

MANAGEMENT TRAINING COURSE CONFERENCE OUTLINE

NO. 1

INTRODUCTION: THE RESPONSIBILITIES OF THE MODERN SUPERVISOR

OBJECTIVES

1. Get the conference off to the right start.
2. Explain the conference technique and procedure to the group.
3. Outline the program of supervisor training.
4. Show the group how the supervisor's job has changed from "boss" to "leader."
5. Draw up a list of the general and specific responsibilities of the modern supervisor.

AIDS AND MATERIALS

1. Worksheets 1, 2 and 3.
2. Charts 1, 2 and 3.
3. "It's Our Job" (16 mm film) -40 minutes. To be used only for groups familiar with English conversation.

- - - - - TIME SCHEDULE - - - - -

- 30 min I. Introduction
- 5 min II. Outline of the Management Training Course.
- 25 min III. Conference Technique
- 15 min IV. The Modern Supervisor: from "Boss" to "Leader."
- 20 min V. Responsibilities of the Modern Supervisor.
- 5 min VI. Summary.

I. Introduction:
(30 min.)
Checking the room
beforehand

As far as possible have the chairs arranged around a large table so that no conferee will have his back facing anyone else.

The conference leader should be located so that he can easily reach the blackboard and charts.

Before each session check the room for proper temperature and ventilation.

Place card
(Illustration)

See that each conferee has a place card with his name written or printed on both sides. Have one of your own placed where everyone can easily see your name.

Special
speaker

If possible, get a personnel or training officer as a special speaker to help introduce this training course.

In order to familiarize the conferees in English usage—even though to a very limited degree—use greetings in English only. Address the members as Mr.____ and Miss____, and have them address you as Mr.____.

A. Welcome the
Conferees.

Put the group at ease.
Introduce yourself to the conferees, and encourage them to relax and make themselves as comfortable as possible.
Introduce each conferee to the group, and ask each one how many years he has worked in a supervisory position. List these figures on the board, and see what an impressive total it makes.
If you have a special speaker, introduce him to the group at any point you see fit, and have him take up any of the following portions of this introduction.

(Illustration)

Explain why the particular conferees were selected to attend this training course.

Stress the importance of attending each day's session and of being on time.

Explain that a great many important matters are to be taken up throughout the course.

- B. The background and objectives of management training for indigenous supervisors.
- (Illustration)
- Immediate Objectives.
- Long-range Objectives.
- Spreading Democracy
- Reconstruction of Japan
- II. Outline of the Entire Management Training Course.
(5 min.)
- Worksheet 1
- III. Conference Technique.
(25 min.)
- What is the conference method?
- Explain that the need for training indigenous foremen and supervisors of native employees hired by the occupation forces was felt by many U.S. officials from the very beginning of the occupation; nevertheless, it has taken over four years since the end of the war for the Far East Air Forces to lay the ground work for this training program, which would be on a comparable level to that given to U.S. officers, non-commissioned officers, and civilians.
- Ask the conferees to contribute their ideas as to what the immediate objectives of this training program are.
- List them on the blackboard.
- Again ask the group to suggest their ideas. The answers here are less obvious. Be sure that the following two are included:
- a. That the concept of "democracy" can be understood only by being put into practice and that modern supervisory methods are nothing more than democracy at work.
 - b. That the economic reconstruction of this war-battered world can be achieved only through climbing up to high production.
- Ask how this training ties up with U.S. policy toward Japan.
- Announce that there will be a 10-minute recess so that everyone can get up and stretch. Distribute Worksheet No. 2 so that during the recess the conferees may glance over the list of subjects to be taken up during the entire course.
- A. The 3 main training methods.
- Ask what the 3 main training methods are.
- List them.
1. Informational, or lecturing.
 2. Instructional, or demonstrations.

3. The conference discussion method.

Explain each briefly.

B. Bring out these facts:

1. That you as the conference leader are not a so-called expert who knows all the answers on supervision.
2. That the conferees make up a group of well-experienced supervisors.
3. That the most effective and interesting way of learning is for everyone to contribute his ideas based upon his experiences and to discuss problems from several angles.
Ask for comments.
Show how the exchange of ideas works differently from the exchange of material things, for example, money.
4. That the conferees are like a group of experienced baseball players. The group must work together as a team so that all can gain the most from this course.
Ask for comments.
5. That the conference method is "democracy at work."
Discuss.

Conferees make
up a team

Role of
conference
leader

(Illustration)

C. The role of the conference leader.

1. To plan a timetable for each conference.
2. To guide the discussion so that all the material is covered.
3. To draw everyone into the discussion.
4. To emphasize main points and summarize them.

5. To make special assignments.

6. To help evaluate the progress of each conferee in mastering the principles and methods of modern supervision.
Ask the conferees to give their ideas as to how a conference differs from a lecture.

D. Ask for a good definition of a conference.
Ask each one to think over the meaning of the "Conference method" in the days to follow.

Chart 1
Worksheet 2

E. Summarize the discussion on the conference method by using Chart 1, and Worksheet 2.

IV. The Modern Supervisor.
(15 min.)

Have the group discuss the difference between a "boss" and a "leader."

A lively discussion should follow. Be sure to draw ideas from hesitant or quiet conferees.

Chart 2

Turn to Chart No. 2 - from "Boss" to "Leader."

V. Responsibilities of the Modern Supervisor.
(20 min.)

Have the conferees make a list of specific supervisor responsibilities. Condense them and write them on the blackboard. Eliminate overlapping items.

Turn to Chart No. 3, "The Four Phases of Supervision."

Chart 3

Have the group show which of the four phases each one of the items on the blackboard belongs in.

Add other responsibilities overlooked by the group.

VI. Summary.
(5 min.)

Have the group discuss the main prerequisite qualifications of a modern supervisor. Be sure that in addition to skills in the above 4 phases a thorough knowledge of the job is also included.

Congratulate the group on the fine contributions it made in this opening session's discussion.

Emphasize that the conference method will become more and more fun as the group gets used to it and the discussion becomes more spontaneous and lively day by day.

Worksheet 3

In place of summarizing the responsibilities of the modern supervisor yourself, pass out Worksheet No. 3 and ask the group to read it over carefully again and again.

CONFERENCE SCHEDULE

1. Introduction: The Responsibilities of the Modern Supervisor
2. Concepts of Management and Principles of Organization: (1) Unity of Command
3. Principles of Organization (cont'd): (2) Span of Control
(3) Homogeneous Assignment
(4) Delegation of Authority
4. Organizing Function of Management
5. Organization Charts; Time Management
6. Planning, Commanding, and Coordinating Functions of Management
7. Controlling Function of Management
8. Developing an Understudy
9. Orienting New Employees
10. Instructing: The Supervisor's Responsibility
11. Getting Ready to Instruct
12. Job Method Instruction
13. Conducting Meetings
14. Principles and Techniques in Method Improvement
15. Analyzing the Present Method:
16. Developing and Presenting a New Method
17. Safety on the Job
18. Developing Initiative and Building Confidence
19. Job Relations Method
20. Effective Personnel Utilization: Right Man on the Right Job
21. Effective Personnel Utilization: Highest Production
22. Building Morale; Summary of the Course

YOUR JOB IS TO GET THE JOB DONE

Conference 1, Worksheet 1

SUGGESTIONS FOR CONFERENCE GROUP MEMBERS

1. Speak your mind freely.

The conference is yours — a chance for you to say what you think. Say it. Your ideas count. Here each person's idea is worth just as much as the next man's as a contribution to the discussion, even though some may be more correct than others."

2. Listen thoughtfully to others.

Try hard to get the other man's point of view -- see what experience and thinking it rests on. Remember: On almost every question there are three points of view — yours, mine, and the right one.

3. Keep your seat when you speak.

Whether you are group member or leader, don't stand up to speak. The conference is not a place for speeches. Informality is the rule here.

4. Don't monopolize the discussion.

Don't speak for more than a minute or so at a time. Give others a chance. Dig for things that matter. Make your point in a few words, then pass the ball to someone across the circle. If discussion lags, help the leader put questions that will draw others out.

5. Don't let the discussion get away from you.

If you don't understand where it's going, say so. Ask for examples, cases, illustrations until you do understand. Try to tie up what is being said with your own experience and with what you have heard and read. Don't hesitate to ask questions.

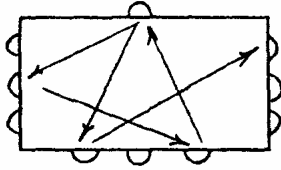
6. Indulge in friendly disagreement.

When you find that you're on the other side of the fence from the discussion, say so and tell why. But disagree in a friendly way. Everyone's after essentially the same goal. Good-humored discussion leads part way there.

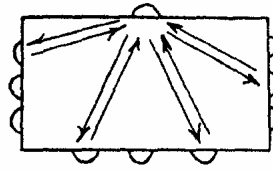
7. Strike while the idea is hot.

Don't wait for the leader to recognize you before speaking. If several want to speak at once, it's his job to grant the floor to one, give the others a chance later. Your ideal discussion —

Goes this way:



Not this way:



8. Come to the discussion with questions in mind.

Make note of questions and points of disagreement that occur to you during advance reading or lectures, and raise them during the discussion.

9. Go ahead from conference to study.

Remember that discussion is just the first step — an important one, but still just a starter. If your thinking is stirred up by the discussion here, seek out materials for further study on the problems. You will have worksheets distributed to you covering points of the presentation. It is advisable that these worksheets be reviewed initially as shortly after the day of delivery as is possible, preferably that night.

Conference 1, Worksheet 2 (cont'd)

ANALYZE YOUR JOB

THE SUPERVISOR'S RESPONSIBILITY

PHASE	SPECIFIC RESPONSIBILITIES	Degree of Present Performance	Performance after Course
MANAGEMENT	Skill in planning		
	Placing workers intelligently		
	Directing		
	Delegating authority		
	Setting up standards		
	Coordinating with others		
	Promoting good housekeeping		
	Promoting punctuality		
	Working on creative projects		
	Promoting safety		
INSTRUCTION	Conducting on-the-job training		
	Making job breakdowns		
	Preparing necessary materials		
	Proper teaching conditions		
	Skill in instructing		
	Assigning O-J-T instructor		
	Conducting meetings		
	Developing an understudy		
	Orienting new employees		
	Adequate follow-up of instructing		
METHOD IMPROVEMENT	Controlling waste of manpower		
	Controlling waste of materials		
	Controlling waste of time		
	Controlling costs		
	Controlling output		
	Developing safe methods		
	Making job breakdowns		
	Simplifying job methods		
	Inspiring suggestions		
RELATIONS	Understanding each worker		
	Promoting teamwork		
	Eliminating rumors		
	Handling problems		
	Building morale		
	Evaluating workers		
	Eliminating grievances		
	Giving proper reprimand		
	Promoting security of livelihood		
	Keeping good relations		

Conference 1, Worksheet 3

19822-FEC P&PC-11 51-800

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Our thanks to Jim Huntzinger for this material, however, this material is not complete – if you can add any more, please forward to: Mark.Warren@Tesla2.com

MTP – Management Training Course Conference Outline

There are 22 courses

1. Introduction: The Responsibilities of the Modern Supervisor
2. Concepts of Management and Principles of Organization:
 - a. Unity of Command
3. Principles of Organization – continued:
 - a. Span of Control
 - b. Homogeneous Assignment
 - c. Delegation of Authority
4. Organizing Function of management
5. Organization Charts; Time Management
6. Planning, Commanding, and Coordinating Functions of Management
7. Controlling Function of Management
8. Developing an Understudy
9. Orienting New Employees
10. Instructing: The Supervisor's Responsibility
11. Getting Ready to Instruct
12. Job Methods Instruction
13. Conducting Meetings
14. Principles and Techniques in Method Improvement
15. Analyzing the Present Method:
16. Developing and Presenting the New Method
17. Safety on the Job
18. Developing Initiative and Building Confidence
19. Job Relations Method
20. Effective Personnel Utilization: Right Man on the Right Job
21. Effective Personnel Utilization: Highest Production
22. Building Morale; Summary of Course

Exactly who developed this program not been confirmed; it is directed towards the mid-level management of Japan. However, this material is drawn directly from the CCS management training course and book developed by Homer Sarasohn and Charles Protzman, first taught in Osaka, December 1959. The balance of the material is directly from the TWI programs and trainers guides used in the US for the war effort between 1940 and 1945. Later introduced to Japan about 1950 (there is some evidence that TWI programs were being taught in 1949, possibly slightly earlier). The estimated date of publication for the MTP is November 1951 (based upon coding common at the end of government publications).

For those that do not yet have copies of the TWI material, Bryan Lund and the SME organization have posted the originals. The must read list starts with the Job Instruction and Job Methods manuals. http://chapters.sme.org/204/TWI_Materials/TWI_Manuals/TWIManuals.htm

The CCS Management Seminar was taught in Tokyo and Osaka, and covered a systems approach to manufacturing, integrating customer satisfaction into continued product development. The seminars taught industrial engineering, cost control, and the value of investing in research and development. Managers who had finished the CCS course were required to teach the same lessons again to executives at their own factories, using the textbook written by Sarasohn and Protzman. Their textbook, Fundamentals of Industrial Management, is still in print in Japan. (The text was reedited in 1998 and is now available in electronic format http://deming.ces.clemson.edu/pub/den/ccs_manual_complete.pdf .) Early graduates Sarasohn's seminar were Ibuka and Morita of Sony, Matsushita Electric's Masaharu Matsushita, and Mitsubishi Electric's Takeo Kato.

More FREE material that is available:

Generic Benchmarking tool – 16 pages, a real eye-opener on what you think is world-class. Each section has real-world descriptions that you can match to your shop.

Job Method outline – single sheet with question sequence

Value Added – single sheet, a tickler to help people define VA and NVA

S Curve Idea Development – plots the standard evolution of idea, process and product development.

7-Step Form with suggestions inserted in each step.