LEAN PLANNING & LEAN PROJECT MANAGEMENT

FOR HIGH-/MID-/FRONTLINE-LEVEL MANAGERS FROM MANUFACTURING

3-5 October 2011 - Malta Enterprise - Malta

COURSE TIMETABLE

DAY 1

- "Traditional" ***Project Management***. Overview of basics concepts and core principles:
  - What is a Project . The 3 core parameters of a project
  - The integration of Planning and Control
  - The role of the Project Manager
  - Symptoms of Projects lacking adequate Management and likely causes
  - The traditional "matrix" organisational structure in projects
  - The traditional organisation of Project Teams
  - The main Project actors.
  - The "flexibility" factor – Responsibilities: integration vs. distribution
  - Planning, Scheduling, Controlling Projects
  - Why Planning – how to plan a project
  - The traditional PBS (Project Breakdown Structure)
  - PERT and CPM - basics
  - The Project Program – Gantt (Bar) Diagram
  - Project Risk Management
  - Project Cost Control - Project Financial Control (basics)
  - Resources Management
- ….then, the world changed…. the **scenario** - the environmental change must be understood and managed effectively.
- Analysis of the weaknesses and failures in Traditional Project Management: why so many projects (of any nature) in the Manufacturing Industry are not completed in time (or at all), within budget and with acceptable quality results? Is our *Industrial DNA* still polluted by those obsolete principles that gave birth to the first Industrial Revolution? Case studies.
- The common denominator: inadequate planning and inadequate Project Management. The way forward: ***Lean Thinking***.
- The 5 Core Concepts of *Lean Thinking*: 1) ***Value*** (as defined/perceivable by the customer of a project) 2) ***Value Stream*** (the way Value is produced and delivered) 3) ***Flow*** (the necessary value-adding steps must flow continuously) 4) ***Pull*** (the *Value Stream* must flow pulled by the project's customer) 5) ***Excellence*** (the continuous improvement in *Lean* practices)
- The origins of *Lean Thinking*: ***Lean Manufacturing*** and ***Flow Production*** - The "lot" issue in Manufacturing. The ***small-lot*** production systems: the smaller the lot, the less the waste! Case study: *One-Piece Flow* vs. *Batch Production*
  The conversion of *Lean Manufacturing* principles for deployment in Engineering and Project works. The implementation of the *one-piece-flow* principles in the Project-Driven domain. The result: ***Lean Project Management***.

DAY 2

- What is a *Lean Project* and *Lean Project Management*. Where does waste hide in traditional projects - how to identify it - how to reduce it drastically. How to plan project's processes for lean implementation - the role of creativity in planning - *flow project processes*.
- *Lean Project Management* and 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.
- The secret of ***Lean Project Management***: ***Lean Planning*** - workshop and case studies. The concept of the ***Last Planner***: how to eliminate all waste in Project works of any nature.
- How to conceive "*realistic assignments*" – how to plan them – how to assure a high PPC (Percent Plan Complete) – how to improve the PPC even further.
- *Lean Project Management* in multi-projects situations: the TOC (*Theory of Constraints*) approach to *Lean* management of several projects at once. Workshop. Identifying the "*critical chain*" – introducing "*buffers*" – identifying the "*drum resource*". The final results: all projects early instead of all projects late!
- *Lean Project Management* in Engineering, Design, R&D and New Product Development: the "Concurrent Engineering" against the "over-the-wall" approach.
- *Lean Project Management* in Factory Shut-Down, Turnaround and major Technology Revamping works: practical hints and tips.

- *Lean Project Management* in multi-disciplinary "turn-key" projects: the integration of suppliers and sub-contractors in the "***lean value chain***". The ***Lean Supply Chain***: new horizons for Procurement and Contract Management. *Comakership*: the present and the future.
- The role of *Lean Project Management* in improving Factory processes (operations, services, logistics, materials management, etc.): specific tips for *Lean Planning*.
- A world-class project-driven enterprise: case study.
- ***Lean Project Management*** and ***People***. A new breed of people is required in the modern project-driven industry - the "multi-skill" and "multi-function" factors - the "empowerment" factor - self-planning - self-control. Should everybody be a "*last planner*"?
- The demolition of Adam Smith's principles and the ***Second Industrial Revolution*** in the Project world.

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