

# MALTA 2011

## LEAN BUSINESS EXCELLENCE

- advanced executive education -

First time in Malta

Dr. Carlo Scodanibbio  
and  
Ing. Joseph Micallef

jointly present:

"a modular and most comprehensive training program on lean management principles for the industry within the Maltese islands and neighbouring countries"

### *Training Event 05:*

*the road to continuous, systematic improvement in the lean direction*

# "LEAN KAIZEN"

26-28 July 2011 – Malta Enterprise – San Gwann - Malta

"A very thorough programme for High-Level Managers on all aspects of systematic, step-by-step, continuous enterprise's performance improvement"

with thanks to:



### LEAN KAIZEN

A 2-Day Course Developed And Presented By:

Dr. Carlo Scodanibbio – Ing. Joseph Micallef  
email: [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com) [jmicallef@theiet.org](mailto:jmicallef@theiet.org)

<http://www.scodanibbio.com/malta2011/>

# LEAN KAIZEN

## Foreword .

*“...in a rapidly changing world, featuring vanishing borders and hot, global competition, all industrial and business concerns, including SMEs, must aim at new, lean performance targets in line with ‘the best in the class-room’*”

**FROM THE DESKTOP OF DR. CARLO SCODANIBBIO AND ING. JOSEPH MICALLEF**

Dear Delegate(s),

*Nothing will happen in those enterprises that do not know where they stand. No real improvement can take place... Because they stand in soft, loose ground, or even quicksand.... so that any attempt to improve will most probably make them sink even more... Knowing the present level of performance by measuring it creates a solid launch pad and an associated tension from which subsequent improvement initiatives can get powered and take-off.*

*An important objective of this course is to enable participating enterprises to learn how to "measure". But the most important objective of this course is to make participating delegates aware that, today, the only possible and valid "direction" for improvement initiatives is the "lean" direction. Many enterprises have undergone continuous improvement programs without a direction. Caught by improvement enthusiasm, people have tried to improve just "anything", at 360°, following the motto "today better than yesterday, tomorrow better than today". This is what we call the "black & white TV set mistake", or going for spurious, fictitious improvement that leads nowhere.*

*To get somewhere, enterprises must go "lean. Ggoing "lean", or targeting at real "excellence", is a total "thinking revolution".*

*This course, dedicated to High- and Mid-level Operational Managers, is a logical follow-up of Event01 (Lean Management Principles for Top Management); and ideal complement to Event 03 (Operational Lean Management); so that global, Lean synergies may be created throughout an Organisation.*

*We GUARANTEE that you will leave this workshop with the knowledge and tools to improve the value proposition of your organisation!*

*Dr. Carlo Scodanibbio and Ing. Joseph Micallef*

**Lean isn't an option any more - it's a necessity!!!!!!**

### WALK AWAY HAVING A POWERFUL GRASP OF WORKING SKILLS TO:

- **Understand**, assess and measure (enterprise's) Performance and its main short, medium and long term components (value-added, productivity, output quality.... climate, image, reputation, culture....). **Learn** how to set and manage KPIs (Key Performance Indicators).
- **Learn** simple and basic Indexing Methods and graphic tools, suited to monitor "at a glance" the essential parameters of an enterprise's Performance. **Understand** how to issue valid, "lean" reports to Top Management.
- **Know** how vital is launching valid programs of continuous Performance Improvement utilising effectively the most precious resource of the enterprise: People.
- **See** the real direction, the lean direction, to be taken when aiming at improvement, by focusing onto core processes of the business and avoiding marginal, spurious "functional" improvement.
- **Understand** that only by enhancing the added-value generated in core business processes and eliminating any form of waste inherent in those processes can and should the enterprise's overall Performance improve.
- **Understand** in depth the Lean Thinking philosophy, performance goals and critical success factors.
- **Know** how to diffuse a lean culture within your Organisation.
- **Use** lean ideas to think about process improvement in your own organisation and its value-chain.
- **Learn** practical methods to rank and prioritise areas to be improved, in order to generate and maintain an adequate level of improvement momentum which could otherwise be lost.
- **Learn** basics of simple tools for initiating and generating the wanted improvements: basic, modern rules governing effective and efficient Team-Work will be illustrated, together with basic criteria for modern Problem Solving and Opportunities Generation in creative mode.
- **See** a practical and effective way to transmit Lean Kaizen principles to your collaborators.
- **Understand** that improvement is best handled as a Project, and that as such it requires the adoption of basic, modern Lean Project Management approaches as the most adequate to produce Performance enhancement.
- **Avoid** the common pitfalls normally encountered during Lean implementation.
- **Explore** the key requirements for successful employee involvement in Lean practices.
- **Discover** the organisational structures that support Lean and open the door to Performance improvement.
- **Implement** strategies to increase process performance through Lean-Thinking people while assuring their job satisfaction.

Course Trainers:

Dr. Carlo Scodanibbio and Ing. Joseph Micallef - Independent Consultants

Course Dates:

26-28 July 2010

Course Venue:

Malta Enterprise – San Gwann

## Course Outline .

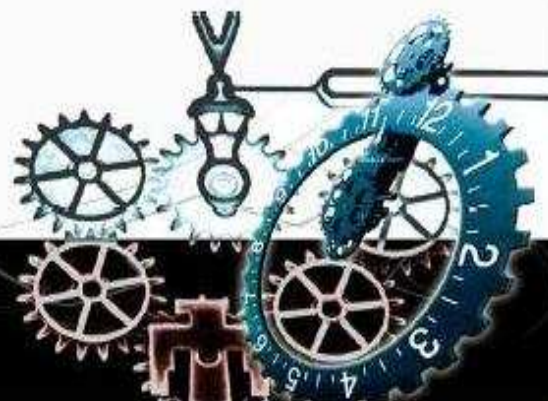
This 2-day course, dedicated to High- and Mid-level Operational Managers, is a logical follow-up of Event01 (Lean Management Principles for Top Management); and ideal complement to Event 02 (Operational Lean Management); so that global, Lean synergies may be created throughout an Organisation.

- Do you know what **Industrial Performance** is and which are its main components? And which ones are the most essential to know and monitor? Do you know how to measure and attach an **index** to a quantifiable component, and how to measure un-quantifiable components (for instance: "reputation on the market") of your enterprise's Performance? Do you know how to create internal questionnaires and scoring methods? Learn how to measure the main parameters of your enterprise Performance (**KPI – Key Performance Indicators**), and how to monitor them at a glance through a **radar chart**.
- Approaches to Performance Improvement - the **World-Class Performance** concept.
- **Productivity**: Is your enterprise sufficiently productive? How do you know? Productivity and its main composing parameters can and must be understood and measured. How to establish the gap between your ideal and your present productivity index. How to start conceiving corrective measures to reduce the gap. Understanding **value-added** in your processes and **waste** inherent in them and the link between Quality and Productivity.
- **Quality**: how to measure and monitor all Quality-related parameters, in a simple and non-bureaucratic way. Understanding **Costs of non-Quality (CNQ)**. Setting up a CNQ monitoring system.
- Enterprise's **Operational Performance**: now it's in your hands. What other components of your enterprise's Performance should you beneficially measure and control? How to use simple software to keep all Performance Indices under continuous control.
- About **Improvement**: do you know that a "static" enterprise's destiny is stagnation and failure? Is your enterprise improving? Continuously and regularly? In a measurable fashion? In all aspects of its Performance? Is the Management of your enterprise seriously committed to improvement? Is everybody, within your enterprise, aware of the strategic importance of improving on a daily basis? Is everybody active in this regard and effectively contributing to improvement? Do you "know where you stand", to begin with? Are you measuring your **present Performance level**? In adequate detail? Do you have a clear, "at-a-glance" picture of the situation at any moment in time? If the answer is yes, then you may consider serious, real improvement.
- Improvement starts by identifying the "gap" and setting the target. For this there are absolute methods and relative methods. **Benchmarking**: is it suited to your enterprise? Or should you rather choose a personalised method?
- Have you taken into due consideration the "**direction**"? Today, the only valid direction is the **Lean Direction!**
- Explaining the **Lean Direction** and the key to **World-Class Performance: Lean Thinking**. What does Lean Thinking mean.
  - The pre-requisites for World-Class Performance: **a)** understand and manage the "change" - **b)** be prepared to abandon the "formula" – **c)** have a clear "direction" and ensure effective communication: "*let people know where you are going to....*" - **d)** 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.
  - The **origins of Lean Thinking**. 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.*
  - 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)
  - The target: **Flow Process**, or processing with no waste.
- Improvement simply and always means: "improving the value generated by the core processes of an enterprise" - all the rest is "spurious", fictitious improvement. How to avoid the "perfect black & white TV set" mistake. Setting the Lean Direction is a milestone in a **Continuous Improvement program**. How to rank **Lean Improvement Projects**, and how to set priorities to ensure release of utmost improvement power at all times. How to conceive, initialise, launch and implement a valid Continuous Improvement program. How to identify, define and list problem and weak areas in your enterprise and how to transform them into Lean Improvement Projects. How to transform threats and criticalities into opportunities.
- The essential ingredients of the **Lean Kaizen** style of continuous improvement: team-work, brain-power, poor-man approach, tools, techniques, decision-making abilities, planning abilities, monitoring system. The step-by-step, continuous, systematic approach.
- **Lean Kaizen preliminary targets**: reduce the steps by half - reduce the time by half - reduce the errors by half. **Lean Kaizen subsequent targets**: cut the steps to Value-Adding only - cut the time to Value-Adding-time only – zero defects.

A very important target of this course is to enable High- and Mid-level Operational Managers to act as effective "trait-d'union" between Top Management and subordinate Personnel, in such a way that a uniform, "lean" language will be spoken Organisation-wide and Lean Kaizen culture will be instilled into everyone's mind.

Course Dates:  
26-28 July 2011

Course Venue:  
Malta Enterprise – San Gwann



## Course Outline .

An excellent seminar, well presented, realistic, to the point. Excellent for making managers see the companies in a different manner.  
[Vassos Loizides – Assistant General Manager – Chr. Avraamides & Co. Ltd – Nicosia – Cyprus]

- **Lean Kaizen** – the old and new tools for seeing and eliminating waste: basic overview (for onward transmission to subordinates). The core tool: **Creative Thinking**. How traditional **Problem Solving** should be adapted and enriched with creative ammunitions to generate solid improvement.
- The nitty-gritty of inadequate, non-lean **team-work**. **Workshop**: effective team-work for lean improvement. People are the key to real improvement: how to transform team-work into a powerful improvement tool.
- **The Implementation Stage**: a delicate step. How to plan Lean Improvement Projects so that they won't fail. **Lean Project Management** is the key, and modern Lean Project Management should be a common practice in the SME to assure that all projects, including Improvement Projects, will be adequately planned, made waste-less, scheduled, estimated and budgeted, executed successfully, and thoroughly monitored and controlled.
- 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.
- How to prevent losing improvement momentum, and how to keep everybody committed to improvement.
- **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 Kaizen**. The 3 vital issue: 1) Top Management drive and support 2) Effective feed-back to Top Management 3) Deep involvement of ALL your people.
- **Lean Kaizen**: a cultural revolution!

**FURTHER INFORMATION:** Ing. Joseph Micallef – Email: [jmicallef@theiet.org](mailto:jmicallef@theiet.org) Tel +356 - 9982 2244  
Dr. Carlo Scodanibbio – Email: [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com) - Web: <http://www.scodanibbio.com> Tel +356 - 21662115/79966056

**Training Grants ranging between 60 and 80% may be made available to eligible enterprises through the Training Aid Framework (TAF) Scheme administered by the ETC.  
Deadline for Training Grants Application: 1 July 2011.**

**NB: the onus of enquiring about and applying for Training Grants rests vested with your Organisation.**

## About your Facilitators .



**Ing Joseph Micallef** graduated in electrical engineering from the University of Malta in May 1992. He has been involved in the manufacturing industry since 1990. Initially starting his career within the medical devices and plastics processing manufacturing sector, he later moved on within the electronics manufacturing sector. Throughout his career, Joseph has had experiences in a variety of industrial and automation processes, research and development projects, various manufacturing processes and occupied senior technical and management roles in research and development, process control, quality management, occupational health safety and business process management. For over these last c. 14 years, Joseph has been occupying the position of Quality Manager within a very dynamic high tech electronics manufacturing industry sector. Apart from his broad industrial experiences gained through the last c. 20 years, Joseph has also paralleled his experience within the services sector through his various freelance projects which he has undertaken since the year 2000 when he had ventured into the freelance consultancy and mentoring/training business. Joseph's career spreads primarily in Malta, but he has been assigned several projects and training opportunities in various countries within Europe (UK, Scotland, Belgium, France, Finland, Italy), the US (Jacksonville, Houston) and the Middle East (Egypt).

Ing. Joseph Micallef is a corporate member of a number of institutions. In particular he is registered Chartered Engineer with the Engineering Council (UK) – *C.Eng.*, corporate member in the Institution of Engineering and Technology (UK) – *MIET*, European engineer through FEANI – *Eur.Ing.*, and warranted member within the Chamber of Engineers (Malta).

**You can have brilliant ideas, but if you cannot get them across, your ideas will not get you anywhere**

Lee Iacocca


Ing. Joseph Micallef's highly qualified experience in the quality domain will reveal today's "state-of-the-art" approach to Quality Management suited for Lean Kaizen - showing an effective path for immediate results.

# LEAN KAIZEN

## About your Facilitators .



**Dr Carlo Scodanibbio** is an internationally renowned Trainer, Speaker and Industrial Consultant with over 40 years of experience in Plant Engineering, Project Engineering, Project Management, Industrial Engineering and Operations Management. A free-lance Consultant since 1979, he has worked in a wide spectrum of companies and industries in many Countries including Cyprus, Italy, India, Saudi Arabia, Malta, Namibia, Kenya, Botswana, Malaysia, Mauritius, Romania, Turkey, Lebanon and South Africa. Carlo has co-operated, inter-alia, with several organisations such as Italian Chambers of Commerce and Industry, Cyprus Chamber of Commerce and Industry, Cyprus Productivity Centre, Malta Federation of Industry, Malta Chamber of Commerce and Industry, Mauritius Employers' Federation, Romanian Paper Industry Association, United Nations Industrial Development Organisation, Federation of Kenya Employers and University of Cape Town.



An excellent course. I believe that any seminar whichever must be conducted by someone who is capable, has true art of teaching, brilliant, ready to help, smart to the point, assuring, good observer, and with comprehensive knowledge, as Dr. Carlo Scodanibbio. I have enjoyed the course and learnt to my entire satisfaction. [S Eraddun, Desbro Int., Mauritius]

Enthusiastic, optimistic and a dynamic facilitator, Carlo has been a frequent instructor and speaker at seminars and courses attended by well over 15,000 participants. Carlo, holds a doctor degree in Electrical Engineering from Politecnico di Milano, and has written numerous articles and research papers which have been actively published in many manufacturing newsletters, bulletins and international magazines.

An excellent seminar. I started by having doubts about attending this seminar (...no time, you know...). I think it is one of the best decisions I have made during the last year is not to have missed it

[Aref Mikati - Plant Manager - Pharmaline - Sarraf Group Sal – Beirut – Lebanon]

### Who Should Attend This Prestigious Event:

General Managers – Continuous Improvement Leaders and Champions – High- and Mid-Level Managers (Operations, Production, Quality, R&D, Engineering, Maintenance, HR, Administration/Financial, Commercial, Service, Procurement.....) from all-sector private Businesses and Organisations (manufacturing – continuous process - commercial & trading - service establishments - project/contract-driven – professional service providers – education establishments - etc.) of all sizes and from public/government bodies - from **Malta & neighbouring Countries**.

**The very small enterprise (up to 20 employees) will particularly benefit from participating in this course.**

**A 2-day Training Event dedicated to all types and sizes of private and public Organisations**

#### Timings:

Registration will be at 08:00 on each day with the course beginning at 08:30. There will be a 15min break for refreshments in the morning and the afternoon (at approx. 10:15 and 15:15 respectively) and lunch will be served at 12:30. Each course session will conclude at 17:00. All timings are approximate due to the interactive and intensive nature of the course.

**"how to avoid the black & white TV set mistake"**

**This highly interactive course is designed to provide participants with practical and 'hands-on' insights on Lean Kaizen practices, along with effective tools & techniques to achieve desired outcomes through practical case studies and live simulations. Derived from Dr. Carlo's extensive experience on Lean processes and Ing. Joseph's high competence in the Quality domain, this course will be conducted with a highly engaging and result-oriented approach that gives you immediate and substantial results.**

"Excellent course, I cannot wait to start implementing what I have learnt in practice!!"  
RG, Namibia Beverages, Windhoek, Namibia



# LEAN KAIZEN

26-28 July 2010 – Malta Enterprise – San Gwann

## Registration .

(Online Registration: <http://www.scodanibbio.com/malta2011/onlinereg/05.html>)

### Course Fees, Discounts, Terms and Conditions

#### Fees and Discounts Structure

(prices are per Delegate excluding VAT)

- Price per 1 Delegate €330-00
- 2 Delegates: less 5% €313-00
- 3-5 Delegates: less 10% €297-00
- 6-9 Delegates: less 15% €280-00
- 10+ Delegates: less 20% €264-00

#### Deadline for Course Registration

18 July 2011

#### Early Bird Registration

Register and settle Course Fees by **27 June, 2011** and get **an additional 10% discount** on the applicable price (as per Fees Structure)

Please complete and sign this Form, scan it and email it to [jmicallef@theiet.org](mailto:jmicallef@theiet.org) or [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com)

#### DELEGATE/S DETAILS (in BLOCK CAPITALS)

(more than 5 Delegates: please add separate schedule)

- 1 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
Email \_\_\_\_\_
- 2 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
Email \_\_\_\_\_
- 3 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
Email \_\_\_\_\_
- 4 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
Email \_\_\_\_\_
- 5 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
Email \_\_\_\_\_

#### ORGANISATION DETAILS

(please write in BLOCK CAPITALS)

Organisation \_\_\_\_\_  
 Nature of Business \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ P/Code \_\_\_\_\_  
 Country \_\_\_\_\_  
 Phone \_\_\_\_\_ Fax \_\_\_\_\_

We are registering \_\_\_ Delegates @ € \_\_\_\_/each

Total amount € \_\_\_\_\_

Less 10% Early Bird Discount € \_\_\_\_\_

Net amount to be invoiced € \_\_\_\_\_

#### Authorising Manager

Name \_\_\_\_\_ Position \_\_\_\_\_

Date \_\_\_\_\_ Signature \_\_\_\_\_

(This Registration is invalid without a signature)

Training Grants ranging between 60 and 80% may be made available to eligible enterprises through the Training Aid Framework (TAF) Scheme administered by the ETC. Deadline for Training Grants Application: 1 July 2011. NB: the onus of enquiring about and applying for Training Grants rests vested with your Organisation.

#### TERMS OF PAYMENT

**Fees include:** participation to the 2-day Course "Lean Kaizen" to be held at Malta Enterprise in San Gwann on 26-28 July 2011 – Refreshments and Lunches – Course Notes and Documentation – **Certificate of Achievement** (*Certificate of Successful Completion*, against satisfactory results in the course's final exams) signed by Dr. Carlo Scodanibbio and Ing. Joseph Micallef – One free e-consulting Advice by Dr. Carlo Scodanibbio and/or Ing. Joseph Micallef.

Upon receipt of a duly completed and signed Registration Form, a **Confirmation Letter** and **Invoice** will be sent to you by the organisers.

Payment of Course Fees is strictly **on presentation** and is required **within 5 working days** from date of Invoice.

#### METHOD OF PAYMENT

Payments may be done by cheque or Bank Transfer in favour of Ing. Joseph Micallef, who acts as the official Course Organiser.

To arrange for payment after receiving **Confirmation Letter** and **Invoice** kindly contact Ing. Micallef directly on (+ 356) **9982 2244** or email [jmicallef@theiet.org](mailto:jmicallef@theiet.org)

#### CANCELLATION POLICY

All Cancellations of Registrations must be made in writing.

Due to contractual obligations, a cancellation charge of 30% of the invoiced amount applies if the cancellation is received 10 days or less before Course starting date. However, a complete set of documentation will be sent to you. Substitutions are welcome at any time.

Should the course be cancelled by force-majeure or for any other reason, you will receive a full refund of the paid Course Fees.

<http://www.scodanibbio.com/malta2011/>

FURTHER COURSE INFORMATION. Dr. Carlo Scodanibbio – Email: [carlo@scodanibbio.com](mailto:carlo@scodanibbio.com)

Web: <http://www.scodanibbio.com> Tel +356 - 2166 2115 – Mob +356 - 7996 6056

