

**THE LEAN ENTERPRISE (OPERATIONAL LEAN MANAGEMENT)
FOR HIGH-/MID-LEVEL OPERATIONAL MANAGERS
4-6-8 July 2011 – Malta Enterprise – San Gwann - Malta
COURSE TIMETABLE**

DAY 1

- *Industrial Performance*: definition and measuring methods - self-assessment methods. Approaches to *Performance Improvement*. The *World-Class Performance* concept.
- The key to *World-Class Performance*: **Lean Thinking**. What does *Lean Thinking* mean.
- The scenario: the world has changed - the environmental change must be understood and managed effectively.
- The pre-requisites for *World-Class Performance*: a) be prepared to abandon the “formula” – b) have a clear “direction” and ensure effective communication: “let people know where you are going to....” c) get there: by deploying “lean” tools.
- The 4 **Organisational Models** in industrial history: to which Model does your enterprise respond? Is the Model suited for high, lean performance? Workshop: Scanning an *Organisational Structure* and defining the most appropriate strategy for “lean” performance.
- Why many private enterprises and public/semi-public organisations don’t “perform”: the root causes of poor performance date back to over 2 centuries ago. We have gone into the 21st century, with enterprises designed in the 18th and 19th centuries to perform well in the 20th.... Is our Industrial DNA still polluted by those obsolete principles that gave birth to the first Industrial Revolution? Case studies.
- The origins of *Lean Thinking* - 1. **Remember!** No matter what your business is – *you must generate value for your customers!*
- The origins of *Lean Thinking* - 2. **Remember!** Everyone that works in your organization is doing one of three things: **a)** They are generating value for your customers – or, **b)** They are creating or reshuffling waste – or, **c)** They are doing absolutely nothing. *The market leaders will always have the majority of their people dedicated to the first of these.*
- **Value Adding Management** in Industry: the pilot light and driving philosophy for the new millennium. Focusing on processes to maximise *value* and eliminate *waste*. Today’s relationship between *value*, *productivity*, and *quality*. How to “re-engineer” an enterprise for generating high levels of output *value*.
- Productive Process **Time and Cost Analysis** : identifying *value-adding* and *non-value-adding* activities - Case studies: “spot the waste!” **Systematic Elimination of Waste** in industry. What is *waste* : classification of *waste*. Halting *waste* proliferation - Reducing *waste* - Eliminating *waste*. Case studies. The target: **Flow Process**, or processing with no *waste*.

DAY 2

- The role of “Lean” disciplines in obtaining higher levels of performance.
- The SOCO (**5S**) approach as a starting point - Halting *waste* proliferation - Reducing *waste* - Eliminating *waste*. Case studies.
- Overview of **Lean Manufacturing** disciplines for the Manufacturing Industry.
- The “lot” issue in *Lean Manufacturing*. The **small-lot** production systems: the smaller the lot, the less the waste! – Interactive workshop: *One-Piece Flow* vs. *Batch Production*
- The conversion of *Lean Manufacturing* principles for deployment in other Industries. The implementation of the *one-piece-flow* principles in the Service and Project Industry. The result: **Flow Processing** for the Service Industry and **Lean Project Management** for the Project/Construction Industry
- The 5 Core Concepts of *Lean Thinking*: 1) **Value** (as defined/perceivable by the customer) 2) **Value Stream** (the way Value is produced and delivered) 3) **Flow** (internal: Organisation-side, and external: Customer-side) 4) **Pull** (the *Value Stream* must flow pulled by the Market) 5) **Excellence** (the continuous improvement of a *Lean Organisation*)
- *Lean Thinking* preliminary targets: reduce the steps by half - reduce the time by half - reduce the errors by half. *Lean Thinking* subsequent targets: cut the steps to *Value-Adding* only - cut the time to *Value-Adding-time* only – **zero defects**.
- The resistance and opposition thinking to the *Lean* transition: the table of excuses – the “batch” mentality – the “push” mindset – the “conveyor” mentality. How to overcome resistance and reluctance. Case studies.
- *Lean Thinking* - the old and new **tools** for seeing and eliminating waste: Time Observation – loading Bar Charts - the 5W2H approach – the 5Why method – the TAKT-time principle – Communication Circles – Process and value Stream Mapping – Spaghetti Diagram – Flow Charting. Practical exercising and case studies. The core tool: Creative Thinking.
- Are *Lean Thinking* and *Flow Process* principles and techniques suited to all industries? The answer is definitely YES!
- **Lean Thinking** and **Flow Processing** in the Service Industry. Workshop and case studies. Poka-Yoke (mistake-proof) *Flow Processing*: how to eliminate errors and poor performance in every *service* process. The concept of **Service Recovery Process**.
- *Lean Thinking* in Administration and Office work. Practical exercising.
- Today’s *Project Management* is **Lean Project Management**, the target for the Project, Contract and Construction Industry. The secret: **Lean Planning** - workshop and case studies. The concept of the *Last Planner*: how to eliminate waste in Project/Contract works.
- **Lean Planning** principles for all industries: overview and summary.

DAY 3

- **Lean Thinking and Quality:** ...eventually, the dust settled. What is **TQM** today, what is different from 10 and 15 years ago. Today's core principles of **Total Quality Management** in a **Lean** environment. The relationship between **Quality Assurance** and **Total Quality Management**. Is the **ISO Quality Assurance** system really beneficial? When should an enterprise go "top-down" **ISO** style, and when should it go "bottom-up", **kaizen** style? Can the 2 approaches be combined? How to harmonise a **Quality Assurance System** to **ISO** standards with a **TQM System** targeting at eliminating all defects and opening the door to lean processes.
- The main differences between the **6-Sigma Methodology** and **Lean Thinking**. Can the "**Lean**" and the 6-Sigma approaches be beneficially combined?
- **Lean Thinking, Plant and Equipment.** Industrial competitiveness today is based on the motto: "People: first – Methods: second - third, and only third: Technology". What are the modern principles of Plant, Equipment, Machinery and Technology Management under the **Lean** angle of view. How to prevent major technological mistakes (the "super-star-galactica" cul-de-sac....). What machines/technology/IT are really suited for "lean" and what are not. How to harmonise People and Machines in a productive system geared to produce high levels of *added-value*. Case studies.
- **Lean Thinking** principles in **Customer Relationship** - **Lean Thinking** and the **Value-Chain** – the **Lean Supply Chain** - **Lean Thinking** and the **Learning Organisation**. **Lean Thinking** and **Opportunities Generation**. Practical exercising and case studies.
- **Lean Thinking** and the **Marketing/Sales** process. The motto: "think like a customer"!
- **Lean Marketing** and **Lean Promotion:** *one-piece-flow* in Marketing - from mass/batch advertising to **Lean Marketing** – the "*idea-virus*" and "*powerful-sneezers*" concepts.
- **Lean Thinking** principles in the **Public Sector** – open debate.
- **Lean Thinking** and Software Development. **Lean Thinking** and the IT world. What has gone wrong in the IT sector and how it should be reviewed to cater for **Lean**.
- **Lean Thinking** and **Excellence.** The approach to continuous performance improvement **Lean**-style: **Lean Kaizen**. Pre-requisites, limitations, constraints. Why it may fail. How to make it successful. Modern continuous improvement strategies under the **Lean Thinking** umbrella: direction, strategy, brain-power, poor-man approach, tools, techniques, team-work.
- **Lean Thinking** and **People.** How to insert people in value-generating processes. Making people understand the difference between single-skill/single-function activities (tasks) and **multi-skill/multi-function** process management. How to switch over from simple tasks to simple processes. Case study. How to evolve from "*job description*" to "*process description*".
- **Thinking.** The ultimate resource. The main differences between old-world traditional, automated thinking and new-world proactive and creative thinking. The **Second Industrial Revolution**.
- **Lean Enterprise Management.** The mottos: "...lean is beautiful..." – "...small is beautiful..." – "...simple is beautiful...". The extrapolation of the Italian Model and the deployment of its practical and beneficial features in all Industries. Case studies: *intra-preneuring* – decentralisation – the "*replica*" concept.
- The future scenario. How will *world-class enterprises* be in 10 years' time? Will our present and "comfortable" model change drastically into new, leaner models? Will the pyramid flatten to minimal levels? Will Employment as we know it today gradually disappear? Understanding the trend and getting ready for the future challenges.

For further, comprehensive details, please visit
<http://www.scodanibbio.com/malta2011/>