

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 04:

“LEAN PROJECT MANAGEMENT LEAN CONSTRUCTION MANAGEMENT”

18-20-22 July 2011 – Malta Enterprise – San Gwann - Malta

**what has to be changed in traditional
Project and Construction Management to
tackle the challenges of the years 2000**

with thanks to:



LEAN PROJECT & CONSTRUCTION MANAGEMENT
A 3-Day Course Developed And Presented By:

Dr. Carlo Scodanibbio – Ing. Joseph Micallef
email: carlo@scodanibbio.com jmicallef@theiet.org

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



LEAN PROJECT MANAGEMENT LEAN CONSTRUCTION MANAGEMENT

Foreword .

“Lean Project Management is ‘lean’ because it provides a way to do more with less while coming closer to providing customers with exactly what they want”

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?

The Project/Construction makes no exception. This industry is in some ways not completely shifted from craft to mass production - much less to lean production. On the other hand, the industry has followed the mass production model in its extensive division of labour and hierarchy-based management (Smith & Taylor style). The consequences?

- 1) Cost Overruns
- 2) Delays on Schedules
- 3) Waste

Does one hear often of a project completed in time, within budget and with total client's satisfaction? No, only very seldom. How many examples of considerable and even major architectural, engineering and planning mistakes and mishaps can one discover in the Maltese (and, in general, Mediterranean) construction industry? Endless. How much wasted manpower is there in the project/construction industry? Just spend some time observing workmen in any construction site, in a random day, at any random time: you will easily come (statistically) to the conclusion that +- 65% of manpower is wasted. Yes, sixty five percent of totally wasted manpower - wasted in idling, searching, moving, talking, loading, offloading, double and triple handling, preparing, organising, giving directions, making mistakes, reworking mistakes, and anyhow not adding value to the object of the project. Not to mention pathetic and well known issues related to Public Construction Works and overall Environmental Planning...

Can that be afforded any longer?

This course 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 enterprises, 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 course is a door-opener to lean project/construction practices for whoever is:

- ready to listen to message
- prepared to abandon obsolete principles, formulas and approaches
- willing to get to "lean" status.

This course will prove that competitiveness today 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 course shows that lean principles can and should be adopted not only in operational manufacturing processes of any nature, but also in the operational processes of non-manufacturing enterprises, such as project-driven companies. By showing that "thinking" is what must change at all levels of an organisation, this course 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!!!

Course Trainers:
Dr. Carlo Scodanibbio and Ing. Joseph Micallef - Independent Consultants

Course Dates:
18-20-22 July 2011

Course Venue:
Malta Enterprise – San Gwann



LEAN PROJECT MANAGEMENT LEAN CONSTRUCTION MANAGEMENT

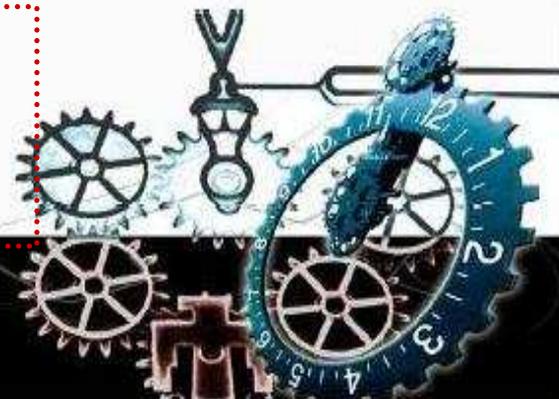
Course Outline .

- “Traditional” **Project Management**. Comprehensive 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: Proposal Manager, Project Manager, Project Engineer, Project Controller, Contract Manager, Site Manager, Site Foreman, etc.
 - 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 – Site and Sub-Contractors Management
- Analysis of the weaknesses and failures in Traditional Project Management: why many private project-driven 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.
- ...then, the world changed.... the **scenario** - the environmental change must be understood and managed effectively.
- Today’s key to **World-Class Performance** in all Industrial Sectors: **Lean Thinking**.
- 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.*
- 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 integration of the **Value Adding Management** discipline with traditional Project Management - impact and implications. *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” a project-driven organisation for generating high levels of output *value*.
- 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 Construction works. The implementation of the *one-piece-flow* principles in the Project-Driven/Construction Industries. The result: **Lean Project Management** and **Lean Construction Management**.
- 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/Contract works.
- 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 and Architectural works – practical principles for Engineers, Architects and Project Management Companies.
- *Lean Project Management* in the Public Sector – practical principles and case studies.
- *Lean Project Management* in Developing New Products – the “Concurrent Engineering” against the “over-the-wall” approach.
- *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.

This highly interactive course is designed to provide participants with practical and ‘hands-on’ insights on Lean Project and Construction Management 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, this course will be conducted with a highly engaging and result-oriented approach that gives you immediate and substantial practical know-how.

Course Dates:
18-20-22 July 2011

Course Venue:
Malta Enterprise – San Gwann



LEAN PROJECT MANAGEMENT LEAN CONSTRUCTION MANAGEMENT

Course Outline .

An excellent workshop, I really have learnt a lot. I think this message should be preached all over the world!
[Eric Simpeh - Quantity Surveyor - Global Construction - Namibia]

- **Lean Project Management 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 Project** environment. The relationship between **Quality Assurance** and **Total Quality Management**. Is the **ISO Quality Assurance** system or similar 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 "turn-this-board" strategy.
- **Poka-Yoke** (mistake-proofing) tools for Lean Construction and **zero defects** – workshop.
- **Lean Thinking** vs. **6-Sigma Methodologies**: case studies. Can the "Lean" and the **6-Sigma** approaches be beneficially combined? Can **6-Sigma** be part of a greater approach to Lean Performance Improvement?
- **Lean Risk Management** vs. traditional **Risk Management**: the benefits.
- **Lean Construction Management, Plant and Equipment.** Industrial competitiveness today is based on the motto: "Methods first, then Technology". What are the modern principles of Plant, Equipment and Machinery Management under the **Lean** angle of view. How to prevent major technological mistakes (the "super-star-galactica" cul-de-sac....). What machines are really suited for "lean construction" and what are not. How to harmonise People and Machines in a productive system geared to produce high levels of **added-value**. How **TPM - Total Productive Maintenance** principles can be beneficially deployed not only in the Manufacturing, but also in the Project/Construction Industries. Case studies.
- 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-driven Industry.

Excellent course: Carlo is brilliant and liberates the mind from the chains of traditional thinking that inhibits any real progress in improvement in the workplace.
[Yuri Mynhardt - QC Manager - Circuit Breaker Industries Ltd - Isando - South Africa]

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, including the Project and Construction domain
- **See** how Lean Thinking principles applied to Project's early stages convert into higher customer satisfaction
- **Understand** in depth the **Lean Project Management** philosophy, performance goals and critical success factors
- **Learn** how to see waste throughout your organisation, from engineering to construction works
- **Understand** the Last-Planner tactics in detail, and deploy it in your projects for timely completion and respect of budget
- **Develop** a strategy and a medium-term implementation plan to incorporate lean principles into your projects
- **Know** how to develop a lean culture within your Organisation and diffuse top-down it at all levels
- **Use** lean ideas to see project works as a "process" and to think about its improvement along the entire value-chain
- **Discover** new horizons in Contract Management, building sound relationships with Client, Consultants and Sub-Contractors
- **Avoid** the common pitfalls normally encountered during Lean implementation
- **Explore** the key requirements for successful employee involvement in Lean practices
- **Implement** strategies to increase Project Performance through Lean-Thinking people while assuring their job satisfaction
- **Gain** an in-depth insight into how lean ideas have evolved and are continuing to evolve into a fascinating, future scenario

Will recommend this course to anyone who does Project Management
[Joseph Absai - Project Management Eng. - BP Namibia - Windhoek – Namibia]

An excellent course: new goals have been set, with basic innovative ideas can be done
[Pieter Van Heerden - Project Engineer - Grinaker-LTA Construction - South Africa]

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.

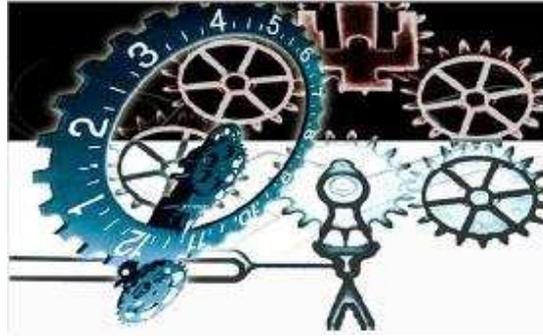
Deadline for Training Grants Application: 24 June 2011.

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

" if it doesn't add value, it is waste "

LEAN PROJECT MANAGEMENT LEAN CONSTRUCTION MANAGEMENT

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) - *M.I.E.T.*, 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.



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.

Who Should Attend This Prestigious Event:

Senior & Middle-Level Managers (Business Strategists, CEOs, Managing Directors, General Managers, Operations Managers, Project Managers, Contract Managers, Proposal Managers, Project Planners and Controllers, Site Managers, etc.) from the Construction and Project-driven industry (turn-key, civil works, industrial installations, EM contracts, etc.), as well as professional Project Managers, Architects, Engineers and Senior Project Personnel from the Public Works sector and Municipalities. (**Malta & neighbouring Countries**).

The very small Construction enterprise (up to 20 employees) as well as small Contractors (electrical, mechanical, air-conditioning, piping, shop-fitters, interior/exterior decorators, landscaping contractors, etc.) will particularly benefit from participating in this course.

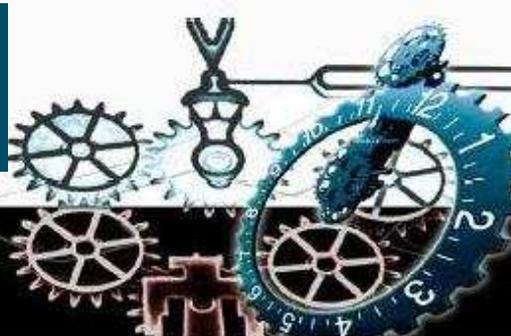
A 3-day Training Event dedicated to Project-Driven Organisations of all types and sizes

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.

An excellent course, it was an eye opener

[Ernst Mathias - Manager, Projects - National Housing Enterprise - Windhoek – Namibia]





Registration .

(Online Registration: <http://www.scodanibbio.com/malta2011/onlinereg/04.html>)

Course Fees, Discounts, Terms and Conditions

Fees and Discounts Structure

(prices are per Delegate excluding VAT)

- Price per 1 Delegate €490-00
- 2 Delegates: less 5% €465-00
- 3-5 Delegates: less 10% €441-00
- 6-9 Delegates: less 15% €416-00
- 10+ Delegates: less 20% €392-00

Deadline for Course Registration

11 July 2011

Early Bird Registration

Register and settle Course Fees by **20 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 or 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: **24 June 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 3-day Course "Lean Project & Construction Management" to be held at Malta Enterprise in San Gwann on 18-20-22 July 2011 – Refreshments and Lunches – Course Notes and Documentation – **Certificate of Achievement** (*Certificate of Successful Completion*, against satisfactory results in the course's tests and exercises) 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

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 Fees.

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

