhibition space is available at the conference. Sponsorship opportunities covering lunch, evening receptions and advertising in documentation packs are also available. Please contact Ms. Whitney Shen at +86 28 6552 1255.

Payment Method

Our payment terms are 5 working days on receipt of invoice and full payments can be made by bank transfer.

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CONFIRMATION DETAILS: After receiving payment, a receipt will be issued. If you do not receive a letter outlining the conference details two weeks prior to the event, please contact the Conference Coordinator at Martin Linking.

Terms & Conditions:

1. Fees are inclusive of program materials and refreshments.
2. Payment Terms - Following completion and return of the registration form, full payment is required within five (5) working days upon the issuance of invoice. Payment must be received prior to the conference/training date. A receipt will be issued on payment. Due to limited conference/training seats, we advise early registration to avoid disappointment. We reserve the right to refuse admission if payment is not received on time.
3. Client's Cancellation/substitution - Provided the total fee has been paid, client's cancellation must be received in writing by MAIL or FAX four (4) weeks prior to the event in order to obtain an 85% credit to attend for any future **Martin Linking** Events. Under such circumstances, **Martin Linking** will retain the other 15% service fee to cover expenses for prior cost that has already been incurred upon the acceptance of registration. All bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **Martin Linking**.
4. If, for any unexpected circumstances or reasons that **Martin Linking** decides to postpone this event, the client hereby indemnifies and holds **Martin Linking** harmless from any cost incurred in by the client. The event fee will not be refunded, but can be credited to future **Martin Linking**' s events. **Martin Linking** reserves the right to change the content without notice.
5. Copyright etc. - All Intellectual Property rights in all materials produced or distributed BY **Martin Linking** in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is strictly prohibited.
6. Important note: In the event that **Martin Linking** permanently cancels the event for any reason whatsoever, (Including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a refund for the amount that the Client has paid to such permanently cancelled event.