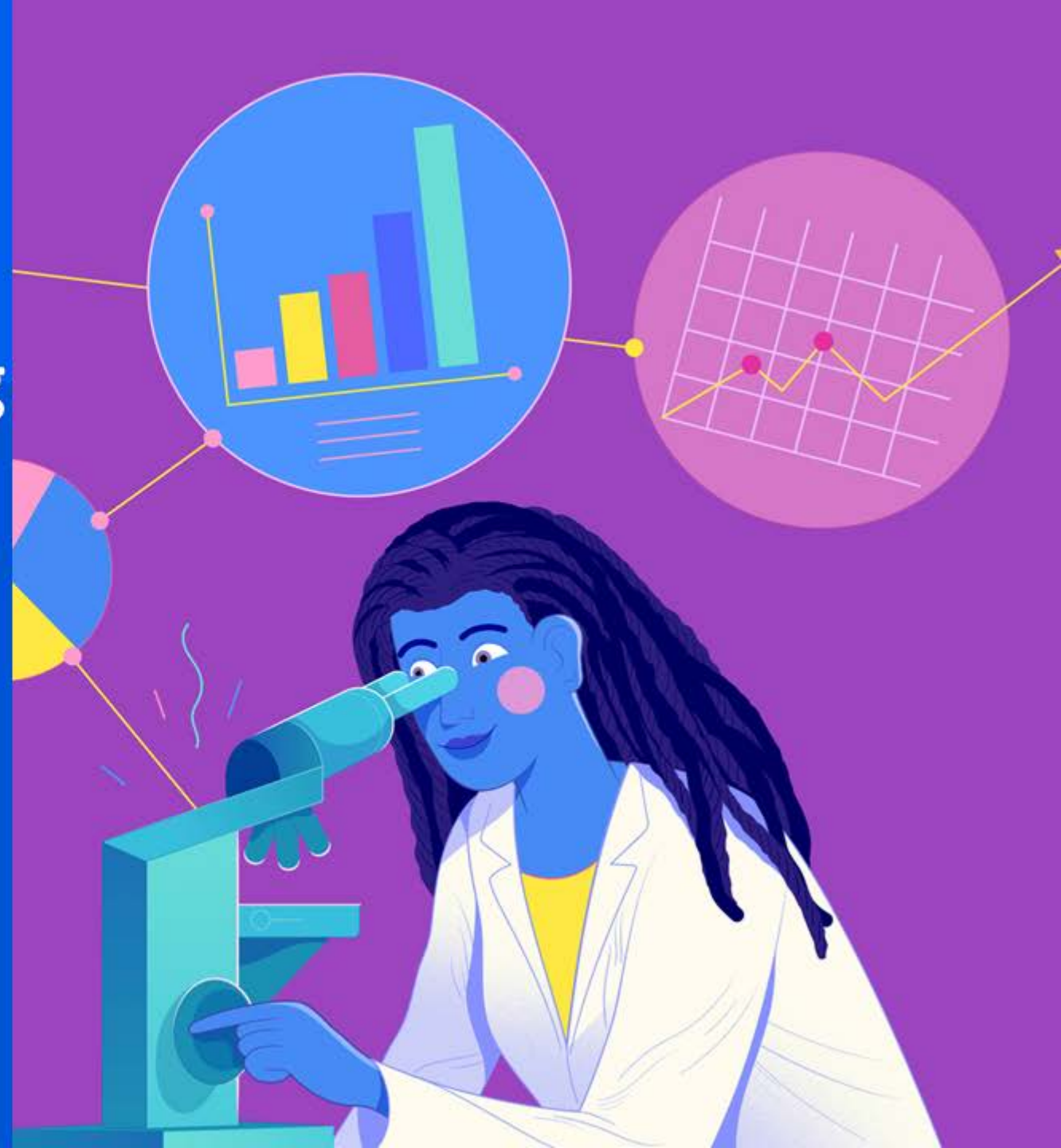


Leadership For Future Manufacturing

Module 3 – Leading Productivity Leading Productivity



Leadership for Future Manufacturing PRE- ASSESSMENT

Step by step

1. Enter the link or QR
2. Select the Language



3. Select the module
4. Answer the survey
5. Submit

Leadership for Future
Manufacturing Pre-Assessment
2025



Leading Productivity

- Introduction

A new report from McKinsey Global Institute finds that U.S. productivity growth has slowed in the last 15 years to 1.4% annual growth (as compared to long-term rates of 2.2% since 1948).

- Harvard Business Review February 2023



Leading Productivity – Learning Objectives

Productivity Challenges Today



Working Smarter



Leading Productivity Gains



Tips & Tricks



Leading Productivity

– Agenda

1. Introduction
2. Introductory Activity
3. Productivity Challenge for Unilever
4. Work Smarter versus Harder
5. Leading Productivity Gains
6. Good productivity Habits
7. Tips & Tricks
8. Commitment to Action

OUR 4 BEHAVIOURS THAT GIVE
US OUR WINNING CULTURE



CARE 
DEEPLY 

FOCUS ON
WHAT COUNTS

STAY THREE 
STEPS AHEAD

DELIVER WITH 
EXCELLENCE 

Introduction Exercise

POOR COMMUNICATION	SILOS	AMBIGUITY	LACK OF CONFIDENCE
FEAR OF MISTAKES	PERFECTIONISM	REWORK	RISK AVERSION
BAD HABITS	LACK OF CLARITY	LACK OF TIME	ASSUMPTIONS
LACK OF SKILL	POOR LISTENING	DESIRE FOR CONTROL	OTHER?

Pick the 3 words that best capture the challenges to productivity faced by your team.

Introduction Exercise

In your groups

Share the 3 words you each selected

Discuss and prioritise 3 for the group

Choose to bring to life these challenges with examples from your daily routine

Workbook Page 2



What do we mean by productivity?

Maximise efficiency in how we use our resources

Remove unnecessary work and duplication of effort

Liberate energy to make work more impactful & fulfilling

Confidential document created for planning purposes only. Any proposed change will be subject to employee information/consultation processes as required.



OUR GROWTH ACTION PLAN 2030

PURPOSE: BRIGHTEN EVERYDAY LIFE FOR ALL

GOAL: DELIVER BEST-IN-CLASS PERFORMANCE WITH MARKET-MAKING, UNMISSABLY SUPERIOR BRANDS

STRATEGY

FOCUS

30 Power Brands
24 Top Markets

EXCEL

Unmissably Superior Brands
Social First Demand Creation
Multi-year scalable innovations
Premiumisation
Growth Channels

ACCELERATE

Science & technology
Lean agile supply chain
Net productivity
Scaled Artificial Intelligence

SUSTAINABILITY

Climate

Towards Net
Zero emissions

Nature

Resilient and regenerative
ecosystems

Plastics

Work to end
plastic waste

Livelihoods

Enhanced livelihoods for
people in our value chain

CULTURE

Values

Pioneering, Respect,
Integrity, Responsibility

People

Best talent, Inclusive leaders, Truly
diverse, Most engaged

Behaviours

Care deeply, Focus on what counts, Stay
three steps ahead, Deliver with excellence



Step up our impact

This is about defining two priority areas where we see a need and an opportunity to move the needle and drive our performance.

[Back to top ↑](#)

Deliver our big 4 sustainability priorities

What?

- We will radically focus our sustainability efforts in order to safeguard our operations, whilst at the same time, having the most meaningful impact in addressing global challenges.

How?

- We will accelerate that industry leading work by focussing our Unilever-wide efforts and resources on four key pillars: climate, nature, plastic and livelihoods.
- We will use time-bound and costed roadmaps to make real meaningful progress on the big issues, quarter-on-quarter, year-on-year and hold ourselves accountable to targets that are explicit, stretching, transparent and measurable.



Step up our impact

This is about defining two priority areas where we see a need and an opportunity to move the needle and drive our performance.

[Back to top ↑](#)

Build back the bank of Gross Margin

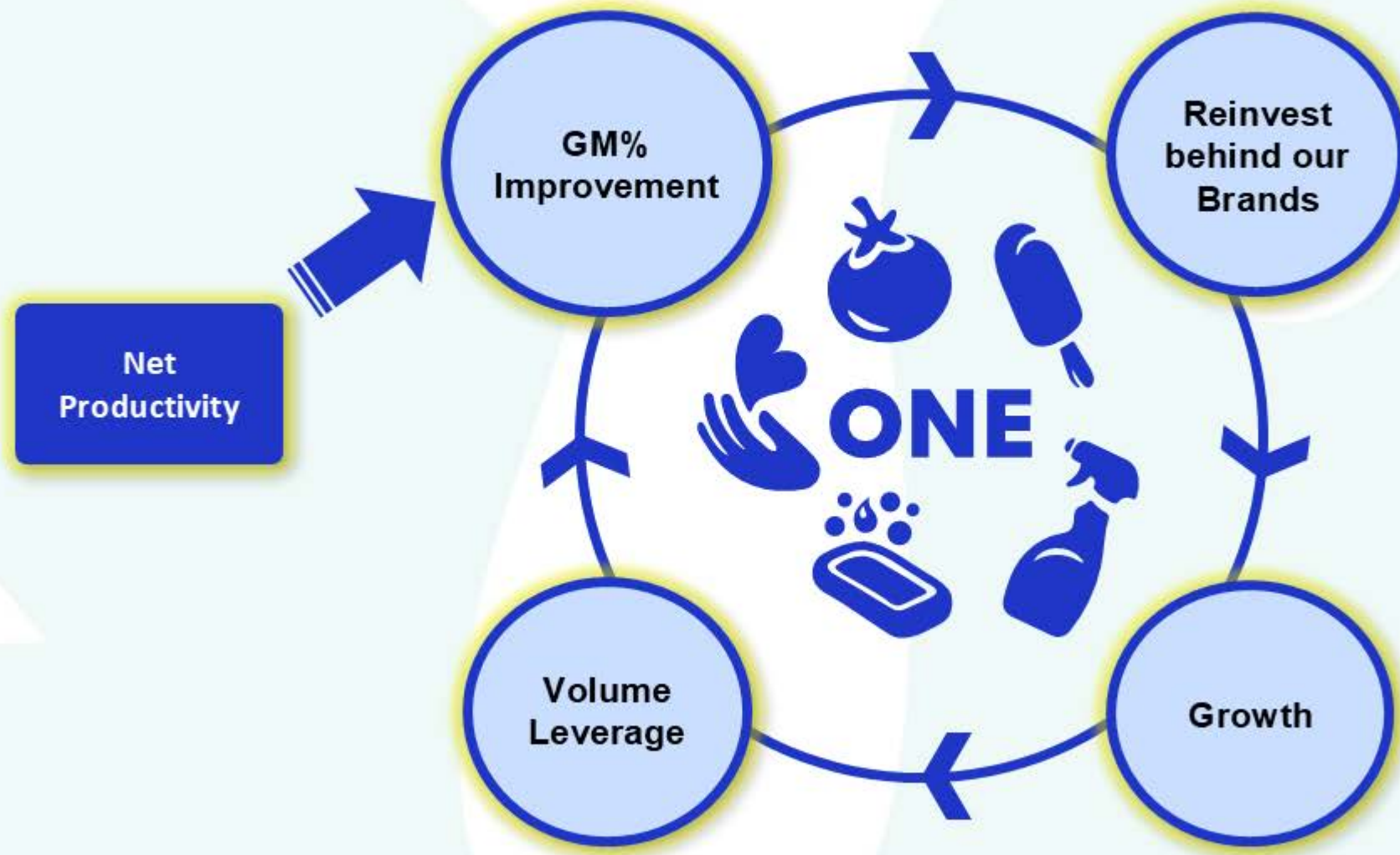
What?

- The bank of gross margin is our source of funds for making investments behind our brands and innovation. Rebuilding gross margin levels to where they were before the pandemic in 2019 is both a big opportunity and a big necessity.

How?

- We will shift our focus and accelerate our efforts to improve productivity across our operations.
- This focus will extend across all P&L lines, meaning competitive buying, production and logistics costs, and operational efficiencies, through network optimisation.

As UBO we have a unique opportunity to get the flywheel of growth spinning



**Includes reinvestments*

Net Productivity: UMS toolkit

Loss Areas	Tools	Impact	UMS pillar
❖ Asset Efficiency	R2S	- OEE, #Lines Prod Cost	FI, AM, PM, PD
❖ Labor productivity	NVAA Line Labor Benchmark	# of FTE Prod Cost	FI, PD
❖ Changeover loss	SMED	- OEE Prod Cost	FI
❖ Energy losses	MMT	- Energy costs Prod cost	ES
❖ Waste (RPM)	Waste Playbook	- Material Waste Prod cost	FI, AM
❖ Quality defect loss	SPC	- Cost of quality Prod cost	Quality pillar



Weekly Cost Governance process to manage the affordable budget for key cost components

OUR 4 BEHAVIOURS THAT HELPS US LEAD PRODUCTIVITY

CARE 
DEEPLY 

F  **OCUS ON**
WHAT COUNTS

STAY THREE 
STEPS AHEAD

DELIVER WITH 
EXCELLENCE 

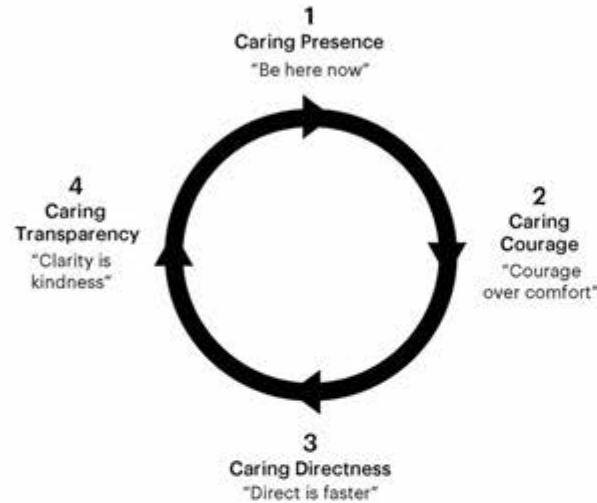
Creating High Performance Culture

Performance and Care

12/08/2026



Compassionate Leadership : How to Do Hard Things In A Human Way

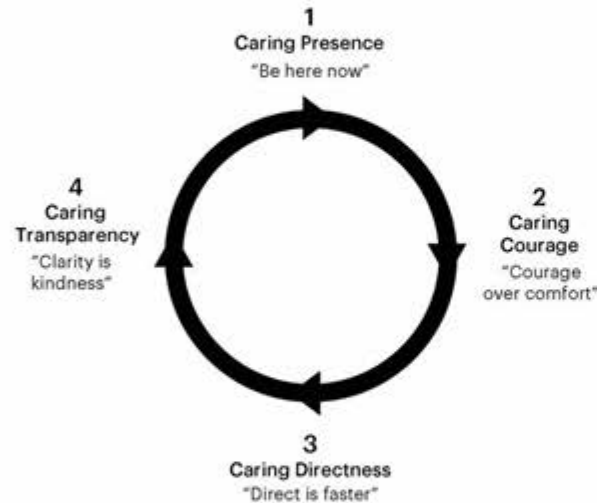


Can the Unilever world of work, place performance and care on equal footing?

[Why It's Hard, But Necessary, To Be Human At Work - Forbes \(potentialproject.com\)](https://www.forbes.com/sites/potentialproject/2018/05/01/why-its-hard-but-necessary-to-be-human-at-work/)

Compassionate Leadership : How to Do Hard Things In A Human Way

Presence



Presence

- Taking a moment to pause, reflect before responding
- Being flexible – the conversation / interaction might not go in the direction we thought in advance
- Showing empathy – acknowledge we don't know how the other party is actually feeling , so be more curious in the conversation

"How are you doing.....really?"

Compassionate Leadership : How to Do Hard Things In A Human Way

Courage



Courage

- Making harder decisions sooner is in everyone's interest
- Engage with your teams with courageous honesty
 - not formal legalese talking around the issue
- Embrace the fact that the conversation may not be comfortable
- Silence is ok!
- Don't ignore the emotional response you might provoke

Compassionate Leadership : How to Do Hard Things In A Human Way

Candor



Candor

- Candor comes with courage
- Deliver in a kind but direct way
- Be open to other's perspectives

Compassionate Leadership : How to Do Hard Things In A Human Way

Transparency



Transparency

- Information is not real power or comfort
- Deliver in a kind but direct way

Compassionate Leadership : Activity



In your table groups

For a typical scenario e.g. you need to give feedback to someone that they are not contributing enough on a daily basis to the team goals

How would you demonstrate mastery in compassionate leadership to drive the desired change in performance in a caring way?

Workbook Page 3



How productive am I?



Activity

**Inefficient or
Over-loaded?**

Let us explore WHY?

Workbook Page 3

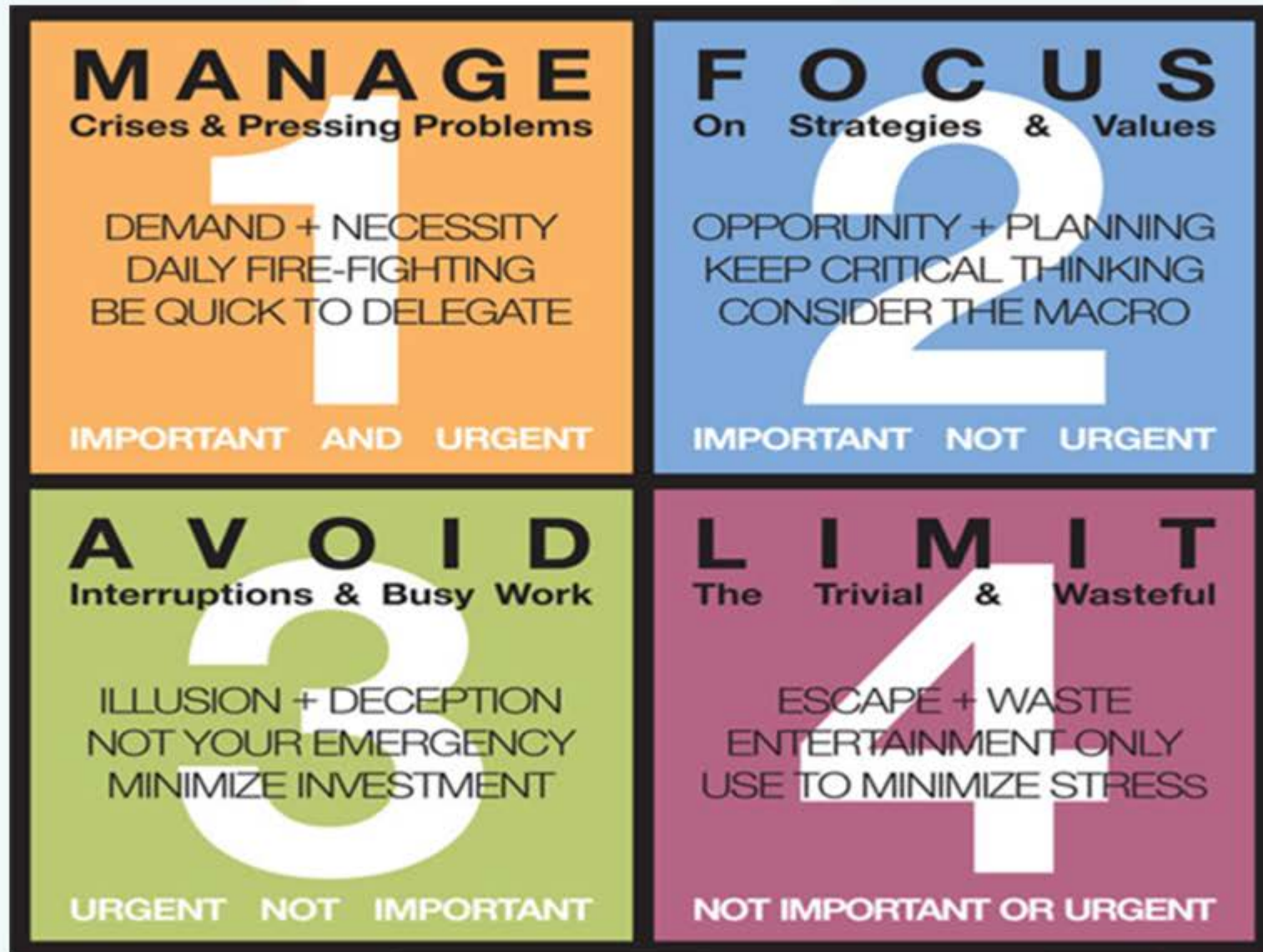


The Eisenhower Principle

Important activities have an outcome that leads to us achieving our goals, whether these are professional or personal.

Urgent activities demand immediate attention and are usually associated with achieving someone else's goals. They are often the ones we concentrate on, and they demand attention because the consequences of not dealing with them are immediate.

The Eisenhower Principle in my daily routine



Work Smarter

- Activity



Think about how you choose to spend your time and what tasks you focus on – place them on the diagram in the appropriate space.

Considering the Eisenhower Principle what changes to your routine can you make to be more effective and focus on achieving your goals and developing your team

Workbook Page 4



How to lead productivity gains

Activity

Top Reasons Why Our Team Don't Do What They Are Suppose to Do? Workbook Page 5

1. They don't know **why** they should do it
2. They don't know **how** to do it
3. They don't know **what** they are supposed to do
4. They think your way will not work
5. They think their way is better
6. They think something else is more important
7. There is no positive consequence to them for doing it
8. They think they are doing it
9. They are rewarded for not doing it
10. They are punished for doing what they are supposed to do
11. They anticipate a negative consequence for doing it
12. There is no negative consequence to them for not doing it
13. Obstacles beyond their control
14. Their personal limits prevent them from performing
15. Personal problems
16. No one could do it

25,000 manager response to survey published by Ferdinand Fournies

Psychological Factors - Kahneman

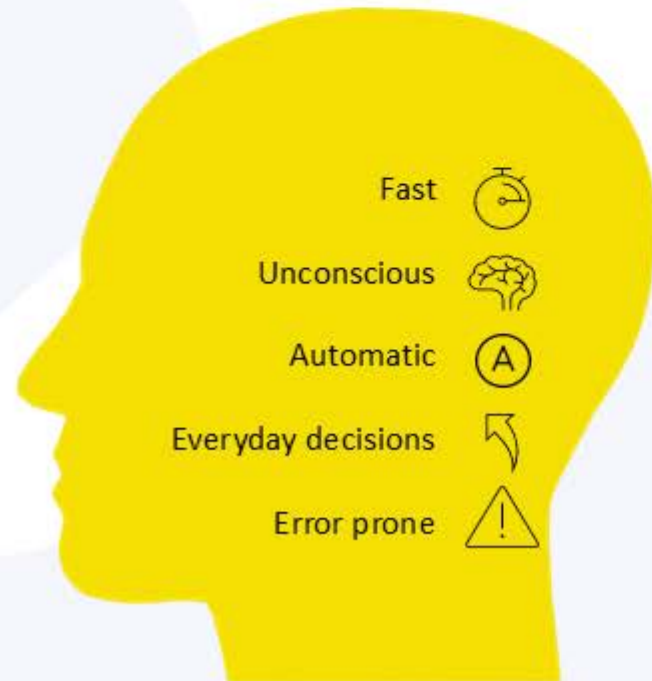
– Fast / Slow Brain

EMOTIONAL

Works continuously and effortlessly via shortcuts, impulses, intuitions

System one

> 95% of the time



RATIONAL

Takes effort to analyze, reason, solve complex problems, exercise self-control

System Two

< 5% of the time



Activity – Focus and Multi-Tasking

Let's determine who is the best multitasker in this room.
This is a competition!

Round 1: I will give you a simple task to do. You do it quietly. In your head.



As soon as you have completed the task, stand up. I will give you your personal time. (chrono)



**Round 2: I will give you an additional task to do
– same process as Round 1.**



I give you the results (chrono).

Conclusion: The latest research in cognitive neuroscience has shown ...

- ...that multitasking is a distraction.
- ...that the idea that we can multitask is a myth. The human brain does not perform two tasks simultaneously.
- ...that when tasks involve, even minimally, cognitive functions they are processed sequentially the brain moves from one task to the other and allocates distinct fractions of attention to each.



Psychological & Psychosocial Factors - **Intrinsic Motivation**

AUTONOMY

Ownership of the task,
driving their own
learning.



MASTERY

Expertise & deep
understanding of
concepts & skills.



RELATEDNESS

The desire to feel
loved, connected, and
meaningfully involved
with others.



PURPOSE

Knowing why, the
rationale behind the
task.

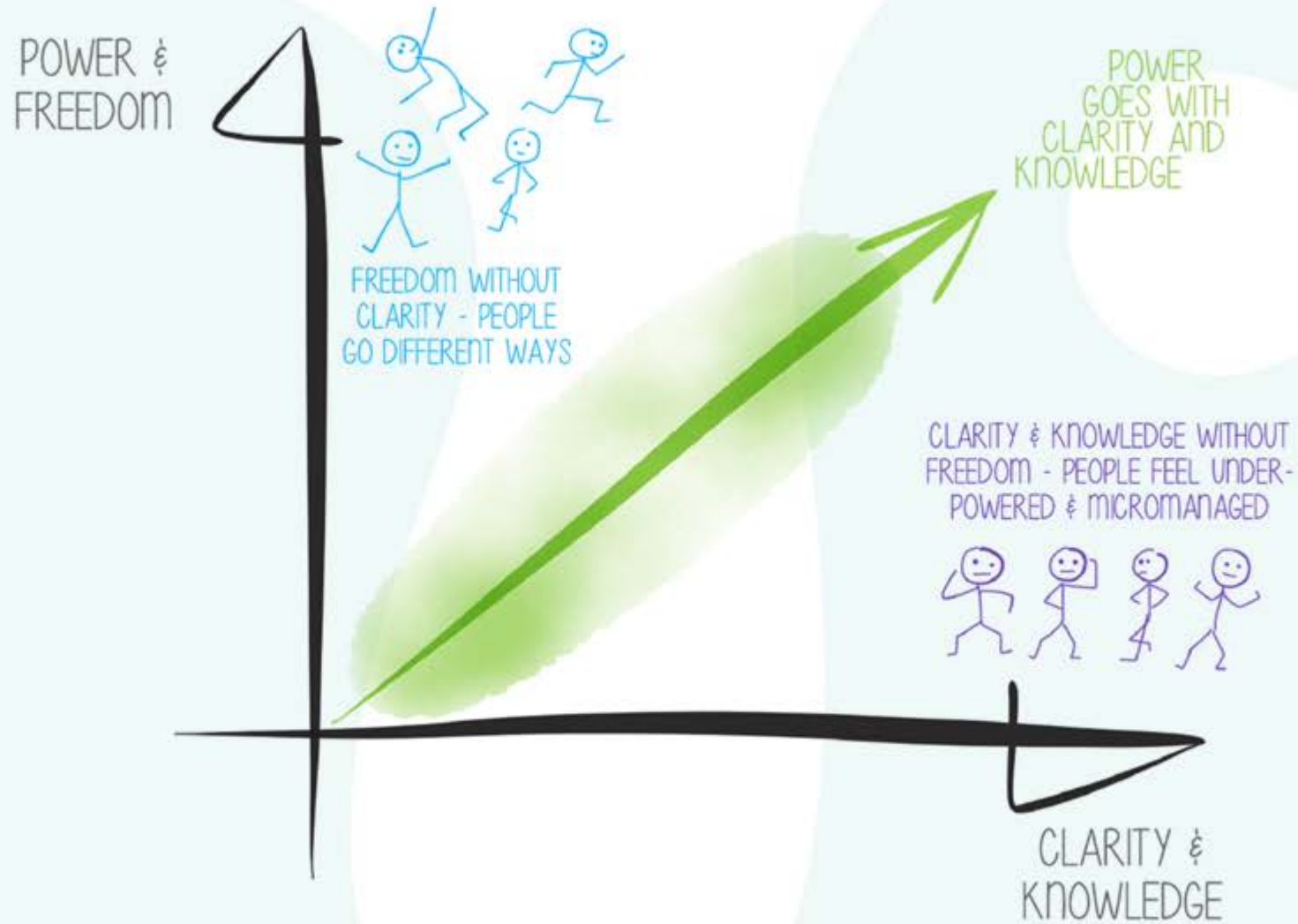


Psychological Factors – what leaders need to do....

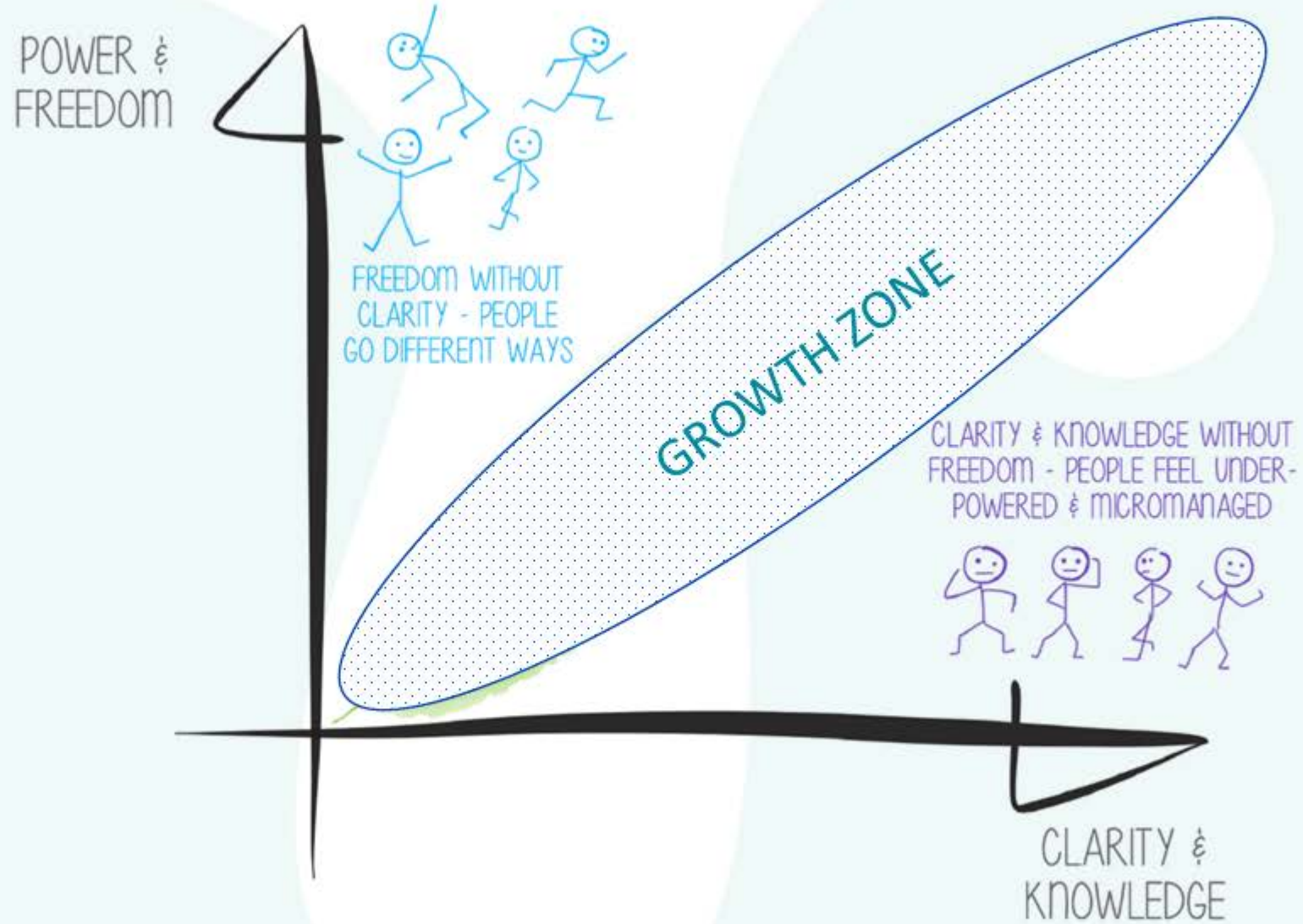
1. Achieve greatness, not avoid errors.
2. Get people to think.
3. Give control, not take control.
 - Intent, not instructions.
 - Authority to information
4. Create technical competence and organisational clarity
5. Change the environment, not the people.
6. Act our way to new thinking.



In action



In action



When the direction is clear and they move together, **CHANGE HAPPENS QUICKLY**

Characteristics of the rider

- Rational
- Analytical
- Thinks long term, anticipates, sees beyond the horizon
- Could overanalyze or overthink things (analysis paralysis)

- Kahneman: System 2

Characteristics of the elephant

- Emotional
- Seeks immediate gratification
- Has the energy to make progress, to make a difference
- May balk at the task, resist
- Can step out of their role

- Kahneman: System 1



Forming New Habits

Example: Forming New Habits

HABITS = actions that are automatically triggered in response to contextual cues that have been associated with their performance

- Our brains love habits because they are effective, energy-saving
- Automating regular actions frees up mental resources for other tasks



What is a Habit?



A habit is a solution put in place by the brain to save energy



Behavior with satisfying consequences tends to be repeated



Behaviors we tend to repeat are not necessarily beneficial in the long run



Adoption of a behavior depends on 3 factors: motivation, ability, trigger



A lasting habit involves 4 factors: motivation, ability, trigger, and reward



A habit is not a question of duration but of repetition

3 Steps to Create a New Habit



1.- REMINDER:
Associate this habit to a
clear trigger



2.- ROUTINE:
Act out the habit, step by step
in your routine



3.- REWARD:
Make this habit as satisfying with
a reward (instant gratification)

Group Activity

– Productivity Bad Habits



1) Identify the bad habit



2) Identify the trigger



3) Make the habit disappear from your view or difficult to do



3- REWARD:
Make this habit as satisfying
with a reward (instant
gratification)



1 - REMINDER:
Associate this habit to a
clear trigger



2- ROUTINE:
The action itself, the habit,
step by step

4) Transform into a new positive
one



5) Plan its demise!

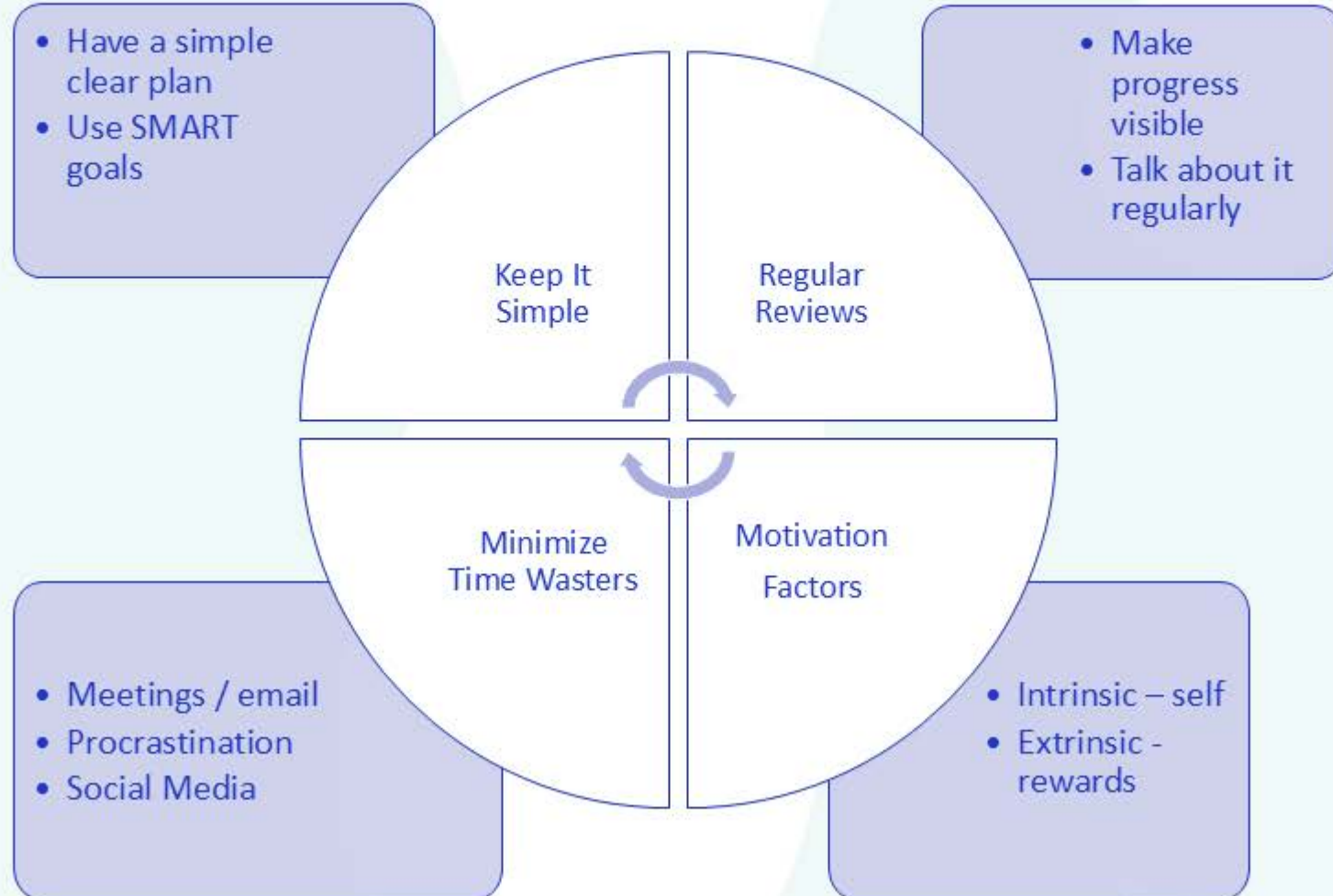
Identify a bad habit you have observed at
your site that impacts productivity...
... then walk through this process to stop
that habit

Workbook Page 6

Post Work - Application Workbook Page 7

- Top Tips to enhance Productivity?

Can you identify and implement at least 2 improvement actions that apply to each of the areas?



Productivity Challenges Today



Working Smarter



Leading Productivity Gains



Tips & Tricks



COMMIT TO ACTION

STOP START CONTINUE

One thing I should stop doing / do less of

One thing I would like to start doing / do more of

One thing I should continue doing

Workbook Page 8

