The Good Jobs Strategy: Delivering Superior Value to Customers, Shareholders, and Employees

Program Details
What makes a service business successful? The rule of thumb for many companies in industries like retail, hospitality, and even health care has been to drive down wages and operation costs, creating a vicious cycle of disinvestment in search of higher profits. What if the focus shifted from lower labor costs to smarter investments: creating products and services that people want to buy, jobs that people want to keep, and driving high performance? What if businesses shifted from the norm of mediocrity in customer service, productivity, jobs and wages to a new standard of excellence?

The Good Jobs Strategy: Delivering Superior Value to Customers, Shareholders, and Employees is designed to help leaders of service businesses create an organization that delivers superior value to customers, shareholders, and employees all at the same time. Through a combination of interactive case studies, lectures, and videos, participants will learn about the key elements of the good jobs strategy and how to implement that strategy in their organization. As part of this program, participants (and a sample of their frontline employees and managers) will complete a good jobs strategy assessment survey in advance of the course. The course content, combined with the data from the surveys, will help participants identify key areas for improvement and provide instruction on next steps for their organizations.

The course will leverage a systems perspective to frame discussions around key elements of the Good Jobs Strategy, including:

- Making operational choices that increase productivity and contribution of workforce
- Investing in workers to create a capable and motivated workforce
- Creating a high return on employee investment
- A value system that emphasizes customers, employees, and continuous improvement

Takeaways
Participants of this program will learn:

- The cost of mediocrity and key drivers of mediocrity in organizations
- How customer focus, employee management, work design, and improvement systems work together to create excellence for all stakeholders
- The importance of a systems perspective that includes leadership, strategy, operations, and human resources for implementing the Good Jobs Strategy
- Key elements of a good job for frontline employees
- How to design an operating system that thrives financially while offering good jobs
- How to create a high-performance environment for frontline employees

Participants
This program has been developed for executives of businesses that have a frontline workforce that interacts with customers. This may include retail, hospitality, health care, distribution, call centers, and other similar businesses and industries. This program is geared to upper to senior level managers who are responsible for or make strong contributions to their companies’ strategy, vision, and operational priorities.

“
It’s not the case that success comes from cutting labor costs. Success can come from investing in people. And treating workers well does not depend on charging customers more.”
—Zeynep Ton, The Guardian

http://executive.mit.edu/job
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Sample Program Schedule
(subject to change)

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
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</thead>
<tbody>
<tr>
<td>8:00–9:00 AM</td>
<td>8:00–9:00 AM</td>
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<tr>
<td>Course introduction. Costs and causes of mediocrity (video and interactive lecture)</td>
<td>Improvement system and the Good Jobs Strategy (case study #3)</td>
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<tr>
<td>10:00 AM–12:00 PM</td>
<td>10:00 AM–12:00 PM</td>
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<tr>
<td>Customer focus (case study #1)</td>
<td>Using the survey results to identify key areas for improvement in your organization</td>
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<tr>
<td>12:00–1:00 PM</td>
<td>12:00–1:00 PM</td>
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<tr>
<td>Networking Lunch</td>
<td>Networking Lunch</td>
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<tr>
<td>1:00–5:00 PM</td>
<td>1:00–2:00 PM</td>
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<tr>
<td>Work design and frontline employee management (case study #2)</td>
<td>Key steps for implementing the Good Jobs Strategy (interactive lecture)</td>
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<tr>
<td>2:00–3:00 PM</td>
<td>2:00–3:00 PM</td>
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<tr>
<td>How to implement changes in your organization</td>
<td>Wrap up</td>
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Program Faculty

Please note that faculty are subject to change and not all faculty teach in each session of the program.

**Zeynep Ton** is an Adjunct Associate Professor of Operations Management at the MIT Sloan School of Management. Ton is currently examining how organizations can design and manage their operations in a way that satisfies employees, customers, and investors simultaneously. Her earlier research focused on the critical role of store operations in retail supply chains. Ton identified operational problems at stores that reduce retail supply chain performance as well as store profits and traced these problems to the design of store processes and the management of store labor.

Her work has been published in a variety of journals, including *Organization Science, Production and Operations Management,* and *Harvard Business Review.* In addition, she has written numerous cases that explore different approaches to managing retail stores and labor. Prior to MIT Sloan, Ton spent seven years as an assistant professor in the Technology and Operations Management area at Harvard Business School, where she was awarded the HBS Faculty Teaching Award for teaching excellence.

Ton holds a DBA from Harvard Business School and a BS in Industrial and Manufacturing Engineering from Pennsylvania State University.

**Watch the Innovation@Work Webinar**

In her Innovation@Work webinar, “The Good Jobs Strategy: Why Good Jobs are Good for Business,” Ton examines how organizations can design and manage their operations in a way that everyone—employees, customers, and investors—wins. Referencing research from her popular book, *The Good Jobs Strategy: How the Smartest Companies Invest in Employees to Lower Costs and Boost Profits,* Ton makes the compelling case that even in low-cost settings, leaving employees behind with bad jobs is a choice, not a necessity. Tune in to this and other webinars at http://executive.mit.edu/webinars.

**Contact Information**

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