



SPECIAL GUEST

WORLD LEADING AUTHORITIES IN LEAN MANAGEMENT



Mike Rother



Dr Michael Ballé



Orest Fiume



John Burton



Marek Piątkowski

XI International Lean Management Conference

THE BIGGEST LEAN MANAGEMENT CONFERENCE IN CENTRAL AND EASTERN EUROPE

Wrocław, 14-16 June 2011

English version available at www.lean.org.pl

- World leading authorities in Lean Management: **Mike Rother, Michael Ballé, Orest Fiume, John Burton, Marek Piątkowski**
- Experiences of: **General Motors, Gedia, GKN Driveline, HJ Heinz, SCA Packaging, Timken, Whirlpool**
- Factory visits to **Toyota, Faurecia and General Motors**
- 3 Workshops: **Toyota Kata, Lean Accounting, A3 Process Coaching Methods**



Lower Silesian Griffin



Lower Silesian Economic Certificate



Ladies and Gentlemen,

Experiences of many companies and also the latest research performed within lean institutes affiliated at the Lean Global Network show that:

- Lean must be implemented from the top,
- Lean can improve effectiveness and efficiency of management in the same way as it can improve efficiency of production and services,
- new role and structure of management is needed to manage end-to-end- value streams which move through many departments of an organization.

Thus during the 11th Lean Management Conference, we would like to focus on Lean leadership and Lean management. In particular, the following issues will be addressed:

- how to perform the role of a teacher and a coach being a manager,
- how to assess results of an organization,
- what leaders commitment consist in,
- what principles should be followed by leaders,
- how to achieve complete Lean enterprise,
- how to become a driver for change,
- how to engage employees in continuous improvement.

Their knowledge about this subject-matter will share world gurus: Mike Rother, Dr Michael Ballé, Orest Fiume, John Burton and Marek Piątkowski and their experience will share top management representatives of seven companies:

- General Motors
- GKN Driveline
- Gedia Assembly
- Whirlpool
- Timken
- HJ Heinz
- SCA Packaging

W The third and optional day is an opportunity to participate in thematical workshops. Mike Rother, in his Toyota Kata workshop, will explain leadership and management model used in Toyota. During Lean Accounting workshop, Orest Fiume will explain, how Lean principles should affect accounting system of an organization. Marek Piątkowski will conduct a workshop about the A3 process coaching methods. Those willing to visit on that day production companies will have an opportunity to see Toyota and Faurecia in Wałbrzych or General Motors in Gliwice.

I am looking forward to hosting you at the Conference,

Prof. Tomasz Koch
Lean Enterprise Institute Polska

Conference history

The International Lean Management Conference, known previously as the International Lean Manufacturing Conference, is organized every year in June since 2000. Thanks to cooperation with USA based Lean Enterprise Institute and UK based Lean Enterprise Academy, the most known world gurus in Lean Management are guests of the Conference year by year.

About 300 persons is gathered at the Conference each year, mostly managers from domestic and foreign production and services enterprises. The Conference is considered the biggest Lean Management event in Central and Eastern Europe. It is also an unique opportunity to meet in one place many world and domestic experts and industry practitioners, advisors, authors and other prominent individuals dealing with the concept of Lean Manufacturing every day. Apart from presentations given by world class experts, real life examples of Lean implementation from enterprises in Poland are presented, as well as factory visits and workshops on the premises of production companies are offered.

In the year 2010, the 10th Jubilee Conference has taken place. Meaningful contribution to this event have made gurus of Lean Management: Dr. James Womack, Prof. Daniel Jones and John Shook. At that Conference Polish editions of their two books were launched: “Managing to Learn – Using the A3 management process” (John Shook) and “Lean Solutions – How Companies and customers can create value together” (Jim Womack, Daniel Jones).



1st DAY – 14 June

PLENARY SESSION








(Break: **10:30 - 11:00**)

08:30 - 09:00	Participants registration
09:00	Conference Opening Tomasz Koch , Lean Enterprise Institute Polska
09:10 - 09:50	Manager = Teacher, the learning dynamic in the Lean transformation Michael Ballé , ESG Consultants, France
09:50 - 10:30	How does Leadership evaluate performance Orest Fiume , Lean Management Accounting Institute, USA
11:00 - 11:40	Lean management is common sense principles applied by committed leaders John Burton , Smiths Detection, UK
11:40 - 12:10	10 commandments for plant manager implementing Lean Tomasz Koch , Remigiusz Horbal , Lean Enterprise Institute Polska
12:10 - 13:10	Lunch

SEMINARS

one of five seminars to choose

(Break: **14:25 - 14:55**)

	sala A	sala B	sala C	sala D	sala E
13:10 - 16:10	  Full-Enterprise Lean Michael Ballé	  Lean Leadership and performance measurement Orest Fiume	 Leadership is a driver for change – 3 case studies in Lean Leadership John Burton i Małgorzata Jakubik	 Management standard Marek Piątkowski	 Building blocks of the Lean value stream Andrzej Bielewski Robert Kagan
16:10 - 16:30	Przerwa				

PLENARY SESSION








16:30 - 18:00	The evolution of Lean and Toyota Kata Mike Rother
19:30 - 22:00	Networking dinner

2nd DAY – 15 June

SEMINARS

one of five seminars to choose








(Break: 10:15 - 10:45)

	sala F	sala G	sala H	sala I	sala J
09:00 - 12:00	 Full-Enterprise Lean Michael Ballé	  Lean Leadership and performance measurement Orest Fiume	  Leadership is a driver for change – 3 case studies in Lean Leadership John Burton i Małgorzata Jakubik	 Management standard work Marek Piątkowski	 Building blocks of the Lean value stream Andrzej Bielewski Remigiusz Horbal
	12:00 - 13:00 Lunch				

CASE STUDIES

two case studies to choose

(Break: 14:00 - 14:15 and 15:15 - 15:45)

	sala A	sala B	sala C
13:00 - 14:00	 GKN Driveline Polska Sp. z o.o. Engaging employees in company improvement based on experience of GKN Driveline Polska Dr Roman Dziuba , General Director, GKN Driveline Polska Sp. z o.o	  Timken Polska Sp. z o.o. Lean in supply chain based on example of cooperation between Timken and its suppliers and customers Kazimierz Łydek , Director, Timken Polska Sp. z o.o. Edyta Żegleń , Lean Manufacturing Manager Tomasz Wiśniewski , Manager of Total Manufacturing Supply Chain Michał Stepien , Manager Cups, Cones & Finished Products	 HJ Heinz Polska SA Teamwork as a foundation for implementation of Lean techniques Wojciech Olejniczak , Vice President, HJ Heinz Polska SA Marcin Janiszewski , Productivity Improvement Manager
	14:15 - 15:15	 GEDIA Poland Assembly Sp. z o.o. Strategy choice for implementation of new Lean tools and methods in a company which already has its own experience and systems, based on Gedia Group case study Andrzej Marcinek , Managing Director, Gedia Poland Assembly Sp. z o.o	  Whirlpool Polska SA Development of strategic suppliers through Lean@Supplier Program on the example of Marcegaglia Paulina Gontarewicz , Procurement Lean Expert Europe, Whirlpool Europe Srl Przemysław Pruszyński , Procurement Lean Team Leader, Whirlpool Polska SA Damian Szczuka , Manager of Technical Department, Marcegaglia Poland Sp. z o.o.


PLENARY SESSION

15:45 - 16:45	General Motors Manufacturing Poland Business Plan Deployment Andrzej Korpak , Plant Director, General Motors Manufacturing Poland Sp. z o.o.
16:45 - 17:00	Conference Closing, Tomasz Koch

3rd DAY – 16 June

WORKSHOPS

one of three workshops to choose

08:00 - 16:00	Workshop 1
	 place: Hotel Mercure Panorama Toyota Kata led by: Mike Rother
08:00 - 16:00	Workshop 2
	 place: Hotel Mercure Panorama Lean Accounting led by: Orest Fiume
08:00 - 16:00	Workshop 3
	 place: Hotel Mercure Panorama A3 Process Coaching Methods led by: Marek Piątkowski

FACTORY VISITS

one of two factory visits to choose

10:00 - 16:00 Bus departure: 8:00 AM	Factory visit 1 Wałbrzych
	Touring the plants of Toyota Motor Manufacturing Poland and Faurecia in Wałbrzych
10:00 - 16:00 Bus departure: 7:30 AM	Factory visit 2 Gliwice
	Touring the plant of General Motors Manufacturing Poland in Gliwice

Busses departure in front of Panorama Raclawicka building at Purkyniego Street 11.

Content list:

Special guests	6-7
SEMINARS	8-10
CASE STUDIES	11
WORKSHOPS	12-13
FACTORY VISITS	13
Conference fee	14
Registration	15
Organizational information	15
LEI Polska	16
LEI Polska Publishing	17

The third day of the Conference is optional and additional fee is required.

SPECIAL GUESTS



John Burton

Lean Management practitioner with long time experience in multinational corporations. Successful Lean implementation leader at various levels of the organization, from the operational shop floor level, through plant management, to strategic, regional and global scenarios. John is currently Vice President Global Operations at Smiths Detection, responsible for the leadership of the company's global manufacturing operations, supply chain, quality and logistics since August, 2010. Previously with General Motors, from 1994, where his leadership roles included various plant management positions for GM in Germany, Poland and the United Kingdom. His career also included a period in the GM Europe headquarters, where he was Lean Manufacturing Director, and in Japan, with Nissan. Immediately prior to joining Smiths Detection he was Executive Director for Greenfield Projects at GM.



Orest Fiume

Previously Vice President of Finance and Administration and a Director of The Wiremold Company, West Hartford, CT, USA, which gained international recognition as a leader in Lean business management in: "Lean Thinking", by Jim Womack and Daniel Jones. He led Wiremold's conversion to Lean accounting in 1991 and developed alternate management accounting systems that supported the company's entire Lean business efforts. Orest has studied Lean production in both the USA and Japan and has been a guest speaker at conferences around the world. He has taught workshops on management accounting in a Lean business and given workshops on Lean Leadership to senior executives. He is the co-author of the 2004 Shingo Prize winning book: "Real Numbers: Management Accounting in a Lean Organization". He was also inducted as a Life Member of the Shingo Prize Academy.

Orest Fiume
is co-author of
Real Numbers



Marek Piątkowski

Manufacturing consultant specializing in improving overall operational efficiency through the effective implementation of Lean Manufacturing - Toyota Production System. Marek's initial knowledge and expertise of Lean Manufacturing tools, methodologies and practices comes from working for Toyota Motor Manufacturing in Cambridge, Ontario. He was hired by Toyota in 1987 as the Education and Training manager. He was a member of the Management Team responsible for recruiting of Team Members, training, development of the organization and start-up and ongoing operation of production activities. In 1994 Marek entered the field of consulting. Since then, he has worked with numerous manufacturing plants in North America and Europe where he has a proven track record of successful implementation of Lean Manufacturing. His clients include companies producing automotive products, appliances, furniture, medical devices, consumer goods, packaging, plastic, glass, rubber, personal computers and electronics. He is a Faculty Associate of Lean Enterprise Institute and Lean Transformations Group.

SPECIAL GUESTS



Mike Rother

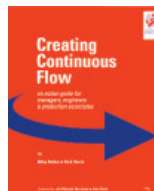
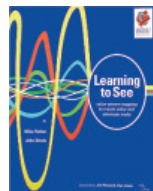
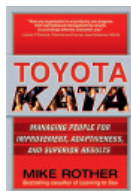
Co-author of two groundbreaking Lean workbooks: “Learning to See” and “Creating Continuous Flow”, which both received Shingo Prize. He is the author of a famous book released last year: “Toyota Kata”, Polish edition of it will be launched during the Conference. Mike is an engineer, a researcher, teacher, consultant, and speaker on the subjects of management, leadership, improvement, adaptiveness, and change in human organizations. His affiliations have included the Industrial Technology Institute (Ann Arbor, MI, USA), the University of Michigan College of Engineering (USA), the Fraunhofer Institute for Manufacturing Engineering and Automation (Stuttgart, Germany), and the Technical University Dortmund (Germany). Mike began his career in the manufacturing division of Thyssen AG in Germany.



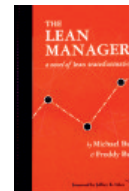
Dr. Michael Ballé

Michael Ballé is the co-author of two bestsellers, business novels of a Lean turnaround: “The Gold Mine” and: “The Lean Manager”. Both novels received Shingo Prize for Excellence in Manufacturing Research. The Polish edition of “The Lean Manager” will be launched during the Conference. Michael is a Managing Partner at ESG Consultants. For the past fifteen years, he has studied Lean transformation helping companies develop a Lean culture. Michael coached executives in obtaining exceptional performance through using the Lean tools, principles and management attitudes in fields as diverse as manufacturing, healthcare and administrative processes. Michael holds a doctorate from the Sorbonne. He is the co-founder of Institut Lean France.

Mike Rother authored **Toyota Kata** and coauthored **Learning to See** and **Creating Continuous Flow**



Michael Ballé is co-author of **The Lean Manager** and **The Gold Mine**



SEMINARS

One seminar to choose on the first Conference day and one seminar on the second Conference day

SEMINAR

FULL-ENTERPRISE LEAN

Michael Ballé

English and Polish language version on the first day and English language version on the second day

Lean is about getting results through developing people. True Lean results should be transformational: increased competitiveness as seen as significant gains in market share, sales, EBIT, and cash, as well as contributing to society. Our aim is to turn our products into satisfaction standards for their customers whilst managing our costs by eliminating waste so as to generate profitability to sustain the business and invest in the future.

In this light, spot kaizen is not enough. **Lean is a system and real benefits come from aiming for breakthrough results and full enterprise Lean: wall-to-wall, top-to-bottom, end-to-end.** If we define Lean as KAIZEN + RESPECT this involves finding ways to practice PDCA:

- at all levels of the hierarchy and
- with all functions of the enterprise.

To do so, the overall business challenges need to be broken down into small step Kaizen changes by going to the workplace and:

- 1) acknowledging there will always be waste and learning to see it,
- 2) discovering the deep causes of waste,
- 3) imagining new ways to eliminate waste and
- 4) scheduling and keeping a Kaizen regimen which will lead, step by step to fundamentally transforming the enterprise by transforming its people.

14 czerwca	13:10 - 16:10
15 czerwca	09:00 - 12:00

SEMINAR

LEAN LEADERSHIP AND PERFORMANCE MEASUREMENT

Orest Fiume

English language version on the first day and English and Polish language version on the second day

Is your company a “make the month” company?

Art Byrne, CEO of The Wiremold Company, during its Lean transformation, has said: “The winners will be those companies that focus on their processes, not their results.” Rowan Gibson, bestselling author of books about business strategy, states: “Leaders may be judged by the numbers they deliver, but that’s not the way they should run the company.”

In this session, you will learn how The Wiremold Company changed its leadership's behaviors, including its metrics, in order to drive Lean Thinking throughout the organization.

14 czerwca	13:10 - 16:10
15 czerwca	09:00 - 12:00

SEMINARS

One seminar to choose on the first Conference day and one seminar on the second Conference day

SEMINAR

LEADERSHIP IS A DRIVER FOR CHANGE – 3 CASE STUDIES IN LEAN LEADERSHIP

John Burton i Małgorzata Jakubik

English language version on the first day and English and Polish language version on the second day

We have all heard many times that Lean is very much about people. Yet, when it comes to Lean implementation we often put this wise statement to the background and start focusing on tools. We get all technical and wake up some time later with a bitter realization that something has failed. And then we hopefully remember the people again, reconsider our priorities and improve.

In this seminar, we will go through three examples of how leadership style can change everything in the implementation of Lean. Participants will have a chance to put themselves into the shoes of leaders who:

- 1)** start a completely new plant and want to make it lean (Lean birth example),
- 2)** have to save a sinking, traditional plant with lean practices (Lean revolution), and
- 3)** coach management into changing their way of thinking about the true spirit of Lean (Lean evolution).

Through a series of break-out exercises and case studies, re-told by an actual leader who has been through it all, we will discuss what makes a leader a Lean Leader, how you have to stick to core Lean principles and behaviors, yet at the same time make your actions fit the situation you found yourself in and never forget where you want to get.

The seminar is aimed and providing participants with an opportunity for a reflection where they are now with their Lean implementations and provide them with some tips and advice from somebody who has traveled the road they are on before.

14 czerwca

13:10 - 16:10

15 czerwca

09:00 - 12:00



Participants of plenary sessions of the X Lean Management Conference

SEMINARS

One seminar to choose on the first Conference day and one seminar on the second Conference day

SEMINAR

MANAGEMENT STANDARD WORK

Marek Piątkowski

Polish language version

14 czerwca 13:10 - 16:10

15 czerwca 09:00 - 12:00

Are you one of many managers pursuing a Lean transformation who find themselves implementing tools and changing processes, but at a loss as to how to modify management systems to keep pace?

Do you frequently observe confusion among those carrying out the work because problems that were believed to be solved keep recurring? Do you feel frustrated because of the lack of sustainability of your improvement efforts? Do you wonder why your improvement efforts don't always deliver the expected business results? If so, you are not alone. There is lots of information out there on how to change value-adding processes in industrial, office, and healthcare settings, but very little practical information on how to manage new processes as they are put into place. The fact is that for every technical change in business processes there must be a commensurate change in management systems and behaviors to unlock their true potential and maintain the gains as they are achieved.

This presentation will help you learn how to review and audit your existing management systems, supplant them with more effective Lean methods and practices, and become more effective at creating a sustainable Lean culture moving forward.

Participants will explore the repetitive and variable aspects of their jobs, specifically, the traditional tools used in both planning and control. We will help you review how you carry out your responsibilities today, explore a variety of Lean management tools at your disposal, and learn how to assemble a management system that supports the culture of problem solving and continuous improvement.

The presentation will be a combination of lecture on basic principles, class discussion, hands on exercises, and examples of management standard work from various organizations.

SEMINAR

BUILDING BLOCKS OF THE LEAN VALUE STREAM

Andrzej Bielewski and Robert Kagan/Remigiusz Horbal

Polish language version

14 czerwca 13:10 - 16:10

15 czerwca 09:00 - 12:00

Numerous enterprises introducing Lean concept within their production systems focuses on implementation of 5S or simple Kaizen improvements. Only few of them are familiar with Value Stream Mapping and draw current state maps of the streams flowing through the companies. But cleaning the factory and even drawing current state maps do not give the results we expect. Often the maps drawn present only the current state and even if the future state is designed, it is not implemented. The seminar explains the next steps which have to be undertaken after value stream mapping. The main elements of the Lean production concept, which contribute to radical improvements, will be described:

- continuous flow cells and lines,
- standardized work,
- pull system based on kanban signals,
- Lean material handling organization,
- frequent deliveries, etc.

The interaction between these elements is analyzed as well as their influence on the effectiveness of the whole value stream. The practical directions on how to implement the subsequent elements of the Lean system will be given. All problems are explained using the example of production company.

CASE STUDIES

15 czerwca

13:00 - 14:00

GKN Driveline Polska Sp. z o.o.



Polish language version

Engaging employees in company improvement based on experience of GKN Driveline Polska

Speaker:

Dr. Roman Dziuba

General Director, GKN Driveline Polska Sp. z o.o.

- Developing people commitment, management systems and leadership standards.
- Involving employees in improvement of company activity.
- Achieving better results through motivation of personnel.
- Forming new habits that are an element of continuous improvement culture.
- Reflections and experiences gained during managing GKN Driveline Polska in Oleśnica.

Timken Polska Sp. z o.o.



Polish and English language version

Lean in supply chain based on example of cooperation between Timken and its suppliers and customers

Speakers:

Kazimierz Łydek, Director, Timken Polska Sp. z o.o.

Edyta Żegleń, Lean Manufacturing Manager

Tomasz Wiśniewski, Manager of Total Manufacturing Supply Chain

Michał Stepień, Manager Cups, Cones & Finished Products

- How to combine Lean efforts in a complete supply chain? Discussion based on the Client - Timken - Supplier relation.
- Designing, implementation and respecting of cooperation principles based on Lean is mutually beneficial (reduction of costs, prompt responses to orders, greater flexibility, lower inventory levels, shorter delivery time, better cash flow, reduction of warehouse area and storage costs).
- Discussion on benefits for each participant of total supply chain: customers, manufacturer as well supplier.

HJ Heinz Polska SA



Polish language version

Teamwork as a foundation for implementation of Lean techniques

Speakers:

Wojciech Olejniczak

Vice President, HJ Heinz Polska SA

Marcin Janiszewski

WCM Team Leader, HJ Heinz Polska SA

- Information management techniques.
- Improvement project realization.
- Approach to Maintenance.
- Responsibility of operators for visualization of their areas.
- Operators engagement into realization of day-to-day maintenance.
- Supporting the production manager by the multitask team.

15 czerwca

14:15 - 15:15

GEDIA Poland Assembly Sp. z o.o.



Polish language version

Strategy choice for implementation of new Lean tools and methods in a company which already has its own experience and systems, based on Gedia Group case study

Speaker:

Andrzej Marcinek, Managing Director, Gedia Poland Assembly Sp. z o.o.

- How to evaluate which Lean tools and methods are necessary in a company.
- When it is better to implement complete Lean business system and when it is better to complement existing system with selected tools.
- In what sequence new tools and methods should be introduced.
- What internal forces should be engaged.
- Main problems that we encounter and means of solution thereof.
- What external support should be planned and at what stage it should be used.

Whirlpool Polska SA



Polish and English language version

Development of strategic suppliers through Lean@Supplier program on the example of Marcegaglia

Speakers:

Paulina Gontarewicz, Procurement Lean Expert Europe Whirlpool Europe Srl

Przemysław Pruszyński, Procurement Lean Team Leader Whirlpool Polska SA

Damian Szczuka, Manager of Technical Department, Marcegaglia Poland Sp. z o.o.

- Lean@Supplier Program, the biggest difficulties and best results on the example of supplier Marcegaglia (manufacturer of condensers and evaporators).
- Cooperation of Whirlpool with Marcegaglia – outline, stages and mutual results.
- Executed projects – 5S, finished products supermarket, e-kanban system.
- Cell-Design – 60% planned productivity growth in the assembly department and introduction of one-piece flow.

SCA Packaging



Polish language version

Three-layers model of Lean transformation in European SCA Packaging factories

Speaker:

Barbara Buchalik

Central Lean Champion, SCA Packaging

- Key success factors – operational system, results management and people engagement.
- Development of skills and attitudes of top management and plant employees.
- Continuous improvement of Lean leaders competences.
- Hansei approach – what do we do right and what needs to be done even better.
- Experiences from Lean transformation considering culture differences between countries.

WORKSHOPS

WORKSHOP 1

16 czerwca

08:00 - 16:00

TOYOTA KATA

Mike Rother

Polish and English language version

This course is a breakthrough that focuses specifically on the role of leaders and managers. It presents a management approach that enables a company to move effectively through unpredictable territory to desired new conditions and levels of performance.

This workshop moves beyond the 14 management principles laid out by Jeffrey Liker, University of Michigan College of Engineering Professor of Industrial Operations Engineering, and helps the participant understand how to make his/her organization more innovative and flexible, while continually improving. This course creates a new guide for practitioners leading continuous improvement and systems thinking in operations management. The Improvement Kata is the context within which the Lean tools are designed to function.

By practicing the Improvement Kata, many people can learn and become engaged in the process of improvement, adaptation, and innovation. This is a particularly good source of sustained competitive advantage. The Improvement Kata shows you how to operationalize something we have been pursuing but, so far, rarely achieving: a real learning organization.

This workshop develops awareness of a model of leadership and method of management through which organizations can more effectively generate adaptiveness, innovation, and sustained competitive advantage. It also discusses how organizations are working to shift to this management model.

This session is for any organization that is searching for a better way to lead, manage, and develop people, to produce continuous improvement, adaptation, survival, and superior results. It describes a way of bringing an organization to the top and keeping it there by influencing how everyone in it thinks, acts, and reacts.

Toyota Kata workshop is the first day of a workshop cycle. Other two days will be conducted at the premises of GKN Driveline factory in Oleśnica on **21-22.06.2011**. They will be held in English language only. More information about participation in this two-day workshop available on www.lean.org.pl

16.06.2011 day 1	21.06.2011 day 2	22.06.2011 day 3
Toyota Kata Mercure Panorama Hotel Wrocław	Toyota Kata in practice GKN Driveline Oleśnica	Toyota Kata in practice GKN Driveline Oleśnica

WORKSHOP 2

16 czerwca

08:00 - 16:00

LEAN ACCOUNTING

Orest Fiume

Polish and English language version

Lean principles affect not just manufacturing operations but also every aspect of your business – sales and marketing, engineering, product development – and especially accounting. So if you are using lean principles to move from batch-and-queue production to flow, you're probably running into problems with your company's accounting system.

For instance, a common problem is for operations to report significant productivity gains that can't be found in the financial statements. Another is for profits to look lower as inventories are reduced, even though cash flow improves dramatically. The cause of these and other problems is the way traditional management accounting systems hide both problems and true improvements.

Created in the early 1900's to support large batches, long lead times, and lots of inventory, traditional accounting systems create significant "false-negative" reporting distortions that can impede further progress in a Lean business. To sustain a lean transformation, top executive and financial managers must know how to transform routine accounting practices to a new system that not only is lean itself but also supports lean practices.

This workshop gives you the logic, key principles, and a proven methodology to create a Lean accounting system that accurately reflects the benefits of the Lean transformation. This workshop is not an academic exercise. It's based on the successful Lean accounting transformation performed by The Wiremold Company beginning in 1991.

WORKSHOPS

WORKSHOP 3

16 czerwca

A3 PROCESS COACHING METHODS

08:00 - 16:00

Marek Piątkowski

Polish language version

The most basic definition of an A3 is a PDCA storyboard or a report, reflecting a way of identifying an issue (problem), capturing the information, analyzing it and implementing countermeasures to solve it on one a single sheet of paper.

An A3 Process also structures effective and efficient dialogue that creates better understanding and acceptance of a problem that needs to be solved or an activity that needs to be completed. It's a tool that engenders communication and dialogue in a manner that leads to good decisions, where the proposed countermeasures have a better chance of being effective because they are based on facts and data gathered at the place where the work is performed, from the people who perform it.

The purpose of the workshop is to provide an opportunity for managers to learn about:

- different applications for the A3 Process,
- basic types of A3 reports and how the format differs for each,
- the role of a Managers as a mentor and a coach,
- the “Dos and the Don'ts” of the A3 process,
- how to improve the effectiveness of his or her organization,
- how to lead and manage his or her organization more effectively,
- how to improve his or her critical Lean thinking,
- ways that A3 functions as a change management tool, a general management tool, a human development tool and a knowledge sharing tool,
- role that A3 plays in the nemawashi process for gaining alignment with the stakeholders in a problem situation and seeking their agreement to proceed with the countermeasures or improvements being proposed.

This is not an introductory workshop to the A3 process. This is an advanced workshop. Participants should have some previous experience in creating and presenting A3 reports.

Participant will also be required to bring examples of their own A3 Reports to the workshop.

FACTORY VISITS

16 czerwca

10:00 - 16:00

Bus departure:
8:00 AM

FACTORY VISIT 1

TOYOTA MOTOR MANUFACTURING POLAND AND FAURECIA IN WAŁBRZYCH

Participants will have an opportunity to visit a Toyota facility in Wałbrzych where transmissions and 1.0 liter engines are produced as well as Faurecia plant which produces car interior accessories.



16 czerwca

10:00 - 16:00

Bus departure:
7:30 AM

FACTORY VISIT 2

GENERAL MOTORS MANUFACTURING POLAND IN GLIWICE

Participants will have an opportunity to visit GM factory, which regularly in the last couple of years, has been rewarded in the internal GM competition for the best plant of the European concern in production quality. Currently, in the plant two models of Opel: Astra IV Hatchback (since 2009) and Astra III Sedan (since 2007) are manufactured.



Logos presented for demonstration purposes,
Partner companies are their sole legal owners.

CONFERENCE FEE

Register 30 days before the Conference and pay lower fee.		
Day 1 and 2 (14 and 15 June 2011)		
Early registration fee Upon registration until 14.05.2011	First and second participant from the same company	3000 PLN + 23% VAT
	Third and more participants from the same company	2800 PLN + 23% VAT
Regular Conference fee upon registration after 14.05.2011	First and second participant from the same company	3400 PLN + 23% VAT
	Third and more participants from the same company	3200 PLN + 23% VAT
	Registration fee made not via internet	3600 PLN + 23% VAT
Day 3 (16 June 2011)		
Workshops	Toyota Kata in Mercure Panorama Hotel	1500 PLN + 23% VAT
	Lean Accounting in Mercure Panorama Hotel	1500 PLN + 23% VAT
	A3 Process Coaching Methods in Mercure Panorama Hotel	1500 PLN + 23% VAT
Persons not taking part in the first two Conference days	Lean Accounting	3000 PLN + 23 % VAT
	A3 Process Coaching Methods	3000 PLN + 23 % VAT
Factory Visits	Toyota Motor Manufacturing Poland and Faurecia in Wałbrzych	650 PLN + 23% VAT
	General Motors Manufacturing Poland in Gliwice	650 PLN + 23% VAT

Factory visits are only available for participants of the first two days of the Conference.

The fee for the factory visits organized during the Conference covers only and exclusively the costs incurred on organization of these visits (transport, meals). In exceptional cases organizers reserve the right to refuse registration for factory visits without giving any reasons.

Registration and conditions of participation

Registration consist of two steps:

STEP 1

Initial registration

Registration of the company and participants on www.lean.org.pl
Confirmation of initial registration will be e-mailed immediately after registration.

STEP 2

Guaranteed registration

Confirmation of initial registration through payment of the Conference fee. **Only payment of the Conference fee guarantees availability of chosen seminars, workshops and factory visits and it is a condition for participation in the Conference.**
After the payment is made you will receive an advance invoice.

The payment should be transferred to the following bank account:

Lean Enterprise Institute Polska Sp. z o.o.
Bank Zachodni WBK 16 O. Wrocław
62 1090 2402 0000 0001 0614 6094
Reference: **XI LM Conference**

Please send the confirmation of payment by e-mail: konferencja@lean.org.pl or by fax: **71 798 57 34**.

Additional Information

Registration made not via Internet does not guarantee availability of chosen seminars, workshops or factory visits until it is confirmed by the Conference Organizers. The Conference fee does not include parking and accommodation.

To all specified fees 23% VAT needs to be added. Cancellation of participation needs to be submitted to organizers until 6. June 2011 in writing. If the registration is cancelled, handling fee of 250 PLN net will be charged. There will be no refunds if a cancellations is made after 6. June 2011.

The content of this brochure is correct at the time of printing.

Conference location

Hotel Mercure Panorama

pl. Dominikański 1, 50-159 Wrocław
tel. 71 323 27 00, fax: 71 344 11 25

e-mail: mer.panorama@orbis.pl

room reservation: rez.mer.panorama@orbis.pl

An interactive direction map available on www.lean.org.pl

The password "**Lean Conference**" entitles to 10% discount on rooms prices for the Conference participants in the following hotels:

Hotel Mercure Panorama*** (contact details above)

Hotel Radisson SAS *****, tel. 71 375 00 00

Hotel Art Hotel*****, tel. 71 78 77 400

Hotel Sofitel ****, tel. 71 358 83 00

Hotel Park Plaza ****, tel. 71 320 84 00

Hotel Lothus***, tel. 71 302 68 40

Hotel Tumski ***, tel. 71 322 60 99

Hotel Patio***, tel. 71 375 04 00

A list of additional hotels in Wrocław available on: www.wroclaw.pl
LEI Polska does not guarantee room availability in above listed hotels.

Conference Language

All plenary presentations will be interpreted from Polish into English and vice versa. Seminars conducted in rooms: A, B on the first day and G, H on the second day, held originally in English, will be translated into Polish. All case studies presented on the second Conference day will be available in Polish and two of them will be also translated into English. On the third day, workshops 1 and 2 will be translated from English to Polish. Workshop 3 will be conducted in Polish only. Factory visits 1 and 2 will only be available in Polish.

Program and Organizing Committee

Prof. Tomasz Koch (chairman),

Dr Remigiusz Horbal, Dr Tomasz Sobczyk, Robert Kagan, Andrzej Bielewski, Małgorzata Jakubik, Alicja Kantor, Sara Bielska (conference secretary), Marek Eisler, Tomasz Kanikula, Magdalena Dzielicka, Bartosz Misiurek, Małgorzata Góral, Małgorzata Mazur, Zofia Mianowska, Anna Tyra, Szymon Gałęski, Monika Golowacz.

LEAN ENTERPRISE INSTITUTE POLSKA

TRAINING AND CONSULTANCY ACTIVITIES

LEI Polska is a team of professionals specialized in transferring practical knowledge and skills in Lean Management implementation. The team make most experienced coaches and consultants with many years management, coaching, didactic and consultancy practice in all key sectors of industry and also in office, service, supply chain and product development. The number of trained managers yearly is 2500. LEI Polska is a member of a world-wide, prestigious Lean Global Network, led by Prof. Daniel Jones and Dr. James Womack.

LEI Polska offers the largest public Lean Workshops Program in Poland which is unique as all workshops are conducted on site of production companies. More information is available on www.lean.org.pl



RESEARCH AND TEACHING ACTIVITIES

The research carried out within Lean Enterprise Institute Polska encompasses many aspects of Lean philosophy and application of its versatility in different areas of business activities. Part of the Institute personnel provides teaching courses on Lean Manufacturing based on experience from industrial projects at the Wrocław University of Technology. LEI Polska is among leading partners in two large scale European research projects in the field of management, co-funded by the EU Commission – Future SME and Target.



Politechnika Wroclawska



AWARDS RECEIVED BY LEAN ENTERPRISE INSTITUTE POLSKA



European Medal 2010

Awarded by the Business Centre Club and the European Economic and Social Committee. This award has been granted for the Lean Management public workshops program conducted on the production companies' premises.

Lower Silesian Griffin

Economic Award in the category of institutions and organizations supporting innovation and entrepreneurship.



Lower Silesian Economic Certificate

Certificate of credibility and quality awarded by the Lower Silesian province.

LEAN ENTERPRISE INSTITUTE POLSKA PUBLISHING

PUBLISHING

Publication offer consist of Polish language editions of workbooks from the series of The Lean Enterprise Institute, focused on transferring practical knowledge in the field of Lean improvement methods. The aim of publishing activity is the Lean Tool Workbook Kit in Polish language version.



Publishing novelties 2011:

The Birth of Lean – Shimokawa Koichi, Takahiro Fujimoto

Creating Level Pull – Art Smalley

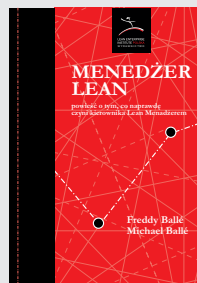
The Training Within Industry Workbook – Robert Wrona, Patrick Graupp



Premiere of Polish editions of books:



Toyota Kata
Mike Rother



Menedżer Lean
Michael Ballé i Freddy Ballé

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www.lean.org.pl

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