

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 07:

"TOTAL QUALITY MANAGEMENT FOR THE LEAN ENTERPRISE"

31 October, 2-4 November 2011 – Malta Enterprise - Malta

a fresh look at total quality management, adopting the traditional theories and techniques in the light of leaner processes that yield *value* to the customer

with thanks to:



TQM FOR THE LEAN ENTERPRISE
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/>

TOTAL QUALITY MANAGEMENT FOR THE LEAN ENTERPRISE

Foreword .

“A Lean TQM concept focuses stronger on the efforts needed to ensure value in supplying customer needs, not as much for systems in place simply for the sake of complying to a standard”

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

Dear Delegate(s),

Whatever your business activity is involved in, manufacturing, service, hospitality, private or public organisation, NGO, charity, etc., you are sure to agree that the outcome of your efforts remains subject to being in acceptance by whoever is receiving your service or product: your business associate, your colleague,...your customer. This acceptance only assured if you deliver a quality service or quality product. Anything lesser than the expectation of your customer (whoever that may be) and your effort is very likely not appreciated, rejected, complained about, if not criticised publicly. In order to avoid such negative repercussions, we need to ensure that our product or service is meeting (if not exceeding) anticipated expectations. One needs to first understand what the expectations are, know the receiver's needs and anticipation of the product or service being sought.

Inducing pride in what we do is the secret behind delivering top class quality service/product...instilling a passion for what we do, however big or small the task may be. Delivering more than the expected value consistently and continuously soon reflects in a reputation of quality...a sure long term investment. How many times have you driven around your neighbourhood and noted the lack in infrastructural quality within the environment you live in? ...street furniture in dire need (signage, lighting, routes...). Let's not mention the quality of the roads, pedestrian walkways... The cleanliness in the streets? Excessive exhaust fumes? ... the list could be endless! What about that occasion when you sat at a busy restaurant table (possibly after an unjustifiable long wait!) and when eventually your order was delivered you find yourself almost having to catch hold of the plate when this was served (or should we say shoved) at table? Think about those times you had to attempt deciphering a scribbled note written by a colleague who spent little attention to the fact that someone had to interpret that note to take on a clear and concise message, conveying the right level of information. Result: unnecessary effort, time and frustration, not to mention the error opportunity thus created in the wrong information possibly passed across. What about that occasion when you struggled to issue the advertisement for publishing in order to meet that tight deadline? Perhaps consequently ignoring the level of detail contained and missing vital information accuracy – result: confused communication and information, inaccuracy, unnecessary queries to be answered...the result: waste and non-value adding outcome!

All the above situations may notwithstanding still be backed with volumes of documentation: such as codes of practice, recipes, instructions, policies, procedures...but these alone do not add value...they do not make a quality product or service. What makes a quality product or service is the passion with which an individual carries out his/her responsibilities. When this is embraced by all the team members the result is a truly successful enterprise. The scenario might be somewhat different if our people (ourselves?) took more pride in what we do, delivering value, understanding more of the process and not only the fragmented task in isolation.

The different scenario: when assuming ownership of the process, would mean not installing the signpost partly hidden by an over grown bush, would mean designing and building roads that are up to the standard using appropriate materials, would get the chef out of the kitchen to get acknowledgement for his masterpiece gastronomic art. Would get the right information communicated across first time by ensuring clearly legible means. This is all about understanding the process and not the task in isolation, greater ownership, assuming responsibility, working with a passion, concentrating on pure value adding activity, delivering sterling quality levels in all we do. On the other hand, streamlining current processes to strip them off any fat (waste) that may have gathered over time ensures we remain more competitive and more effective than had we remained bearing the load all the way. Review your processes and do away with anything that is not value adding

This is our understanding of total quality management in the light of a lean direction.

Many a time have we been requested to implement a quality management system to 'document processes and seek to achieve certification', only to advise that it is a futile exercise to document current processes unless one ensures that the processes are lean, value adding, effective, waste-less,...sensible.

What is the use of writing procedures describing processes when these processes do not only add value? Quality management certification is not about policies, procedures and instructions...tonnes of documentation. Quality management is all about achieving improvement, adding value, supplying quality, understanding the customer needs and expectations and exceeding them. So before we go off documenting our current processes and run off to seek certification, let's go through and review our current processes, step by step. Challenge the current operations. Make the processes as streamlined as possible, and only then get down to document the procedures. Only then does it make sense to write down what you do...when what you do is value adding and gives you a way forward to operate effectively ...supplying quality ...opening your prospects to achieve more ...more business, more customers, more profits, more personal satisfaction – the thought of knowing you delivered a masterpiece only comes about when you do your work with a passion.

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:
31 October, 2-4 November 2011

Course Venue:
Malta Enterprise – Malta



TOTAL QUALITY MANAGEMENT FOR THE LEAN ENTERPRISE

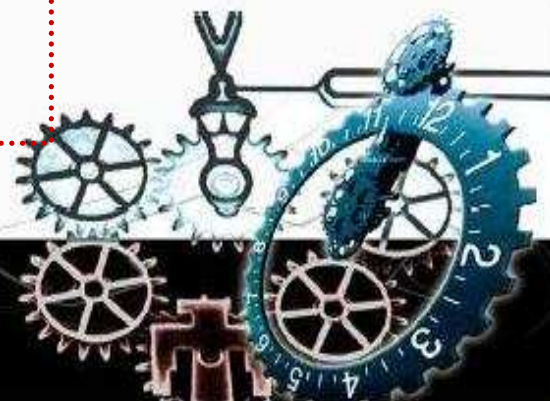
Course Outline .

- Customer Focus – the centre of our business concern.
 - Who is our customer?
 - What does our customer expect of us?
 - How do we get to know our customer?
 - For how long is our customer **our** customer?
 - Developing the customer focus attitude.
- Introduction to quality – defining the meaning of quality. *Can we?* Are we competent enough to determine the meaning of quality?
- Introducing the process approach. Task or process? The secret to full commitment and process ownership – drivers for quality.
- How streamlined is our process? Does it make sense as it stands or are we doing this process based on traditional inheritance? The cross between the **lean** and **quality** approach to a process.
- Process re-engineering – re-thinking what we are doing now. Does it add value? Challenging the status quo, the tradition, the 'grand-father effect' and its consequences. Reaching the balance between the retention of the experience from the *wise man* and the minimisation of non-value adding activity utilising *fat-cutting* concepts.
- Quality in the modern and current scenario – reaching the balance and delivering value added at sterling quality levels:
 - Can we afford to invest in quality these days?
 - The 'backfire' consequences of non-quality (PONC).
 - **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!*
- Principles for improved performance – the basis behind a quality system.
- The **Customer Focus** point of view for all your team within the organisation – the secret to your business success.
- The understanding of quality management systems **requirements** within our enterprise – any sector any size:
 - Model for ISO9001:2008 Quality Management System Requirements in the light of a Lean enterprise;
 - Cross the link between the requirements of ISO9001 and Lean concepts – cutting out the fat – building on concrete evidence of a functional system;
 - Process measurement and a continuous systematic improvement approach.
- Analysis of the weaknesses and failures in Traditional Quality Management Systems – is it the Quality Manager's responsibility?
 - Who does the quality manual belong to?
 - Who is responsible for improvement and progress?
 - Pre-assessment panic!a common sight?
- The true value of implementing a quality management system based on effective improvement programmes that spread across the organisation.
- Typical implementation project plan for a quality management system based on
 - business process optimisation,
 - documented systems and methods,
 - effective performance measures and evidence of performance improvement,
 - corrective and preventive action that yields real elimination of the root causes,
 - customer-centric attitudes,
 - an **Excellence** driven organisation.
- The true value and benefits of systematic continuous monitoring of the quality management system through critical internal auditing techniques.
 - Concepts of internal auditing processes,
 - Critically evaluating and analysing the process,
 - Fact based approach (building the evidence to demonstrate the effectiveness of the quality management system),
 - Challenging the *status quo*,
 - Addressing the outcome – the way forward at achieving improvement.
- **Reactive** and **Proactive** approach to achieving improvement and problem solving.
 - Measuring the quality of our process,
 - Reducing the error opportunity in our process,
 - Keeping matters in control!
- A detailed look through the various **tools** and **techniques** made available for us to exploit in our venture to achieve business excellence.
- **Lean Quality Management techniques** – the old and new tools for seeing and eliminating waste: Pareto Diagram and ABC Analysis – Cause & Effect Diagram (Ishikawa Diagram) – Relations Diagram – Tree Diagram – Matrix Diagrams – PDCA – Bar Charts - the 5W2H approach – the 5Why method – SPC and other statistical tools – Quality Circles – Process and Value Stream Mapping – Spaghetti Diagram – Flow Charting – Poka-Yoke and others.
- **Innovative and Creative Thinking.** How traditional **Problem Solving** should be adapted and enriched with creative ammunition to generate solid improvement.
- Leading the innovation path and implementing improvements through a structured change management approach.

An interactive approach to a critical subject that is of interest to all parties who truly are interested in their organisation's future and well-being and in sustaining business growth in the current aggressive economic scenario. This course attempts to put together traditional quality management principles with key lean principles to achieve systematic continuous improvement and gives foresight to the long term investment in quality.

Course Dates:
31 October, 2-4 November 2011

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TOTAL QUALITY MANAGEMENT FOR THE LEAN ENTERPRISE

Course Targets .

A Quality Management System is not about having tonnes of documented policies and procedures, it is about understanding customer requirements and delivering *with a passion* your product and service in line with those requirements.

Our understanding of Quality Management is about giving added value that will not only address the needs and expectations of our customers, but to make them feel that they have been treated fairly and uniquely whilst receiving the service or product.

Make your team own the process as if it were their own and expect results delivered with a passion. Disassociate them from the process and prepare for setting up an inspection, rework and repair centre within your organisation.

Work up the creativity from your people to come up with new breakthrough ideas. Assess them. They might not be great ideas, but small ideas that render great value. Build further upon these ideas by encouraging innovative enhancements to current situations.

Remember **Lean Thinking** targets!

- cut the steps to **Value-Adding** only
- cut the time to **Value-Adding-time** only
- **zero defects**

WALK AWAY HAVING A POWERFUL GRASP OF WORKING SKILLS TO:

- **Understand** the concepts of Customer Focus and how your job/position is justified simply and purely because *there is* a customer.
- **Open up** to challenge traditional process activities that may be non-value adding, long winding and out of date.
- **Review** your current processes and why they are there, in the way they are...can we reengineer our current processes to obtain a leaner value adding quality process?
- **Understand** the requirements of a quality management system model in the light of a lean enterprise.
- **Appreciate** the value obtained in driving ownership within all your team, make the process your own, and deliver with passion.
- **Use** traditional tools and techniques in order to enable you exploit available and proven approaches to address non-value adding waste and embark on a systematic continuous process of improvement in the lean direction.
- **Embark** on a team oriented initiative to use innovative and creative leads in enabling change and process improvement initiatives.
- **Gain** the inner energy to go back to your team full of ideas and the spirit to achieve a step closer to a quality-driven process.

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.


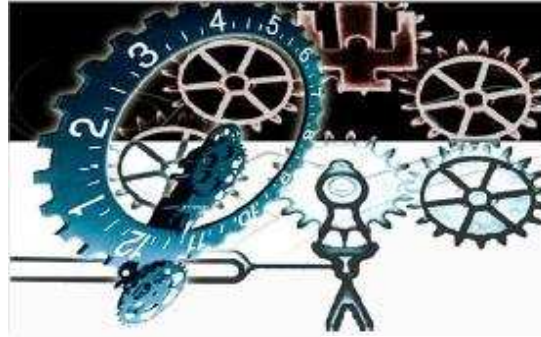
Deadline for Training Grants Application: 7 October 2011.

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

" if it doesn't conform to expected or perceived requirements, it is defective!

TOTAL QUALITY MANAGEMENT FOR THE LEAN ENTERPRISE

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:

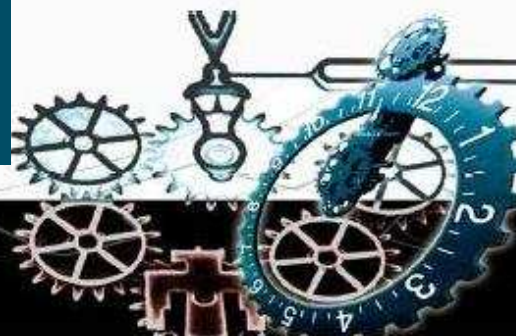
High & Middle-Level Managers (Business Strategists, CEOs, Managing Directors, General Managers, Operations Managers, Quality Assurance Managers, Production Managers, Plant Managers, Service Managers, Quality Auditors, Quality Controllers, etc.) from the Manufacturing, Project-Driven, Services, Hospitality industries, private or state-owned, NGO's (Malta & neighbouring Countries). **Service and manufacturing industries who do not yet have a formalised quality management system are highly encouraged to attend this course as it gives them the insights to real, effective quality concepts – away from traditionally and falsely-claimed, heavily-documented approaches.**

A 3-day Training Event dedicated to Quality-Conscious 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.

Ing. Joseph Micallef's highly qualified experience in the quality domain and Dr. Carlo Scodanibbio extensive experience on lean processes will reveal today's "state-of-the-art" approach to Total Quality Management suited for Lean deployment in the new millennium - showing an effective path for immediate, practical results.



TQM FOR THE LEAN ENTERPRISE

31 October, 2-4 November 2011 – Malta Enterprise – Malta

Registration .

Online Registration: <http://www.scodanibbio.com/malta2011/online/07.html>

Course Fees, Discounts, Terms and Conditions

Fees and Discounts Structure

(prices are per Delegate excluding VAT)

- | | |
|--|---------|
| <input type="checkbox"/> Price per 1 Delegate | €490-00 |
| <input type="checkbox"/> 2 Delegates: less 5% | €465-00 |
| <input type="checkbox"/> 3-5 Delegates: less 10% | €441-00 |
| <input type="checkbox"/> 6-9 Delegates: less 15% | €416-00 |
| <input type="checkbox"/> 10+ Delegates: less 20% | €392-00 |

Deadline for Training Course Registration: 24 October 2011

Early Bird Registration

Register and settle Training Fees by **3 October, 2011** and get an **additional 10% discount** on the applicable price (as per Fees Structure)

Loyalty Discount (*)

Organisations that participated in the Launching Conference 21st June 2011 qualify for an extra, overall **10% Loyalty Discount**

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 _____
VAT Number _____

We are registering ___ Delegates @ € _____/each
Total amount € _____
Less 10% Early Bird Discount € _____
Less 10% Loyalty Discount (*) € _____
Net amount to be invoiced (excl. VAT) € _____

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: **7 October 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 "Total Quality Management for the Lean Enterprise" to be held at Malta Enterprise on 31 October, 2-4 November 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/>

FURTHER COURSE INFORMATION. Dr. Carlo Scodanibbio – Email: carlo@scodanibbio.com
Web: <http://www.scodanibbio.com> Tel +356 - 2166 2115 – Mob +356 - 7996 6056