

Solving Business Problems



LEAN SUMMIT 2011

9th – 11th November

Chesford Grange Hotel, Kenilworth, UK

THE **LEAN**
ENTERPRISE
ACADEMY

In the 21 years since *The Machine that Changed the World* was published lean has spread across the world and to every sector of the economy. Lean is now widely recognised not just as a box of tools or a set of principles but as a superior management system for solving business problems.

The **Lean Summit 2011** will bring together a distinguished set of experts and practitioners to take stock of progress so far, to debate where lean should go next and to give you inspiration for the next steps on your lean journey.

The **Lean Summit 2011** will focus on 6 **Plenary Sessions**, 5 **Discussion Workshops** and 2 optional Pre-Summit **Lean Masterclasses**, with longer breaks for meetings and networking.

KEY PLENARY THEMES

1. How to build our own versions of Toyota's lean management system?

Creating the context to drive the behaviours to make use of the tools to focus effort, improve management effectiveness and achieve superior performance.

2. What can we learn about redesigning complex end-to-end processes from lean healthcare?

Giving value stream managers the responsibility for creating stability, synchronising flow with demand and resolving issues quickly to improve quality and safety while saving effort, time and cost.

3. What can we learn about compressing lean supply chains?

As low-wage globalisation unwinds how to rebuild and manage a lean supply base in each region to bring jobs back and respond to customers cost effectively in high wage locations.

4a. How to respond to the web enabled consumer?

What new business models, channels and relationships will be required to help consumers managing their own data to solve problems in their lives?

4b. How can lean organisations prepare for the web era?

What would it take to combine lean value stream analysis and IT to create an organisational infrastructure that enables value streams to flow?

5a. What are the most successful ways of transforming an organisation and a whole industry?

Lean spreads across the economy by mobilising the will, demonstrating results from controlled experiments and sharing learning through mentoring, communities of practice and intranets.

5b. What will it take to spread lean across the public sector?

As the government launches its performance improvement strategy to maintain services as budgets are cut what will be key to making this successful and how will we assess the results?

6. What are the most important next steps for the lean movement to address?

Pushing out the frontiers of lean thinking – including new business models for the web era and the right IT infrastructure for lean – while not losing sight of the fundamentals.

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LEAN SUMMIT 2011 - PROGRAMME

Day 1 - Thursday, 10th November

Summit registration - 7.30-8.45

Opening Plenary Session - 8.45-10.15

BUILDING A LEAN MANAGEMENT SYSTEM

Learning from the Lean Pioneers

James P Womack, Senior Advisor, LEI

Learning from Toyota's Management System

Takashi Tanaka, Principal Consultant Q-V System/Toyota Engineering Co

Coffee / Tea - 10.15-11.00

Second Plenary Session - 11.00-12.30

REDESIGNING COMPLEX PROCESSES

Calderdale & Huddersfield NHS Foundation Trust

HSJ Best Acute Hospital 2010

The Executive's perspective

Mark Partington, COO

The Doctor's perspective

Paul Jarvis, Consultant in Emergency Medicine

The Visual Hospital perspective

Tania King, Service Improvement Manager

Harvard Medical School, Beth Israel Deaconess Medical Centre, Boston, USA

Enabling Lean Patient Journeys and Supply Streams

Eric Buehrens, Chief Operating Officer and Alice W Lee, Vice President Business Transformation

Lunch - 12.30-13.45

Third Plenary Session - 13.45-15.15

RECONFIGURING SUPPLY CHAINS

Rethinking the Logic of Location

Peter Watkins, Global Lean Enterprise Director, GKN

The Lean Footprint of Nike

Dave Kelley, Lean Director Europe, Nike EMEA

Coffee / Tea - 15.15-16.00

DISCUSSION WORKSHOPS (choose one) - 16.00-17.30

Gemba Walks: helping management to see

James P Womack, Senior Advisor, LEI

What do you look for, what do you ask and what should they learn?

Lean Healthcare: streamlining patient journeys

Marc Baker & Ian Taylor, Senior Fellows, LEA

How can you improve healthcare performance by reducing length of stay?

Seeing the Whole: creating lean supply chains

Dave Brunt, Senior Fellow, LEA

How do you analyze the opportunities from compressing value streams?

Toyota's Management System: tools and behaviours

Takashi Tanaka & Sharon Tanner. Q-V System

How can you create the right behaviours and select the management tools you need next?

Building a Business Case for Lean

John Darlington, LERC

How can we see the financial consequences of process improvements?

Dinner – 19.30 – 23.00



Day 2 – Friday, 11th November

Fourth Plenary Session - 8.30-10.00

LEAN THINKING FOR THE WEB ERA

Building a Lean Infrastructure with IT

Klaus L Petersen, Group Process Manager, Solar Group

Responding to the Empowered Consumer

Alan Mitchell, Co Founder, Mydex and Ctrl-Shift

Coffee / Tea - 10.00-10.45

Fifth Plenary Session - 10.45-12.15

TRANSFORMING ORGANISATIONS AND SECTORS

The Deployment of Lean across the UK

Daniel T Jones, Chairman, LEA

The UK Government's Performance Improvement Strategy

Kate Silver, Deputy Director, Efficiency & Reform Group, The Cabinet Office

Understanding Government's Business Problems

Alec Steel and Kevin Summersgill, Process Management Team, National Audit Office

Lunch - 12.15-13.45

Final Plenary Session - 13.45-15.15

THE FUTURE OF LEAN

Pushing the Frontiers: the next challenges for lean thinking

Daniel T Jones, Chairman, LEA

Deepening the Fundamentals: embedding the practice of lean

John Shook, CEO, LEI

Coffee / Tea and Summit Close - 15.15

Some comments from last year's Summit:-

- ♦It's so good to hear lean leaders talking about real experiments that are improving value for customers.
- ♦My first time here - excellent arrangement - great inspiration and network expansion ...
- ♦I arrived at the summit with no idea as to how I could implement LEAN across our commercial business. I left with vision and an implementation plan. Thank you
- ♦Inspiring plenary session - has given me renewed enthusiasm ... very good interaction in the workshops

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LEAN SUMMIT 2011 - OPTIONAL PRE-SUMMIT MASTERCLASSES
Wednesday, 9th November

Registration – 8.00 – 9.00

MASTERCLASS SESSIONS (choose one) – 9.00 - 15.00
Includes Coffee / Tea Breaks and Lunch

Managing to Learn: Mentoring A3 Thinking - ONLY 40 PLACES AVAILABLE

John Shook, CEO, LEI & Dave Brunt, Senior Fellow, LEA

An A3 is Toyota's way of capturing the PDCA process on one sheet of paper and goes to the heart of lean management. The A3 structures effective and efficient dialogue that fosters understanding followed by the opportunity for deep agreement. It is a tool that engenders communication and dialogue in a manner that leads to good decisions, where the countermeasures have a better chance of being effective because they are based on facts and data gathered at the place where work is performed, from the people who perform it. Learning to use A3s changes the way you think about solving problems, making a proposal or making and reviewing a plan of action. It is probably the most powerful way of developing the capabilities of your subordinates. Participants will experience what it takes to create an A3 and to mentor the process.

John Shook was the first westerner hired by Toyota in Japan and helped to transfer its production, engineering and management systems from Japan to its overseas affiliates and suppliers. After 10 years at Toyota he taught at the University of Michigan, led two consulting groups and became a Senior Advisor to the Lean Enterprise Institute. He is the author of *Learning to See*, *Kaizen Express* and *Managing to Learn* and took over as CEO of LEI in 2010. Dave Brunt worked in Purchasing, Supplier Development, Quality and Customer Service at Rolls Royce Motors and Porsche GB. He has been involved in researching and mentoring many lean initiatives with Daniel Jones at the Lean Enterprise Research Centre and then at the Lean Enterprise Academy and is the author of *Creating Lean Dealers*.

OR

Leading Lean using the Oobeya Room – ONLY 28 PLACES AVAILABLE

Takashi Tanaka & Sharon Tanner, Q-V System

The Oobeya room is a visual hub for gaining cross-functional agreement on the vital few initiatives, for triggering the strategy deployment process and for real-time project management, resolving issues and capturing learning. It is one of the most important building blocks for creating your own lean management system. Masterclass participants will gain hands-on experience of the Oobeya process by working through an example and will discover the behaviours that make it so effective.

Takashi Tanaka is an expert on the Toyota Management System and facilitated the use of Oobeya visual project management for the Lexus and Prius projects at Toyota. He has introduced many organisations to use the Oobeya process in engineering and product development and more recently to manage projects in the Executive Office. Sharon Tanner described how she led this work at Boeing Commercial Airplane at the Lean Summit in 2010, and now works for Q-V System.

AND FOR ALL PARTICIPANTS A
JOINT PLENARY ROUND TABLE DISCUSSION - 15.30-17.00

The Progress of Lean Management

led by James P Womack, Senior Advisor, LEI and Daniel T Jones, Chairman, LEA

A unique chance to get together and reflect on the lessons learnt during the Masterclasses, to take stock of the progress of the knowledge and practice of lean management and to discuss questions participants have in building their own lean management systems. James Womack and Daniel Jones will be joined by the Masterclass instructors to share their own reflections, to facilitate a debate and to answer questions from participants.

DRINKS AND CANAPÉS - 19.00 - 20.00