

# 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"

*Launching Event:*

### "LEAN MANAGEMENT PRINCIPLES"

For Top Managers/Directors from all sectors within Private and Public Organisations

21 June 2011 – Radisson Hotel - Malta

"it's a job that's never started  
that takes the longest to finish"

with thanks to:



**LEAN MANAGEMENT PRINCIPLES for Top Managers**  
A Full Day Event Developed And Facilitated 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 MANAGEMENT PRINCIPLES FOR TOP MANAGERS

## Foreword .

**“...in a rapidly changing world, featuring turbulence, 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),

*Lean Thinking is changing the way organisations operate. No longer stuck in the paradigm of “mass” thinking many enterprises, including service and project-driven companies as well as governmental bodies/institutions, have tried to adopt some portions of the Toyota Production System, the Lean philosophy. Many have failed. Many have rushed off, taken a course and pronounced themselves LEAN. Yet very few have tested the depths of overall performance enhancement and added competitiveness possible with a complete change of paradigms in the “lean” direction.*

*Research by Gallup has uncovered that less than 30% of employees are truly engaged in their jobs. Lean Thinkers have long shown that an additional 25-40% of the work done by most organisations is waste or non-value added. This means that nearly 40% of every payroll dollar is lost. With the advent of true global competition, can you afford to lose 40% of your time as a company?*

*Waste in “traditional” organisations may reach very high levels. Besides a remarkable amount of wasted manpower at all levels, “traditional” organisations feature many and more complex aspects of waste: waste in resources (all), waste in technology, waste in unexploited personnel talents and abilities, waste in lost opportunities – and, most tragic, waste in management strategies and practices, waste in supervision and control, waste in bureaucracy. It is their “first-industrial-revolution” DNA that causes – unknowingly - waste. Moreover, any internal waste always reflects onto the client. There is always a sure and verifiable correlation between internal Organisation’s waste and poor output to customers (in terms of lack of service, defective products, poor customer care, delays, etc.). This is chronic and repeatedly showing from decades, without major significant improvements – in spite of all sorts of efforts: from ISO certification to continuous improvement programs – from “restructuring” to “reengineering”. Obviously the core problem is much below the surface and remains untouched.*

*This programme of Events (being organised through 2011) arises from a strong necessity we have detected in industry, through almost 20 years of training and consulting in lean practices: lean methods are mostly adopted in “some” area of an organisation (for instance in the operational area of a manufacturing enterprise), driven by middle-level managers. However, the overall structure of the organisation remains “traditional”: the “upper floors” of the organisation practically get untouched by lean practices - with obvious lack of overall organisation’s performance and even with drawbacks and structural clashes reflected onto the “ground” floor by malpractices and dis-functions at upper level. Many middle-level managers have expressed very typical comments: “...My management should be in this course, not me...” – “...I can try to deploy lean principles in the area I control, but what about all the rest?...” – and so on.*

*The net conclusion is that organisations, even the best in the class-room, may remain stuck in “traditional” paradigms: numbers and figures may still look good to top management, but the overall performance of the organisation is not really improving nor getting ready for the tough challenges ahead. This is a very serious and dangerous situation.*

*This event will be a shocking experience for many of you. Because it demystifies all traditional principles of the first industrial revolution on which the majority of organisations, still today, are built or around which they operate. By presenting in rather great detail the philosophy of the second industrial revolution and the main tools and disciplines readily available to all enterprises to perform in an “excellent” status, this event is a door-opener to lean practices for whoever is: 1) ready to listen to the message – 2) prepared to abandon obsolete principles, formulas and approaches – 3) willing to get to “lean” status.*

*This event will prove that, today, competitiveness or survival can no longer be achieved by merely cutting costs or revamping technology: because cutting costs has a floor, while performance improvement through maximisation of value-added and waste elimination has no ceiling – and because technology alone does not generate the levels of output value enterprises and organisations need to tackle the challenges of the new millennium.*

*This event shows that Lean principles can and should be adopted not only in Operational Manufacturing processes of any nature, but also in all other processes (commercial, administrative, logistics-related, etc.) and also in the operational processes of non-manufacturing organisations, such as service establishments and project-driven companies – as well as in the public sector.*

*By showing that “thinking” is what must change at all levels of an organisation, this event will prove that higher levels of performance can be achieved if you create the right conditions.*

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

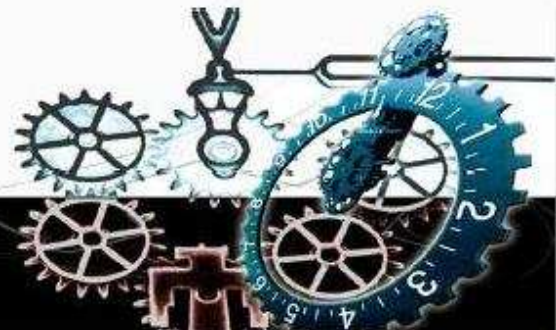
*Dr. Carlo Scodanibbio and Ing. Joseph Micallef*

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

**Event Facilitators:**  
Dr. Carlo Scodanibbio and Ing. Joseph Micallef - Independent Consultants

**Event Date:**  
21 June 2011

**Event Venue:**  
Radisson Hotel – S. Julians



# LEAN MANAGEMENT PRINCIPLES FOR TOP MANAGERS

## Event Outline .

### Timings:

Welcome Coffee and Registration will be at 08:30 with the Event beginning at 09:00. There will be a 15min break for refreshments in the morning and the afternoon (at approx. 10:15 and 15:00 respectively) and lunch will be served at 12:30. The session will conclude at about 16:00, followed by an open-bar social function of 1 hour.

- Introductory speech - introductory round-table debate.
- *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 21<sup>st</sup> century, with enterprises designed in the 18<sup>th</sup> and 19<sup>th</sup> centuries to perform well in the 20<sup>th</sup>.... Is our Industrial DNA still polluted by those obsolete principles that gave birth to the first Industrial Revolution? Case studies.
- The key to *World-Class Performance* in all Industrial, Commercial and Business Sectors: **Lean Thinking**. What does *Lean Thinking* mean. The *Second Industrial Revolution*.
- The origins of *Lean Thinking* - 1. **Remember!** Irrespective of whether you fish it, you farm it, you breed it, you mine it, you manufacture it, you mill it, you brew it, you construct it, you simply sell it, or you dance it or sing it.... no matter what you do – *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*. Case studies.
- The pre-requisites for *World-Class Performance* and for effective *Lean Management*: 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: with your people, deploying "lean" tools. Open debate.
- 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.
- **Value Adding Management** in Industry: the pilot light and driving philosophy for the new millennium. Focusing on processes to maximise **value** and eliminate **waste**. Case studies: "spot the waste!". Today's relationship between *value*, *productivity*, and *quality*. How to "re-engineer" organisational and operational business processes for generating high levels of output *value*. "Seeing" the waste - Halting *waste* proliferation - Reducing *waste* - Eliminating *waste*. *Lean* case studies. The target: **Flow Process**, or processing with no *waste*.
- Deploying **Lean Management** in different sectors (in operational and ancillary processes in Manufacturing – in the Project/Construction industry – in the Service sector – in the Public sector): differences and analogies. Case studies and Open Debate.
- **Lean Management** and **Technology**. Industrial competitiveness today is based on the motto: "People first, Methods second - then third and only third comes Technology". What are the modern principles of Plant, Equipment Machinery and IT Management under the *Lean* angle of view. How to prevent major technological mistakes (the "super-star-galactica" cul-de-sac....). What technology/machines/IT are really suited for "lean" and what are not. How to harmonise People and Technology in a productive system geared to produce high levels of *added-value*.
- Lean, **Industrial Culture**: the heart of *Lean Management* and the generally missing ingredient (the cause of potential failures....). The role of Top Management in "fabricating" and instilling lean culture. Open Debate.
- **Lean Management** 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**". It is Top Management responsibility to give back "**pride**" (usurped by over one century of traditional practices) to middle/frontline managers, employees and workers. How may Unions contribute to the common, *lean* target? Open Debate.
- **Thinking**. The ultimate resource. The main differences between old-world traditional, automated thinking and new-world proactive and creative thinking.
- **Lean Organisation Management**. The mottos: "...*lean is beautiful*..." - "...*small is beautiful*..." – "...*simple is beautiful*...". Case studies: *intra-preneuring* – decentralisation – the "*replica*" concept.
- Closing Message: 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. Open Debate.
- Social function and open bar.

**This event is a very interactive workshop, an open conference, and a continuous round-table debate, aiming at transmitting basic LEAN MANAGEMENT concepts and principles to attending managers in a practical, hands-on, result-oriented fashion.**

**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: 25 May 2011.**

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

**Event/Conference Date: 21 June**

**Event Venue: Radisson Hotel – Malta**



# LEAN MANAGEMENT PRINCIPLES FOR TOP MANAGERS

## Event Objectives .

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

- **Understand** how Lean Thinking has evolved since its inception, and how it applies to different sectors, operations and business processes
- **Understand** in depth the Lean Thinking philosophy, performance goals and critical success factors
- **Learn** how to “see” waste throughout your Organisation
- **Understand** why top-management drive is so vital when undergoing the lean road
- **Know** how to develop a lean culture within your Organisation
- **Use** lean ideas to think about process improvement in your own organisation and its value-chain
- **Develop** a strategy and a medium-term implementation plan to incorporate lean principles into your core and support processes
- **Avoid** the common pitfalls normally encountered during Lean implementation
- **Explore** the key requirements for successful employee involvement in Lean practices
- **Implement** strategies to increase Performance through Lean-Thinking people while assuring their job satisfaction
- **Visualise** new horizons in Industrial Relations matters and understand how Unions can contribute to the common, lean target
- **Gain** an in-depth insight into how lean ideas have evolved and are continuing to evolve into a fascinating, future scenario

## About your Facilitators .

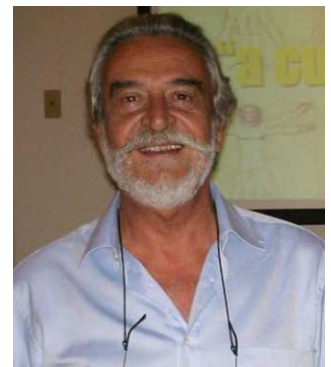


**Ing. Joseph Micallef** graduated in electrical engineering from the University of Malta in May 1992. He has been involved in the manufacturing industry since 1990. Initially starting his career within the medical devices and plastics processing manufacturing sector, he later moved on within the electronics 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).

**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.



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.

### Who Should Attend This Prestigious Event:

Business Strategists – CEOs/Chairmen – Executive and Managing Directors – General Managers – High-level Managers (Operations, Quality, R&D, Engineering, Plant, HR, Administration, Marketing..) from private enterprises (manufacturing – service and commercial enterprises – project/contract-driven and construction companies) of all sizes and public/governmental organisations, as well as Unions' top-level Representatives.

**Owners/General Managers of Small Enterprises (up to 50 employees) will benefit particularly from attending this event.**

**This event is equally beneficial to top-level managers and directors of all Industrial and Commercial Sectors and of public/governmental and semi-public bodies and institutions (Malta & neighbouring Countries)**

# LEAN MANAGEMENT PRINCIPLES

21 June 2011 – Radisson Hotel, Malta

## Registration .

(Online Registration: <http://www.scodanibbio.com/malta2011/onlinereg/01.html>)

### Event Fees, Discounts, Terms and Conditions

#### Fees and Discount Structure

(prices are per Delegate excluding VAT)

Price per 1 Delegate €190

**Deadline for Event Registration: 13 June 2011**

#### Early Bird Registration

Register and pay Event Fees by **30 May, 2011** and get **over 10% discount** on the above price:  
net, early-bird price = €170 per delegate

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 \_\_\_\_\_  
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- 5 Delegate Name \_\_\_\_\_  
Position \_\_\_\_\_  
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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: **25 May 2011**. NB: the onus of enquiring about and applying for Training Grants rests vested with your Organisation.

#### ORGANISATION DETAILS

(please write in BLOCK CAPITALS)

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

I/we wish to avail ourselves of the early-bird discount.

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

Total amount to be invoiced € \_\_\_\_\_  
=====

#### Authorising Manager

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

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

(This Registration is invalid without a signature)

#### TERMS OF PAYMENT

**Fees include:** participation to the 1-day Event "Lean Management" to be held at Radisson Hotel, Malta on 21 June 2011 – Welcome Coffee, Refreshments, Lunch and open-bar Social Function – Event Notes and Documentation – **Certificate of Attendance** – One free e-consulting Advice by Dr. Carlo Scodanibbio and/or by 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 Event 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 Event 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 15 days or less before Event starting date. However, a complete set of documentation will be sent to you. **Substitutions are welcome at any time.** Should the Event be cancelled by force-majeure or for any other reason, you will receive a **full refund** of the paid Event Fees.

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

**FURTHER EVENT 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