



How good is your
business really?

Productivity
through
People

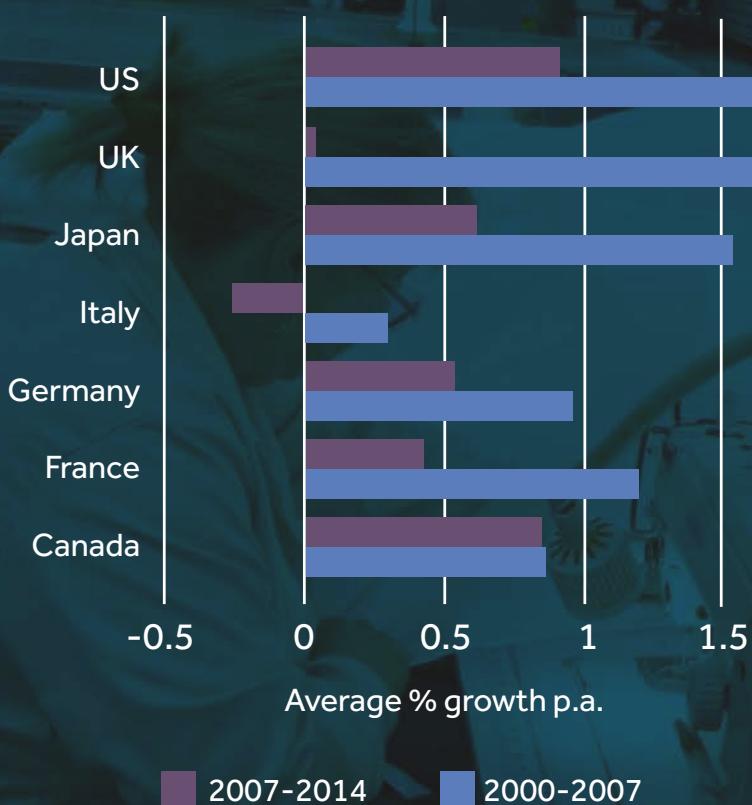
Creating High Performance Working Practices to Improve Productivity





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Productivity growth before and since the onset of the 2008-09 recession, G7 countries



Source: ONS International Comparisons of Productivity, 2014

The Office of National Statistics said on its alternative measure of productivity – output per worker – the UK had a 19-point gap with the rest of the G7.

Since the 2008-9 recession, the rate of productivity growth in the UK has been trailing behind all the G7 nations bar one.

In July 2015, a group, including some of Britain's most senior business leaders, led by Sir Charlie Mayfield, Chairman of the John Lewis Partnership, formed the Productivity Leadership Group to explore what could practically be done to improve productivity in the UK. One major strand of their work, headed by Nigel Whitehead (Group MD of BAE Systems), concerned 'Better Workplace Practices (BWP)' and the seminal final report was duly published.

This research led to the creation of an innovative, new programme, 'Productivity through People (PtP)', to create high performance working practices in industry supply chains.

Our objective is to create a national network of programmes to drive productivity. We would welcome any organisation that may be interested to support or become involved with this to get in touch (see details on the last page).



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A unique collaboration. Productivity through People (PtP) is focussed upon the improvement of working practices. It has been co-produced by industry and academia, specifically to enhance the competitiveness and efficiency of UK Small and Medium sized Enterprises (SMEs) within the supply chains of industry partners.

The initial programme in the North West is the result of a unique collaboration of world class manufacturers - BAE Systems, Rolls Royce, Siemens - a triple accredited, world-ranked, management school Lancaster University Management School, with support from an industry-led alliance of trade bodies and the Local Enterprise Partnership.

PtP is an innovative 12 month programme for leaders within SMEs, wishing to 'work on the business not in the business', sharing critical insights for success regarding people, leadership, communications, innovation and ultimately productivity. The objective is to create a high performance workplace with a fully engaged workforce.



“ It's not that people are our best asset – it's that at the end of the day they are any organisation's only asset. Engaging employees in the mission and purpose of the company, and really empowering them to do the job as effectively as possible, lies at the heart of successful organisations, and as importantly is at the heart of sustainable business success.”

Nigel Whitehead
Group Managing Director
BAE Systems

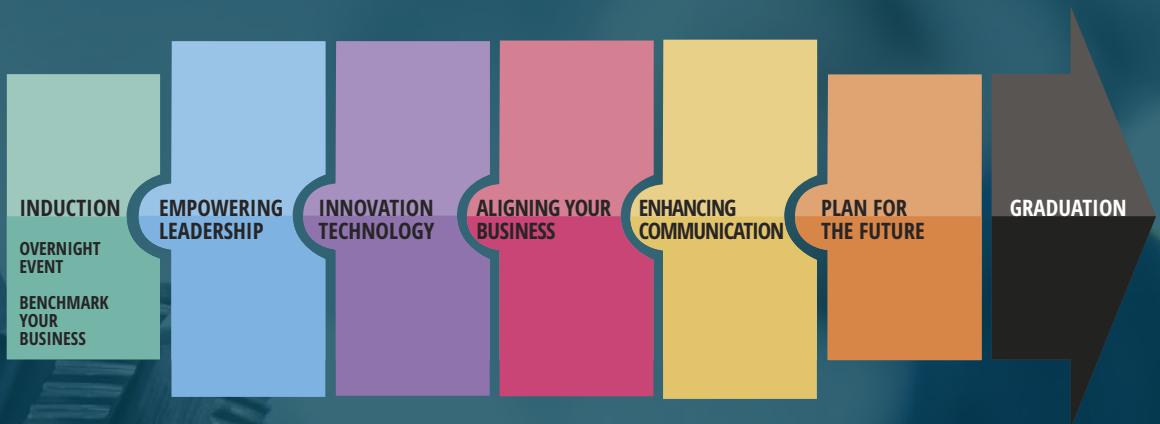


Diving deep into productivity. PtP starts by benchmarking each of the delegates against the findings of the Better Working Practices final report.

- Internal **cultural adjustment**
- **Piloting** new initiatives
- Strong sense of **respect** for every employee
- Mechanisms which have credibility for **listening to the workforce**
- **Empowerment** of front line
- Dealing with the consequences of **cultural change**
- Genuine **concerns for safety** and for **individual wellbeing**
- Move from command and control management style to **coaching of team** and individual **development**
- Led from and modelled by the **top leadership**
- Effective, consistent and **constant communication**
- Strong **celebration of successes**
- **Innovation** seen as a guarantee of the future
- **Positive** and **effective** Trade Union relationships

It then uses a range of proven methods to encourage communication, reflection and adoption of new ideas.

The PtP programme structure, is derived from the findings of the BWP final report.



CASE STUDIES, INDUSTRIAL VISITS, WORKSHOPS & MASTERCLASSES, SHADOWING EXCHANGES,
REFLECTION & ACTION, ONLINE FORUM, MENTORING, ACTION LEARNING SETS

Beginning with a 2-day overnight event to establish a peer network, each theme forms an eight-week module with its own unique developmental structure, providing an integrated learning journey. To become fully immersed in the programme, delegates will spend 2-3 non-consecutive days per month either on company sites or with the Management School.



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Led by the leaders. The PtP programme is driven by world class organisations who provide unparalleled access to their sites and senior management, enabling delegates to receive one-to-one mentoring, insights and solutions to challenges they are facing within their businesses. This is supported by masterclasses, workshops and case studies from industry leaders and experts who have transformed the workplace.

The programme has been co-designed with Lancaster University Management School, drawing upon its long-standing practice of translating world-class research into impactful programmes such as



the award winning LEAD, that supported the leadership development of SME owner managers and was rolled out nationally. Lancaster University was ranked number one in the UK for Regeneration and Economic Development activities in 2016, driven by its volume and scope of collaborations with SMEs.

In the South West, the University of Bath has collaborated with four world class engineering organisations, BAE Systems, Roll Royce, EDF Energy and Babcock International to co-design the programme for key decision-makers locally, in the engineering and manufacturing sectors. The University of Bath School of Management is a leading international centre for management research, ranked 8th in the UK for research (REF 2014).



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Evaluated rigorously. It's important that evaluation is undertaken to assess whether PtP is impacting as intended and truly making a difference to the performance of the participating businesses.

Each delivery partner will undertake a rigorous assessment at programme level. The Work Foundation a partner of Lancaster University who specialise in translating research into practical and deliverable applications, will support an assessment across the programme.

Putting in place methods to assess the value of all the interventions and activities, partner organisations will evaluate PtP on a number of levels, including the individual, their journey and the cohort. Over time the evaluation will be adjusted so that it can work on a macro level as the programme is scaled up to cohorts in other sectors and regions.



“ The benefits of the PtP course started to make themselves apparent from the outset. The initial sessions brought to light some key actions required to improve our working operations, as well as my own personal leadership style. Actions which I have already started to implement and see the benefits from. The main highlight has been forming a close group of like-minded individuals who I can trust and gain some truly valuable opinions, best practice examples and knowledge.”

Chris Mayne
Operations Director,
Forsberg Services Ltd



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Planning for growth. Productivity through People offers a blueprint for growth and productivity in the UK. Initial pilots are underway in the advanced manufacturing sector in the North West delivered by Lancaster University and in the engineering sector in the South West delivered by University of Bath, School of Management.

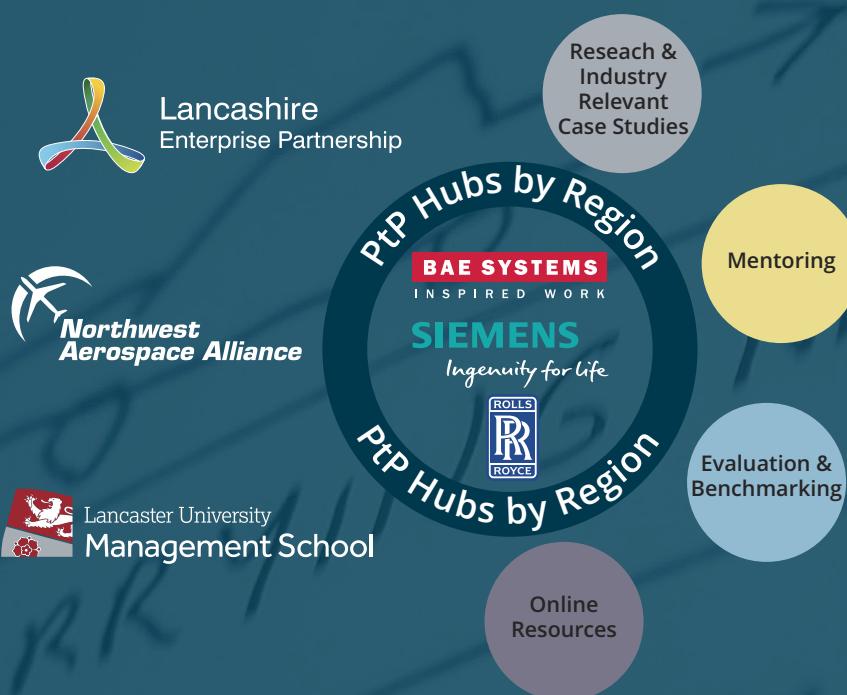
The programme has been designed with scalability in mind. The core content is transferable and, by partnering with other industry leaders and adding to the portfolio of case studies, the programme can be deployed to any sector and any region using a network of business and academic partners.

Consistency of delivery and outcome will be assured through a national framework and a common evaluation method that will track outcomes at organisational, sector and regional level. This programme will help deliver the Productivity Leadership Group's aim to achieve an increase of 10 percentile points as a measure of increased UK productivity, by the end of 2019.



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Productivity Through People Programme Pilot Model: North West Advanced Manufacturing



“ Productivity is vital not just in driving the growth agenda, but increasing social prosperity and improving living standards, too. Yet our current productivity trajectory is flat. The global crisis and recession that followed has left a severe impression on the business world and the turbulence following Britain's vote to leave the EU risks more economic uncertainty in the months and years ahead. If productivity growth was important before 23 June, it is even more so now.”

Sir Charlie Mayfield
Chair of Productivity Leadership Group

If you would like to become involved with Productivity through People please contact:-

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For organisational or sponsorship involvement

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Contact Us

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Building Better Workplace Practices

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Co-investment partners



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BATH

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Delivered by



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BATH
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