

# LEAN PROJECT MANAGEMENT AND THE TOC APPROACH IN A MULTI PROJECT ENVIRONMENT

15<sup>th</sup> - 16<sup>th</sup> AUGUST 2016  
St. Giles Boulevard Hotel, KL

16  
PDU's



**Register Now!!**

*“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”*



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# SPECIAL HIGHLIGHTS ON REAL LIFE CASES FOR DISCUSSIONS

Lean Project Management In Engineering, Design And Architectural Works – Practical Principles For Engineering And Project Management Companies.

Lean Project Management In The Public Sector – Practical Principles And Case Studies.

Lean Project Management In Developing New Products And Services – The “Concurrent”

“Engineering” Against The “Over-The-Wall” Approach – Practical Principles For The Manufacturers, Banks And The Service Industry In General.

Lean Project Management In IT And Software Development – Practical Principles.

Lean Thinking And The IT World. What Has Gone Wrong In The IT Sector And How It Should Be Reviewed To Cater For Lean.

Lean Project Management In Multi-Disciplinary “Turn-Key” Projects: The Integration Of Suppliers And Sub-Contractors In The “Lean Value Chain”

Lean Contract Management: Basic Principles – The New Role Of The Contract Manager. How To?

Maximise Value To The Client While Assuring Best Results For The Enterprise.

Lean Project Management And Quality 10 Years Ago And Now.

## COURSE OBJECTIVES

### **WALK AWAY WITH THE POWER 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

**UNDERSTAND** the Last-Planner tactics in detail, and deploy it in your projects for timely completion and respect of budget

**UNDERSTAND** why failures multiply and may get to astronomical proportions in a multi-project environment.

**SEE** how the Theory of Constraints associated with Lean principles may revolutionise managing many projects simultaneously, preventing waste and multi-tasking, and assuring early completion of all projects.

**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

**SEE** how Lean Principles can easily and effectively be deployed in any type of project work, including once-off projects, product design and development, software development – as well as in all Engineering/ Architectural design works

**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

**0800 Registration & Welcoming Coffee**

- 0830**
- Overview Of Traditional Project Management
  - Traditional Project Team
  - The 3 Core Parameters Of A Project
  - Integration Of Planning And Control
  - Symptoms And Causes Of Problematic Project Management
  - The Traditional "Matrix" Organisational Structure In Projects

**1030 Networking Refreshment Break**

- 1040**
- Review Of Project Management Tools
  - The Traditional PBS (Project Breakdown Structure)
  - PERT And CPM
  - The Project Program – Gantt (Bar) Diagram
  - Project Risk Management
  - Project Cost Control
  - Project Financial Control
  - Project Resources Management – Site Management
  - **DISCUSSION TOPICS:** The Weaknesses And Failures In Traditional Project Management.
  - **CASE STUDY:** The World, The Business Scenario - The Environmental Change Must Be Understood And Managed Effectively.

- 1200**
- Origin Of Lean Thinking - Lean Manufacturing
  - Lean Project Management
  - Values Generating For Stakeholders
  - Define Project Wastage In Project Circles
  - Lean Thinking Today's Key To World-Class Performance In All Industrial Sectors

**1300 Networking Lunch**

- 1400**
- The 5 Core Concepts Of Lean Thinking:
  - **Value** (As Defined/ Perceivable By The Customer)
  - **Value Stream** (The Way Value Is Produced And Delivered)
  - **Flow** (Internal: Organisation-Side, External: Customer-Side)
  - **Pull** (The Value Stream Must Flow Pulled By The Market)
  - **Excellence** (The Continuous Improvement Of A Lean Organisation)
  - **DISCUSSION:** Impact And Implication Of Integration Of The **Value Adding Management** Discipline With Traditional Project Management

**1530 Networking Refreshment Break**

- 1540**
- Lean Project Is Driving Philosophy For Project Management In The New Millennium.
  - Implementation Of The One Piece Flow Principles In Project Driven Industries.
  - Focus On Maximise Values And Eliminate Wastage
  - Relationship Between Value, Productivity And Quality.
  - How To "Re-Engineer" Your Project For Generating High Levels Of Output Values?
  - **CASE STUDY:** One Piece Flow Vs Batch Production

**1700 Open Forum On Day 1 Topics****1730 End Of Day 1**

## Partial Companies Attended Dr. Carlo's Workshops

Agrobank  
 Alam Maritim (M) Sdn Bhd  
 Ayamas Food Corporation Sdn Bhd  
 Bank Islam Malaysia Berhad  
 Bank Simpanan Nasional  
 Brahim's Airline Catering Sdn Bhd  
 CSR Climate Control (M) Sdn Bhd  
 Cyberview Sdn Bhd  
 DIC Compounds (M) Sdn Bhd  
 FELDA  
 Honda Malaysia Sdn Bhd  
 Jabatan Audit Negara  
 Kementerian Pembangunan Sosial Sarawak  
 Keretapi Tanah Melayu Berhad  
 Labuan Shipyard & Engineering Sdn Bhd  
 Lembaga Tabung Haji  
 Luvata Malaysia S/B  
 Malaysia Airports Holdings Berhad  
 MTBE Malaysia Sdn Bhd  
 Mydin Mohamed Holdings Bhd  
 Negeri Sembilan Cement Industries Sdn Bhd  
 New Straits Times Press (M) Bhd  
 Padiberas Nasional Berhad  
 Pemasaran Simen Negara Sdn Bhd  
 Pharmaniaga Manufacturing Berhad  
 Power Root (M) Sdn Bhd  
 Projek Penyelenggaraan Lebuhraya Berhad  
 Public Service Department of Malaysia  
 RISDA  
 Sarawak Plantation Berhad  
 Sime Kansai Paints Sdn Bhd  
 STMicroelectronics S/B  
 Syarikat SESCO Berhad  
 T.A. Furniture Sdn Bhd  
 TNB Distribution  
 Tradewinds Plantation Berhad  
 Umw Corporation Sdn Bhd  
 Universiti Teknologi Petronas  
 ... and many more

## Who Should Attend

This course is very interactive and supplemented with abundant practical exercises and case studies. This course is equally beneficial for all Industrial Project-Driven Sectors (Project/ Construction – Information Technology – Engineering – Design – Development) PMOS Offices and for Public/ Governmental and semi-Public Bodies and Institutions active in Project works.

- 0800**    **Registration & Welcoming Coffee**
- 0830**    **Review of Day One**
- 0845** • What Is A Lean Project And Lean Project Management?  
 • Where Does Waste Hide In Traditional Projects?  
 • Identification Of Waste  
 • Elimination Of Waste Drastically. How To Identify It?  
 • Step By Step To Plan For Lean Plan Project's Processes
- 0930** • 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**
- 1030**    **Networking Refreshment Break**
- 1040** • Application of The Theory Of Constraints (TOC) in Multi Project Environment  
 • Integrating Lean Management with TOC in Several Projects At Once.  
 • The Fundamental Of Theory Of Constraint  
 • Identifying The “Critical Chain” – Introducing “Buffers” – Identifying The “Drum Resource”. The Final Results: All Projects Early Instead Of All Projects Late!  
 • **CLASS DISCUSSION:** The Detrimental Effects Of Multi-Tasking!
- 1200** • Lean Project Risk Management Vs. Traditional Project Risk Management  
 • 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
- 1300**    **Networking Lunch**
- 1400** • The Core Tool: Creative Thinking.  
 • The Secret Of Lean Project Management: Lean Planning And Toc Project Management  
 • **CASE STUDY**  
 • 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?  
 • **CASE STUDY:** A World-Class Project-Driven Enterprise. Lean And Toc In Action
- 1530**    **Networking Refreshment Break**
- 1540** • New Horizons In Contract Management  
 • Building Sound Relationships With Client, Consultants And Sub-Contractors  
 • Deployment Of Lean Principles Can Easily And Effectively

- One-Off Projects, Product Design And Development, Software Development – As Well As In All Engineering/ Architectural Design Works
- Common Pitfalls Normally Encountered During Lean Implementation
- Key Requirements For Successful Employee Involvement In Lean Practices

**1645**    **Open Forum On Day 1 Topics**

**1715**    **Certificate Award**

**1730**    **End of Day 2**



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Hundreds of hours of research, study, planning and fine tuning go into the production of each of our seminars or conferences. Our course developers have looked at your industry's needs and analysed the processes, systems and approaches. This course reflects the **latest findings** and **best practices** in your field today and addresses the up-to-the-minute issues. You will get **tools, tips, strategies** that are **proven and tested** against **real world situations** as you learn from case studies and the experience of our expert trainers. Our course is comprehensive, in-depth, and packed with need-to-know information you can use as soon as you return to your workplace.

# Our World Class Trainer

## Dr. Carlo Scodanibbio



Dr Carlo Scodanibbio holds a doctor degree in Electrical Engineering with over 45 years of project management as well as industrial engineering and operation management. He has been leading in the past 20 years a number of company-wide Lean Projects and assuring their effective results through driving company's key lean projects to success.

He has been an **Independent Industrial Consultant and Trainer** since **1979**. He has worked in a **wide spectrum of companies and industries** in many countries including **Southern Africa, Italy, Cape Verde, Romania, Malta, Cyprus, Lebanon, Mauritius, Kenya, Saudi Arabia, MALAYSIA and India.**

His area of expertise lies in **World-Class Performance for Small and Medium Enterprises** in the **Project, Services, Construction and Manufacturing sectors.** He has co-operated, inter-alia, with several **Italian Chambers of Commerce and Industry, the Cyprus Chamber of Commerce and Industry, the Cyprus Productivity Centre, the Malta Federation of Industry, the Mauritius Employers' Federation, the Romanian Paper Industry Association, the United Nations Industrial Development Organisation, the Federation of Kenya Employers and the University of Cape Town.**

His courses and seminars, conducted in English, Italian and French, have been **attended by over 19,000 Entrepreneurs, Managers, Supervisors and Employees.** They feature a **very high level of interaction,** and are **rich in simulations, exercising and real case studies.** The approach is invariably **“hands-on”** and addressed for **immediate, practical.**

## FROM THE DESKTOP OF DR. CARLO SCODANIBBIO

Dear Delegate(s),

### ***Using Lean and TOC to deliver your projects on time, all the time***

Lean thinking is an organisational change method that is also implemented with the objective of increasing profit. Lean thinking originated in Japan, and is best exemplified by the Toyota Production System. Constraints placed on the Japanese manufacturing industry after the second world war lead Taiichi Ohno of Toyota to pioneer a new type of production system that was so different, and so much better, than mass production, as to warrant a new type manufacturing. Lean production is a method of organising production using half the effort, space, inventory, and product development time compared with mass production. It also achieves fewer defects, and larger product variety. These improvements should result in increased sales, which is the key to re-deploying freed-up resources. **Today, Lean thinking codified and expanded upon the Toyota Production System to include non-manufacturing organisations, as well as project management.**

**TOC methods fit nicely into the lean thinking five-step change framework,** between steps two and three. Using TOC can help lean change agents to improve performance in processes where it is infeasible to eliminate bottlenecks. Specifically, after creating the ideal future value stream map, how do you achieve it? The objective of lean thinking, as with TOC, is to increase profit. **This is achieved by focusing on reducing costs with continuous improvement in mind and creating values to the stakeholders.**

**My personal investigations have come to the conclusion that the civil construction sector, for instance, is polluted by an astonishing 65% of completely wasted labour. Can that be afforded any longer?**

**This course will be a shocking course 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.

It shows that lean principles have been adopted in the operational processes of non-manufacturing enterprises, such as project-driven and construction 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.

I hope to see you there, best regards,

Dr. Carlo