

**LEAN KAIZEN**  
**FOR HIGH-/MID-LEVEL OPERATIONAL MANAGERS**  
**26-28 July 2011 – Malta Enterprise – San Gwann - Malta**  
**COURSE TIMETABLE**

**DAY 1**

- 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.

## DAY 2

- 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.
- **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 loosing 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!

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