

New Horizons for Lean Thinking



Lean Summit 2010
2nd & 3rd November
Chesford Grange Hotel, Kenilworth, UK

THE **LEAN**
ENTERPRISE
ACADEMY

Recent research on the frontiers of lean thinking has thrown up four major lessons: -

- Lean has to be led from the top, focused on the most important opportunities and driven by results
- Lean can improve the productivity and effectiveness of management as much as it is doing in operations
- New management roles and structures are needed to manage end-to-end value streams that cross departments and organisations
- Traditional change management programmes do not deliver sustainable results

We have learnt a great deal about Toyota's management systems and practices and about the theory and tools of lean leadership and management. For the last few years we have been conducting our own pilot experiments to learn how to use these in practice, in hospitals and in several multinationals, as have other lean pioneers. It is now possible to draw together the lessons from these early experiments so we can describe the generic practices of lean management, for others to learn from and follow. These include

How top management prioritizes, deselects and focuses lean initiatives on the vital few problems or opportunities facing the organisation

How managers define the underlying problems, the performance gaps to be closed and how they develop A3 plans for every initiative

How managers build a business case for lean, relating process improvements to financial results

How managers use visual project management to gain agreement on what needs to be done and to review progress

How the responsibility of value stream managers can be reconciled with department heads' authority over the resources

How managers can build on new capabilities opened up by lean to create new business models

How to design effective lean transformations by creating experiments and building an internal knowledge base

How to teach managers to use A3s to develop the problem solving capabilities of their subordinates at every level in the organisation

This Lean Summit 2010 brings together some of the best lean pioneers to share their hard won experiences of what works and what does not. It also brings together some of the best examples we have found that illustrate these lean practices. If you are struggling with these questions come and join in the discussions, share your own experiences and be inspired by new insights that will take your organisation to the next level of lean. I look forward to meeting you there.

We have also brought together many pioneers who have successfully taken lean into new areas, like healthcare, sales and service delivery and there will be ample time for detailed learning and discussion with experts in workshops and at the Summit Dinner. We will also open with one remarkable story – the transformation of the oldest hospital in Europe and will close with another remarkable story of how McLaren, the most successful Formula One motor racing team, is building a new lean car company from scratch.



New Horizons for Lean Thinking

Programme

Day 1 - Tuesday, 2nd November

Summit Registration - 8.00-9.00

Opening Plenary Session - 9.00-11.00

Results Driven Lean

Daniel T Jones, LEA

Lean for Knowledge Work

Takashi Tanaka, QV Systems

Lean for Leaders in the Executive Office

Sharon Tanner, Senior Leader, Boeing Commercial Airplane

Coffee - 11.00-11.30

Second Plenary Session - 11.30-13.00

Transforming the Oldest Hospital System in Europe

Luigi Marroni – CEO, Azienda Sanitaria Firenze, Florence, Italy

Does Lean work in Sales and Service?

Torgeir Halvorsen, CEO, Jaeger Toyota, Norway

Lunch - 13.00-14.00

First Workshop Session - 14.00-15.30

- **Experiencing Lean Visual Management**
Takashi Tanaka, QV Systems and Sharon Tanner, Boeing Commercial Airplane
- **Building a Business Case for Lean**
Daniel Jones, LEA and John Darlington, LERC
- **Managing a Lean Sales Process**
Dave Brunt and John Kiff, LEA
- **Streamlining End-to-end Patient Journeys**
Marc Baker and Ian Taylor, LEA

Tea Break - 15.30-16.00

Second Workshop Session - 16.00-17.30

- **Experiencing Lean Visual Management**
Takashi Tanaka, QV Systems and Sharon Tanner, Boeing Commercial Airplane
- **Designing Effective Lean Transformations**
Daniel Jones, LEA and Rene Aernoudts, LMI
- **Mentoring Lean using A3 Thinking**
Dave Brunt and John Kiff, LEA
- **Designing a Lean Hospital Management System**
Marc Baker and Ian Taylor, LEA

Summit Dinner – 19.30 Start

Day 2 - Wednesday 3 November

Third Plenary Session – 8.30-10.30

Lean Lessons from Financial Services

Fiona Roche, Head of Operational Excellence, LloydsTSB

Creating a Operating Model to support Flow at SAP

Wolfgang Krips, Senior Vice President of Global Infrastructure Operations, SAP

Streamlining the Healthcare Supply Chain

John Ian Elliott, Johnson & Johnson and Marc Baker, LEA

Harnessing the power of A3 Planning and Problem Solving

Dave Brunt – LEA

Coffee - 10.30-11.00

Third Workshop Session - 11.00-12.30

- **Experiencing Lean Visual Management**
Takashi Tanaka, QV Systems and Sharon Tanner, Boeing Commercial Airplane
- **Mentoring Lean using A3 Thinking**
Dave Brunt and John Kiff, LEA
- **Redesigning IT and Service Organisations for Flow**
Stephen Parry, See Business Differently
- **Unlocking the Healthcare Supply Chain Opportunities**
Marc Baker and Ian Taylor, LEA

Lunch 12.30 -13.30

Fourth Workshop Session – 13.30-15.00

- **Experiencing Lean Visual Management**
Takashi Tanaka, QV Systems and Sharon Tanner, Boeing Commercial Airplane
- **Mentoring Lean using A3 Thinking**
Dave Brunt and John Kiff, LEA
- **Supporting Lean Service Delivery**
Mark Palmer, OEE Consulting and Fiona Roche, LloydsTSB
- **Creating a Lean Healthcare Supply Chain**
Marc Baker and Ian Taylor, LEA

Tea Break – 15.00-15.30

Closing Plenary Session – 15.30-17.00

Reflections on Lean Leadership

James Womack, LEI

Racing against Time: Building a New Lean Car Company

Antony Sheriff, Chief Executive, McLaren Motors

Summit Close – 17.00



New Horizons for Lean Thinking

Day 1 - First Workshop Session – choose one

Experiencing Lean Visual Management (run 4 times)

Takashi Tanaka, QV Systems and Sharon Tanner, Boeing Commercial Airplane

Take part in a structured exercise to experience the power of visual management to focus decision-making, build agreement to act, align objectives and free up executive time. Takashi and Sharon will show what Toyota's Oobeya room looks like and how to use it effectively.

Building a Business Case for Lean

Daniel Jones, LEA and John Darlington, LERC

Why is it so hard to see the financial consequences of lean? How can we see the real costs of how we use today's capacity? John will illustrate the principles of Flow costing and using real examples will show how to see the financial consequences of improving these processes.

Managing a Lean Sales Process

Dave Brunt and John Kiff, LEA

How can you see the sales process, manage it, train people in it and improve it? Based on examples from selling cars to retail banking Dave and John will show how this can transform the relationship with customers and the productivity of retail operations.

Streamlining End-to-end Patient Journeys

Marc Baker and Ian Taylor, LEA

Early pioneers from hospitals in Italy, Sweden, Canada and the UK will share their experiences improving patient journeys and with value stream management. This will frame a discussion of what we have learned so far and what the next steps and the next experiments should be.

Day 1 - Second Workshop Session – choose one

Experiencing Lean Visual Management (run 4 times)

Takashi Tanaka, QV Systems and Sharon Tanner, Boeing Commercial Airplane

Designing Effective Lean Transformations

Daniel Jones, LEA and Rene Aernoudts, LMI

How to focus improvement efforts on what is important, redesign value stream to deliver results, work together more effectively and learn by doing experiments and sharing the results? Dan and Rene will show what it takes to build new capabilities by getting to action quickly.

Mentoring Lean using A3 Thinking (run 3 times)

Dave Brunt and John Kiff, LEA

Learn the power of A3 thinking to focus activities on the vital few, define the problems to be tackled, pursue alternative solutions and learn from the results. Learn how to ask the right questions to help subordinates to complete their A3s and learn to think about the right things in the right way.

Developing a Lean Hospital Management System

Marc Baker and Ian Taylor, LEA

What would it take for top management to focus everyone on the vital few, to respond quickly to changes and to support the value stream managers streamlining patient journeys? Marc and Ian will present a framework for rethinking decision-making processes in hospitals.



New Horizons for Lean Thinking

Day 2 - Third Workshop Session – choose one

Experiencing Lean Visual Management (run 4 times)

Takashi Tanaka, QV Systems and Sharon Tanner, Boeing Commercial Airplane

Mentoring Lean using A3 Thinking (run 3 times)

Dave Brunt and John Kiff, LEA

Redesigning IT and Service Organisations for Flow

Stephen Parry, See Business Differently

How to redesign the basic operating model of an organisation to support flow in delivering services? Beginning with engineers defining the support they need to flow their work Stephen will show how this changes organisation structures, job roles, governance and performance metrics.

Unlocking the Healthcare Supply Chain Opportunities

Marc Baker and Ian Taylor, LEA

What is the scale of the opportunity for reducing unnecessary delays and costs throughout the healthcare supply chain? Marc and Ian present the evidence from tracking representative products with key suppliers, distributors and hospitals.

Day 2 - Fourth Workshop Session – choose one

Experiencing Lean Visual Management (run 4 times)

Takashi Tanaka, QV Systems and Sharon Tanner, Boeing Commercial Airplane

Mentoring Lean using A3 Thinking (run 3 times)

Dave Brunt and John Kiff, LEA

Supporting Lean Service Delivery

Mark Palmer, OEE Consulting and Fiona Roche, LloydsTSB

How do response centres grow from diagnosing and solving customers' problems today to being able to simplify and redesign new processes for the future? Mark and Fiona will show how the lessons from lean financial services can work for all service delivery organisations.

Creating a Lean Healthcare Supply Chain

Marc Baker and Ian Taylor, LEA

What would it take to translate the lessons from leaning the grocery and automotive supply chains into healthcare? Marc and Ian lead a discussion of who would need to do what, with whom to make this happen.