

# LEAN PLANNING & LEAN PROJECT MANAGEMENT

## FOR HIGH-/MID-/FRONTLINE-LEVEL MANAGERS FROM THE SERVICE INDUSTRY

4-6 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 *Flow Production* principles for deployment in all types of 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, sound 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, Software Development, R&D and New Services Development: the “Concurrent Engineering” against the “over-the-wall” approach.
- *Lean Project Management* in Major Technology Revamping works – practical hints and tips.
- *Lean Project Management* in multi-disciplinary “turn-key” projects (such as Property and New Premises Development): the integration of suppliers, sub-contractors and service providers in the “*lean value chain*”. The **Lean Supply Chain**: new horizons for Procurement and Contract Management.

- The role of *Lean Project Management* in improving business processes (operations, service, logistics, customer care, etc.): specific tips for *Lean Planning*. How to tackle the Lean Re-Engineering of a Service Organisation.
- 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/>