



## Lean Human Resources Masterclass

*with Lean Institute Africa Associate*

**Thapelo Molapo**

### **Why a Lean HR Masterclass?**

Organisations that strive to continuously improve themselves through the application of lean techniques **must** place Human Resources Management (HRM) at the centre of their lean management programmes. The Lean HR Masterclass was conceived and developed to guide organisations in this regard.

There are many different ways to describe work. In a productive context, work can be defined as the addition of complex labour to raw material in order to create value. While this description would be easier to interpret in industrial settings, it can be applied in any other conceivable context too.

The above definition of 'work' highlights the **central role** of Human Resources Management in building a lean management system that creates value for customers. HRM in a mature lean organisation develops people differently than in traditional management systems. This masterclass will inform you about how that is done.

### **The concept of HR Management**

Human Resources Management essentially seeks to achieve **three key objectives** to realise its mandate of conducting the addition of complex labour to raw material in order to create value. These are:

#### ***Objective 1 – Creating a stable workforce for the organisation***

In order for your organisation to function effectively and to embark or continue on its continuous improvement journey, it is essential that it has a predictable supply of labour. If labour supply is not stable, it is unpredictable and unreliable. Consequently, at best, the organisation could not guarantee consistent operation or, at worst, this instability would render it dysfunctional.

#### ***Objective 2 – Creating a capable workforce for the organisation***

A capable workforce, with their talent and abilities appropriately matched to your organisation's objectives is essential to achieving organisational goals. Creating a capable workforce in this context is about far more than training and development. It is about establishing and managing a dynamic link between your organisation's ever-changing talent requirements and the ongoing improvement in the capabilities of its workforce.

#### ***Objective 3 – Ensuring that the workforce is productive***

Human Capital Management is one of the most misunderstood functions of Human Resource Management. This function is essentially about managing the commercial value of your organisation's workforce. The focus of Human Capital Management is not people, which is the focus of Objective 1. Rather, Human Capital Management is concerned with people's productivity and how their capabilities are managed effectively to increase value to your organisation.

### **HR Masterclass content**

The Lean HR Masterclass deals with HR Management's key functions in relation to the HR discipline's respective key objectives from a lean perspective. A unique feature of the masterclass is its thought-provoking perspectives

about some misconceptions in HR Management. The table that follows outlines the Lean HR Masterclass accordingly.

Key Objective	HR Functions	Some areas of misconceptions
1. Creating a Stable workforce	Recruitment & Staffing Employment Policies & Procedures Communication Labour Relations Employee Wellness Absence and time management Employee engagement	Abolish vacancies, HR is not a support function Communication is never enough Winning cases is bad for the organisation  Discipline is not the solution here People don't leave companies...
2. Creating a Capable workforce	Human Resource Planning Training and Development Team work and problem solving Promotions and rotations Performance Monitoring Individual Development plans	Managers should not solve problems Not all promotions are good Who needs performance appraisals?
3. Ensuring a Productive workforce	Work Standards and improvement Human capital measurements Human Capital analytics Productivity management Productivity improvement Retention Exit and succession management	Performance must be quantified Every minute counts  Is money an effective retainer?

**The Facilitator**



Thapelo Molapo is Toyota South Africa’s former Vice President of HR and Training. Thapelo spent 6 years at Toyota in the above position through which he gained vast experience in the daily application of the Toyota Production System (TPS) and the Toyota Business Practice (TBP). In 2013 Thapelo received the Global HR Leadership award from the World HRD Congress as well as the IPM HR Director of the year award. Thapelo founded [Molapo Industries](#) in 2013 and is its current CEO. He is also among other roles, the Chairman of the Automobile Manufacturers’ Employer Organisation , Member of the Governing Board of Merseta and member of the Council of the University of Venda appointed by the Minister of Higher Education and Training.

**Date, Time, Location**

Date: 27<sup>th</sup>- 28<sup>th</sup> May 2015

Time: 08:00 – 16:30

Location: Definitive Conferencing, Johannesburg

**Certificate**

A certificate of attendance will be issued to participants who attend both days.

**Cost**

The registration fee for the 2-day ITL workshop is R5 200.00 excl. VAT per participant. This fee includes course material, lunch and refreshments.

**Discounts**

Discounts are available for **group bookings**. Please contact the LIA office on [leaninfo@gsb.uct.ac.za](mailto:leaninfo@gsb.uct.ac.za) or 021 406 1226 for a quotation with the group discount applied.

**Registration**

Places are limited so be sure to book early! Register [online](#) now, or download and email us the completed registration form. Alternatively contact us on 021 406 1226 or [leaninfo@gsb.uct.ac.za](mailto:leaninfo@gsb.uct.ac.za) for a registration form.