



SPECIAL GUESTS

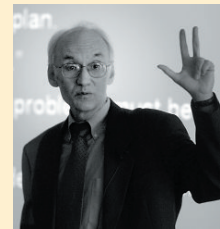
- WORLD LEADING AUTHORITIES IN LEAN MANAGEMENT



Dr James P. Womack



Prof. Daniel T. Jones

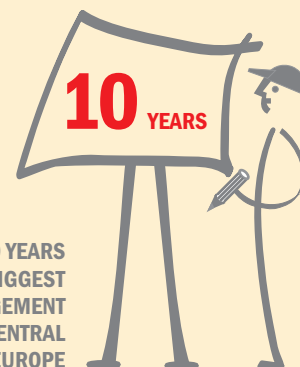


John Shook

10th International Lean Manufacturing Conference

Wrocław 22.-24. June 2010

- **World leading authorities in Lean Management: James Womack, Daniel Jones, John Shook**
- **7 case studies (Philip Morris, Flextronics, Gillette, Toyota, Faurecia and Black Point)**
- **Factory visits to Toyota and Faurecia**
- **3 Workshops: Strategy Deployment, Lean Leadership and Standardized Work on the premises of Electrolux**



FOR 10 YEARS
THE BIGGEST
LEAN MANAGEMENT
CONFERENCE IN CENTRAL
AND EASTERN EUROPE

www.lean.org.pl

Ladies and Gentlemen,

It is my pleasure to invite you to participate in the jubilee Lean Manufacturing Conference that will take place for the 10th time already. I have organized the first Conference in 2000 and it gathered 100 participants in the Wrocław Centre for Technology Transfer at the Wrocław University of Technology. The Conference soon became the most important event in Poland for those who have been interested in efficiency improvement through implementation of lean philosophy in production and service companies. The number of participants continuously increased to exceed 300. For the last 10 years, leading world experts and managers of companies implementing Lean, have been sharing their experiences at the Conferences within plenary sessions, seminars, workshops, as well as during case studies and plant visits. The structure of this year Conference is similar to previous editions, however special guests speakers invited to celebrate the jubilee, make it an exceptional event. This year's Conference is an unique occasion to listen to the world's most reputable authorities: Dr James Womack, Prof. Daniel Jones and John Shook. It is also a release of their two books in Polish language.



The first day of the Conference has been divided into the plenary session and the learning session (seminars). In the morning there will be an opportunity to listen to four talks. The first plenary speaker, Prof. Daniel Jones, world leading authority in lean implementations, will try to answer the question: "What have we learned from spreading Lean across the world?". The next speech will be delivered by John Shook, a veteran of Japanese and American Toyota who popularized in the world the method of Value Stream Mapping in his workbook *Learning to See*. Today, in his most recent book entitled *Managing to Learn*, he promotes the key management method of A3 report. John Shook will discuss in his presentation the role of those who lead the lean transformation. Dr James Womack, the Lean movement initiator in the world, will unfold the vision of the next decade of lean philosophy in his speech.

Thematic seminars will continue over the afternoon of the first day and the morning of the second Conference day. Participants interested in the distinction between traditional "modern" management and Lean Management are invited to Dr James Womack's seminar. The same participants will hear from Prof. Daniel Jones about the importance of managing an entire end-to-end value stream. Those interested in the A3 method are welcomed to join John Shook's seminar. It will certainly encourage them to read his book *Managing to Learn*, in which the practical way of applying A3 method, commonly used at Toyota, is explained. The additional incentive may be that the organizers have prepared its Polish translation to be released during the Conference. Marek Piątkowski during his seminar will try to give answer to the vital question: "How to plan and perform a training program for implementing Lean?". Recommendations presented by him are based on his experience from working for Toyota Motor Manufacturing in Canada and during numerous implementations in his sensei career.

Furthermore, Lean Enterprise Institute Polska trainers who have years of industrial experience will present two seminars: one regarding the basics of Lean related to the production processes and the second one regarding possibilities and barriers of implementing Lean beyond the shop floor.

In the afternoon of the second day there will be case studies session presented by the top executives/senior managers from companies implementing Lean Management. Each case study will last for 60 minutes and will consist of presentation and questions/answers part. This year, Conference organizers have invited 6 companies to share their successes, problems and plans for the future. Case studies will be presented by: Gillette, Philip Morris, Carlsberg, Faurecia, Flextronics and Black Point. These companies represent different industries and implement Lean in different areas. Each participant will have a chance to take part in two case studies. The last part of the second Conference day is of a plenary character. Top management representative from Toyota Motor Manufacturing Poland will sum up the past 10 years of the history of Toyota in Poland.

The third day of the Conference is optional. Three thematic workshops will be offered on that day. Two of them will be held at the Mercure Panorama Hotel: John Shook will lead the workshop addressed to top management concerning leadership, management skills and the behaviors required to transform and lead a lean enterprise. David Brunt, the most experienced trainer and consultant from the British Lean Enterprise Academy, will discuss the concept of policy deployment, known in Japanese as Hoshin Kanri. This workshop is addressed to managers who coordinate lean transformation in their departments and senior managers leading Lean across the organization. The third workshop will be performed by Marek Piątkowski on the premises of Electrolux in Oława. During this workshop the participants will learn the method of Standardized Work in a practical way, on the example of real shop floor workstations. For those willing to spend some valuable time on premises of manufacturing companies, we recommend visits to Toyota and Faurecia plants in Wałbrzych or Toyota and Faurecia plants in Jelcz-Laskowice.

We hope the program of this year's jubilee Conference will measure up to your expectations. We are looking forward to meeting you in Wrocław in June.

Prof. dr hab. inż. Tomasz Koch
Lean Enterprise Institute Polska

Day 1 – 22. June 2010



PLENARY SESSION (Coffee break: 10:30 - 11:00)

09:00

Conference Opening
Tomasz Koch, Lean Enterprise Institute Polska

09:10 - 09:50

Spreading Lean Across the World: What Did We Learn?
Prof. Daniel Jones, Lean Enterprise Academy, UK

09:50 - 10:30

The Role of Leadership in Lean Transformation
John Shook, Lean Enterprise Institute/Lean Transformations Group, USA

11:00 - 11:40

Next 10 years of Lean Thinking
Dr James Womack, Lean Enterprise Institute, USA

11:40 - 12:10

Past 10 Years of Lean Movement in Poland. Conclusions and Prospect
Prof. Tomasz Koch, Dr Remigiusz Horbal, Lean Enterprise Institute Polska

12:10 - 13:10 Lunch

SEMINARS Part 1 (Coffee break: 14:40 - 15:10)

13:10 - 16:40

sala A

sala B

sala C

sala D

sala E



13:10 - 14:40
The Challenge of Lean Management
Dr James Womack



Managing to Learn – A3 Management Process
John Shook



Training Recommendations for Implementing Lean
Marek Piątkowski



Lean for Office and Administration Processes: Opportunities and Barriers
Małgorzata Jakubik



Building Blocks of the Lean Value Stream
Andrzej Bielewski & Grzegorz Szczerba



15:10 - 16:40
Managing end-to-end Value Streams
Prof. Daniel Jones



16:40 - 17:00 Coffee break



PLENARY SESSION




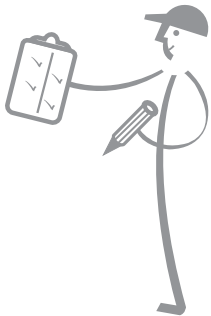

17:00 - 17:30

Panel discussion with guest speakers

19:30 Networking dinner
One Mime Theatre - Performance of Ireneusz Krosny







On the first Conference day each participant takes part in the plenary session, in one chosen seminar and in the panel discussion with guest speakers.

SEMINARS Part 2 (Break: 10:00 - 10:30)

08:30 - 12:00	sala F	sala G	sala H	sala I	sala J
 13:10 - 14:40 The Challenge of Lean Management Dr James Womack	 Managing to Learn – A3 Management Process John Shook	 Training Recommendations for Implementing Lean Marek Piątkowski	 Lean for Office and Administration Processes: Opportunities and Barriers Małgorzata Jakubik	 Building Blocks of the Lean Value Stream Andrzej Bielewski & Grzegorz Szczerba	
 15:10 - 16:40 Managing end-to-end Value Streams Prof. Daniel Jones					

12:00 - 13:00 Lunch

CASE STUDIES

13:00 - 14:00	sala A	sala B	sala C
 Philip Morris Introduction of Flow in Cigarette Filter Production Department Krzysztof Stolarek - Manager of Production and Continuous Improvement	 Gillette Process Reliability Improvement Through Daily Machines' Maintenance Mike Eriksen - Operations Manager and Integrated Work Systems Manager Marcin Drekler - Value Stream Manager, Disposables Value Stream, Site Autonomous Maintenance Leader	 Black Point Lean Thinking in Black Point – Implementation History and Results Piotr Kolbusz - President of the Managing Board	
 Faurecia Flow Optimization on the Example of a Certain Project Wojciech Śliwiński - Plant Director Artur Ordon - Logistics Manager Artur Plewniak - Production Manager Michał Prasał - FES Specialist (Faurecia Excellence System)	 Carlsberg Managing Performance Using Visual Boards and Regular Meetings Dagmara Gutowska - Continuous Improvement Manager	 Flextronics Bartosz Mazurek – Menadżer Lean i Produktyności	



PLENARY SESSION

15:45 - 16:45

Toyota Motor Manufacturing Poland

10 years of Toyota in Poland

Dariusz Mikołajczak, Vice President

16:45 - 17:00 Conference Closing, **Prof. Tomasz Koch**

On the second Conference day each participant takes part in one of the morning seminars, in two chosen case studies in the afternoon and in the plenary session which closes the Conference.

WORKSHOPS

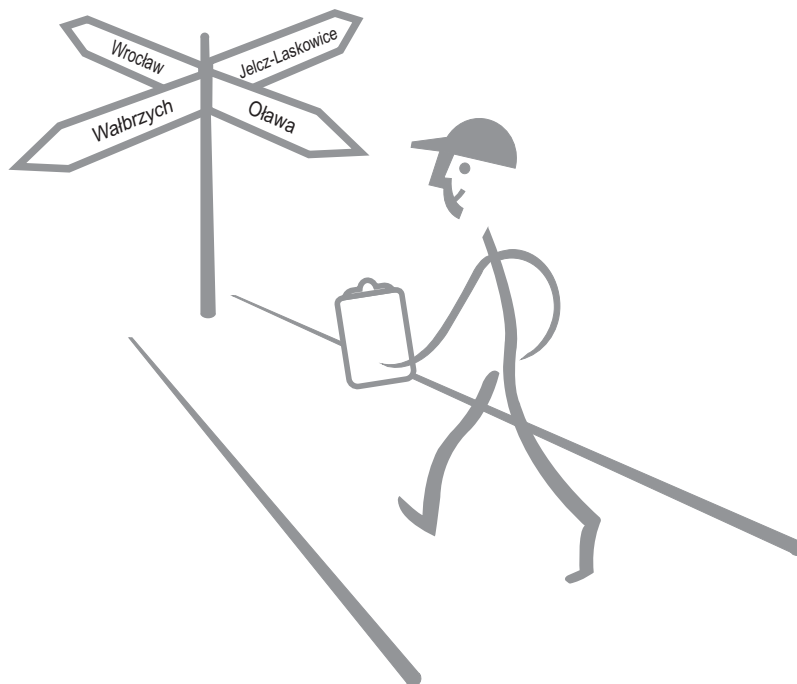
08:00 - 16:00	08:00 - 16:00	08:00 - 16:00 bus departure: 7:00 AM
 Workshop 1 place: Mercure Panorama Hotel Lean Leadership led by: John Shook (Exclusively for Top Management)	 Workshop 2 place: Mercure Panorama Hotel Policy Deployment led by: David Brunt	 Workshop 3 place: Electrolux Poland Sp. z o.o. Oława, Ofiar Katynia Street 5 Standardized Work led by: Marek Piątkowski

FACTORY VISITS

10:00 - 16:00 bus departure: 8:00 AM	09:30 - 15:30 bus departure: 8:30 AM
Factory visit 1 Touring the plants of Toyota and Faurecia in Wałbrzych	Factory visit 2 Touring the plants of Toyota and Faurecia in Jelcz-Laskowice

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

The third day of the Conference is optional and additional fee is required. On that day participants can choose one from three workshops or one from two factory visits.





Dr James Womack

The world Lean Management movement initiator, the founder and chairman of the Lean Enterprise Institute, Inc., a nonprofit education and research company chartered in August 1997. Co-author of Lean Management bestsellers, i.a. *The Machine That Changed the World*, *Lean Thinking*, *Seeing the Whole*, *Lean Solutions*. World expert of management, Harvard graduate. During the period 1975-1991, he was a full-time research scientist at MIT where in 1982 he received PhD degree. As a research director of MIT's International Motor Vehicle Program, Dr Womack led the research team that coined the term "lean production" to describe the Toyota Production System.



Prof. Daniel Jones

Founder and Chairman of the Lean Enterprise Academy in the U.K., senior advisor to the Lean Enterprise Institute, world-class authority on applying lean process thinking. Jones was the European Director of MIT's Future of the Automobile and International Motor Vehicle Programs. He is the author with James P. Womack of the influential and popular management bestsellers, *The Machine that Changed the World*, *Lean Thinking*, *Seeing the Whole* and *Lean Solutions*. Prof. Jones has organized Lean Summit conferences in Europe, including the Frontiers of Lean Summit, the First Global Lean Healthcare Summit, and the Lean Transformation Summit. He is an advisor to organizations making lean transformations, including Unipart, Tesco, and Portsmouth Hospital. He was an appointed Professor of Manufacturing Management and founder of the Lean Enterprise Research Centre at Cardiff University Business School.



John Shook

A senior advisor to the Lean Enterprise Institute, John Shook is recognized as a true sensei who enthusiastically shares his knowledge and insights within the Lean Community and with those who have not yet made the lean leap. Shook learned about Lean Management while working for Toyota for nearly 11 years in Japan and the U.S., helping it transfer production, engineering, and management systems from Japan to NUMMI and subsequently to other operations around the world. While at Toyota's headquarters, he became the company's first American kacho (manager) in Japan. In the U.S., Shook joined Toyota's North American engineering, research and development center as general manager of administration and planning. He then worked as senior American manager with the Toyota Supplier Support Center in Lexington, KY, assisting North American companies implement the Toyota Production System. As co-author of *Learning to See*, John helped introduce the world to value-stream mapping. In his latest book *Managing to Learn*, he describes the A3 management process at the heart of Lean Management and leadership.

He is a graduate of the University of Tennessee, the University of Hawaii and the Japan-America Institute of Management Science. He is the former director of the University of Michigan, Japan Technological Management Program, and faculty of the university's Department of Industrial and Operations Engineering.



**Marek
Piątkowski**

Manufacturing consultant specializing in improving overall operational efficiencies 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. As one of the first Canadians hired by TMMC 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. Marek graduated from Systems Design Engineering from University of Waterloo, Ontario. Prior to joining Toyota he worked in the electronic industry as a quality engineer in Sharp Electronic and Nortel. He is a Faculty Associate of Lean Enterprise Institute and Lean Transformations Group. He resides in Toronto, Canada.



David Brunt

Senior Faculty Member at the Lean Enterprise Academy (LEA), United Kingdom. David has been both applying and researching Lean since 1990. He spent over three and a half years as the Porsche Verbesserungs Prozess (PVP – Porsche Improvement Process) Manager at Porsche Cars Great Britain and carried out work to develop Lean in after sales, used car processing and parts operations as well as conducting a number of other business process improvement projects at dealer and national sales company level. His work on lean dealer operations formed the basis for several chapters in James P. Womack and Daniel T. Jones' book, *Lean Solutions*. Prior to his work at Porsche, David was Senior Research Associate working for Prof. Daniel T. Jones at the Lean Enterprise Research Centre at Cardiff University Business School. David has written a number of reports and publications including “Supply Chain Management And The British Metals Industry” for The Metals Industry Competitive Enterprise (MICE) and the books *Manufacturing Operations and Supply Chain Management – The Lean Approach* with David Taylor and *Creating Lean Dealers – the lean route to satisfied customers, productive employees and profitable retailers* with John Kiff. He holds a Masters in Business Administration specializing in Supply Chain Management from Cardiff Business School. David's career started in the automotive industry at Rolls-Royce Motor Cars where he held a number of roles in the fields of Purchasing, Supplier Development, Quality and Customer Service. In addition, David mentors firms making a lean transformation. He has walked and mapped over 300 value streams in both manufacturing and service sectors in businesses such as steel production, vehicle and component assembly, FMCG, retailing and banking and financial services. He conducts public workshops at the Lean Enterprise Academy and develops and delivers bespoke in-house workshops for firms.

SEMINAR

THE CHALLENGE OF LEAN MANAGEMENT

Dr JAMES WOMACK

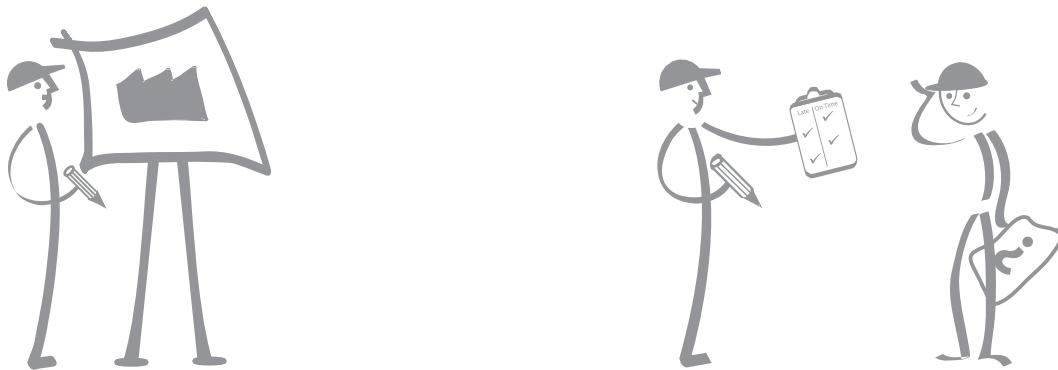
English and Polish language version

22.06.2010
13:10 - 14:40

23.06.2010
08:30 - 10:00

The Lean Movement has made great progress in the last ten years and many of the process improvement tools of lean thinking are now well understood. But to make real progress toward creating sustainable lean enterprises it is now apparent that we need to think about the management systems used to deploy lean tools.

This learning session will describe the traditional “modern” approach to enterprise management, pioneered by General Motors and General Electric early in the last century and popularized by business schools ever since. Modern management will then be contrasted with the “lean” management system pioneered by Toyota, which can effectively utilize lean process improvement tools in a sustainable context. In addition, this session will provide an overview of the critical Lean Management tools of strategy deployment (hoshin kanri), A3 analysis, and standard work with standard management to create basic stability. Finally, it will explain how new lean managers are created through the repetitive use of these management tools.



SEMINAR

MANAGING END-TO-END VALUE STREAMS

PROF. DANIEL JONES

English and Polish language version

22.06.2010
15:10 - 16:40

23.06.2010
10:30 - 12:00

Seminar of Daniel Jones will describe the neglected middle of lean actions - value stream management. The following issues will be discussed:

- Defining the business problem, the performance gap to close and the scale of the opportunity
- Giving responsibility to a Value Stream manager to gain agreement to act
- Supporting the VSM from the top and resolving conflicting objectives with functions and departments
- Establishing the foundations - visual line management and problem solving
- Creating win-win-win cooperation across organizations across the end-to-end value stream.

SEMINAR**22.06.2010**
13:10 - 16:40**23.06.2010**
08:30 - 12:00**MANAGING TO LEARN – A3 MANAGEMENT PROCESS**

JOHN SHOOK

English and Polish language version

This session is connected with the launch of Polish edition of *Managing to Learn* book. Participants will learn the concept and practices of using A3 management process explained in the book in order to solve problems, gain agreement, mentor and lead. When the book was launched last year, Jim Womack announced: “We have just launched John Shook’s new book, *Managing to Learn*, and I am tremendously excited. I think it is the most important work we have published at LEI. This is because John clearly explains why A3 thinking is the core of the Toyota management system and shows how the act of creating A3 also creates lean managers”.

John in response to the basic question “What is an A3?” gave this explanation of the document’s role in the A3 process: “The most basic definition of an A3 would be a P-D-C-A storyboard or report, reflecting Toyota’s way of capturing the P-D-C-A process on one sheet of paper. But the broader notion of an A3 process – the way of thinking represented in this format – captures the heart of Lean Management. In this context an A3 report structures effective and efficient dialogue that fosters understanding followed by agreement. 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”.

SEMINAR**22.06.2010**
13:10 - 16:40**23.06.2010**
08:30 - 12:00**TRAINING RECOMMENDATIONS FOR IMPLEMENTING LEAN**

MAREK PIĄTKOWSKI

Polish language version

Running a manufacturing business, managing a workforce and at the same time trying to implement Lean is more challenging than ever. Challenges include which elements of Lean we need to implement to beat global competition, how to capitalize on organizational culture, how to deal with constant change and the subsequent stress it creates, how to motivate and lead a Team, and how to manage conflict. Your success in implementing Lean Transformation depends on the strength and abilities of your Managers, Supervisors and Leaders. Manufacturing Leaders have to be quick studies, competent in knowledge of all aspects of Lean, possess trust of their employees and manage without authority. Having deep skills and technological expertise in Lean is not enough. Becoming a Leader, at any level, requires the development and utilization of strong people skills as well. Implementing Lean is exclusively about people – you do not lead machines or process, you lead people. But where can they turn to learn to be more effective leaders to help you with Lean Transformation? Taking time out for an advanced degree is not always possible, and often very expensive. Training with targeted and focused topics, combined with coaching and on-the-job action learning, may be the best solution.

We have learned the Lean tools and methodologies, we appear to understand them, so why is it that there are more companies struggling with the implementation of Lean Manufacturing than those companies which have successfully completed the Lean Journey? What we are forgetting is that we need to have a total understanding of all lean processes, learned through study or through experience, in order to successfully implement the program. We need to have the right people involved in the implementation and we need to follow a learning model developed by Toyota. Many companies initiate training activities and attempt to implement different aspects of Lean looking for a “quick fix” or a “quick solution”. A lean environment requires a different style of management, different style of Leadership and performance measurements, different organizational structures, different thinking and different culture. Do we know in this context what skills our managerial staff on all management levels need to have to be effective in a lean environment or what kind of training we need to develop to be successful in implementing Lean?

Marek Piątkowski will try to answer these questions and give some directions and recommendations in the area of training requirements for implementing Lean. These recommendations are based on his experience from working for Toyota Manufacturing in Canada and from his consulting career.

SEMINAR

22.06.2010
13:10 - 16:40

23.06.2010
08:30 - 12:00

LEAN FOR OFFICE AND ADMINISTRATION PROCESSES: OPPORTUNITIES AND BARRIERS

MAŁGORZATA JAKUBIK
Polish language version

Even though lean concepts have been created and used primarily in the manufacturing environment, almost all lean tools and techniques can also be successfully applied in the office setting. All they often require is just a slight modification, interpretation or adjustment. If that is so, why so few companies and enterprises venture into the lean challenge, regardless of the unquestionable benefits that elimination of waste can bring to their administration processes? Why do we often just complain about delays, level of complication or unpredictable quality of, let's say, clearing expense reports, securing a loan or processing an order, and do not do something about it? Why do we act as if waste was an integral and unavoidable element of our office processes? The seminar will focus on examples of lean tools and techniques that can be applied in the office environment, benefits they can bring (the opportunities) and the difficulties that an enthusiast of lean may encounter while implementing them (the barriers). We will discuss the unique implementation challenges characteristic of a non-manufacturing setting and look for answers on why they exist and how they can be successfully overcome.

Lean concepts and tools covered during the session include:

- Value stream mapping for administration processes
- Waste in the office
- Workplace organization and visual management in administration processes
- Standardization of work in the office
- Problem solving and kaizen in administration
- Effective planning, execution and follow-up based on P-D-C-A and A3 thinking
- Teamwork, roles and responsibilities and work balancing in the office.

Małgorzata Jakubik is a coach and a consultant in LEI Polska. She has years of experience in international corporation in the paper making industry (International Paper) and automotive (General Motors). She has been working on managerial positions and was responsible for training, building lean systems and quality management.

SEMINAR

22.06.2010
13:10 - 16:40

23.06.2010
08:30 - 12:00

BUILDING BLOCKS OF THE LEAN VALUE STREAM

ANDRZEJ BIELEWSKI | GRZEGORZ SZCZERBA
Polish language version

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.

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.

Andrzej Bielewski and Grzegorz Szczerba are trainers and consultants in LEI Polska. Andrzej has over thirty years of experience in automotive industry. He has been the Member of the Board and Lean Manager at Remy Automotive. Grzegorz also gained his experience through working for automotive industry (Opel Polska, Valeo) and being responsible for the production according to the internal Lean Manufacturing systems.

WORKSHOP

24.06.2010
08:00 - 16:00

LEAN LEADERSHIP

JOHN SHOOK

English and Polish language version

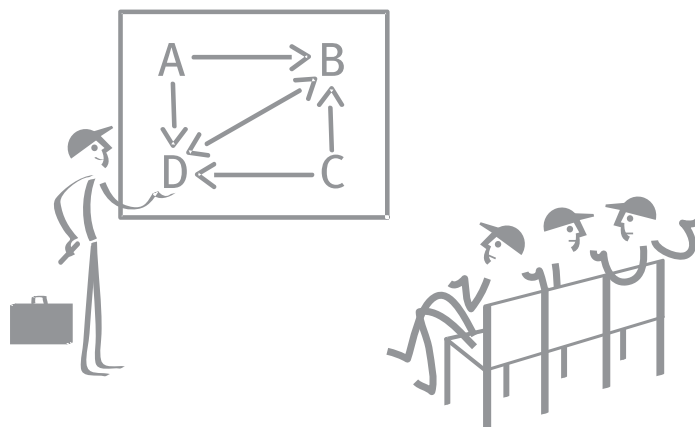
Many companies began taking their first lean leap in the 1990s by using lean tools to identify and eliminate waste in facilities. These projects in individual plants produced results – often dramatic results – but, for the most part, sustainable, companywide gains have been elusive. This will continue unless companies make a second lean leap by focusing on two key challenges:

- Creating a Lean Management System
- Creating and supporting Leadership Behavior which drives that Lean Management System.

This session will explore the leadership and management skills and behaviors required to transform and lead a lean enterprise. This interactive workshop will discuss the basic tasks and roles of those managing enterprises as well as the techniques and methods they should employ. During the workshop the following issues will be considered:

- How to create an organizational culture whereby each person will demonstrate the initiative to solve problems and improve his or her job as well everyone will cooperate for delivering value to the customer and for the company prosperity?
- How to lead an organization demonstrating no authority?
- How to develop and support people and what means the roles of a mentor and of a coach?
- Why move away from managing performance indices to managing processes? Every manager wants to see measurable results. They are however the outcome of processes and reflect process efficiency from the past. Is it not better to create, organize and improve processes so that they can be controlled and managed for achieving right results?
- Why move away from „5 times Who” to „5 times Why”? How to practice the „Why” technique?
- Why is it important for the manager not to jump to conclusions and not to give ready solutions to subordinates?
- How to empower subordinates and show them respect? What is the role of A3 here?
- How important is it to move away from the culture of hiding problems that undermines the system to the culture of exposing the problems?
- How to solve the dilemma: control vs flexibility?
- How to use P-D-C-A cycle on the top management level?
- What is the role of strategy deployment (Hoshin Kanri)?

This workshop is addressed exclusively to the top management/senior executives.



WORKSHOP

24.06.2010
08:00 - 16:00

POLICY DEPLOYMENT

DAVID BRUNT

English and Polish language version

Policy deployment, or hoshin kanri, is more than just a strategic planning system. Executed well it engages, motivates and involves everyone within the organization in achieving sustainable improvements in the way the business performs. It consists of two interlinked systems or ways of working. Firstly, strategy and direction for developing new breakthrough products, technologies, methods and business processes. Secondly, business fundamentals for identifying, monitoring and improving the key processes in the organization responsible for delivering customer value and company results, i.e. profit.

During the workshop the following issues will be considered:

- Introduction, key aspects and principles of policy deployment
- Conventional planning vs Policy Deployment
- Defining the business problem(s) and using P-D-C-A
- The Management process – developing, deploying, monitoring the plan and improving the system.
- Catchball
- The deployment leader concept – e.g. The Chief Engineer or Value Stream Manager
- Using A3 Thinking as part of the process efficiency vs effectiveness
- A total business system
- Direction and Strategy
- Visual management of the “Vital few”
- Problem Solving
- Building the management system.

This workshop is addressed to managers who will be leading a lean transformation in their department and senior managers leading lean across the organization.

WORKSHOP

24.06.2010
08:00 - 16:00

STANDARDIZED WORK

MAREK PIĄTKOWSKI

Polish language version

bus departure
7:00 AM

LOCATION: Electrolux Poland Sp. z o.o. in Oława, Ofiar Katynia Street 5

Electrolux is a global leader in household appliances and appliances for professional use. Electrolux offers a range of products under brand names like: Electrolux, AEG-Electrolux, Zanussi, Eureka and Frigidaire. The workshop will take place at Oława plant where washing machines are produced.

Duration: 08:00 – 16:00

Standardization of production operations is a key element of Lean Manufacturing. The standardization process is the process of selecting the best known method of performing a given activity, it is also the process of establishing, sustaining and improving the best production practices. Standards allow for the following:

- obtaining the repeatability of the process and product (reduction of variability),
- discovering irregularities in a very short period of time,
- measuring the effects of improvements, etc.

Thanks to the hospitality of Electrolux from Oława, the workshop will take place on the premises of that company, which will give the opportunity to observe manual and machine assembly as well as human–machine interactions. Based on their observation on the shop floor, participants under guidance of the trainer, will develop Standardized Work charts which are required for proper implementation of standardized work in manufacturing environment. Additionally, the participant will have the possibility of learning the manufacturing system of the leading manufacturer of washing machines.

FACTORY VISITS

TOYOTA MOTOR MANUFACTURING POLAND AND FAURECIA IN WAŁBRZYCH

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

24.06.2010
10:00 - 16:00

bus departure
8:00 AM

TOYOTA MOTOR INDUSTRIES POLAND AND FAURECIA IN JELCZ-LASKOWICE

Participants will visit Toyota Motor Industries Poland in Jelcz-Laskowice where diesel engines are produced as well as Faurecia plant, manufacturing car seats foam.

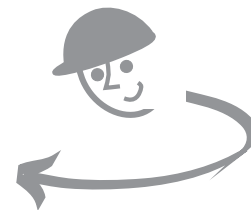
24.06.2010
09:30 - 15:30

bus departure
8:30 AM

ORGANIZATIONAL INFORMATION

Conference location

Mercure Panorama Hotel
Pl. Dominikański 1, 50-159 Wrocław
Tel. +48 71 323 27 00, fax: +48 71 344 11 25
e-mail: mer.panorama@orbis.pl
room reservation: rez.mer.panorama@orbis.pl



While using password "**Lean Conference**" Mercure Panorama Hotel offers discount on the rooms prices for the conference participants.

In a case there are no rooms available in Mercure Panorama Hotel Wrocław we recommend:

Hotel Radisson SAS *****, tel. +48 71 375 00 00
Hotel Sofitel ****, tel. +48 71 358 83 00
Hotel Park Plaza ****, tel. +48 71 320 84 00
Hotel Scandic ****, tel. +48 71 787 00 00
Hotel Tumski ***, tel. +48 71 322 60 99
Hotel Best Western Cristal ***, tel. +48 71 782 55 55.

A list of hotels in Wrocław is available at Wrocław website: www.wroclaw.pl

Conference Language

All plenary presentations delivered on the first Conference day will be interpreted from Polish into English or vice versa. Seminars A, B, F and G held originally in English will be translated into Polish. All case studies on the second Conference day will be available in Polish and 2 of those 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 delivered 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, Grzegorz Szczerba, Małgorzata Jakubik, Marek Eisler, Tomasz Kanikuła, Anna Tyra, Magdalena Dzielicka, Bartosz Misiurek, Sara Bieniek, Małgorzata Góral, Małgorzata Mazur, Szymon Gałęski.

REGISTRATION

Please register through the web page: www.lean.org.pl

Confirmation of registration

The organizers will confirm your registration either by fax or by e-mail.

The participation in the Conference is conditioned upon the payment of the Conference fee.

Basic Conference fee

The basic Conference fee includes participation in the first two Conference days:

First and second person from the same company: **3400 PLN + 22% VAT**
Third and more people from the same company: **3200 PLN + 22% VAT**

Early registration - Until **14.05.2010**:

First and second person from the same company: **3000 PLN + 22% VAT**
Third and more people from the same company: **2800 PLN + 22% VAT**

The cost of registration made not via internet amounts to PLN 3600 net per person, regardless of the number of registered participants.

The fee does not include accommodation.

Third (optional) day:

Workshop 1: **2500 PLN + 22% VAT**
Workshop 2: **1650 PLN + 22% VAT**
Workshop 3: **1550 PLN + 22% VAT**
Factory visits: Wałbrzych or Jelcz Laskowice: **650 PLN + 22% VAT**

For persons NOT taking part in the first two Conference days the workshop fee is **4000 PLN** net per person for Workshop 1, **3150 PLN** net per person for Workshop 2 and **3050 PLN** net per person for Workshop 3.

The fee for the factory visits organized during the Conference covers only and exclusively the costs incurred on organization of these visits (transport, meals). The number of participants in the events organized on the third Conference day is limited.

In exceptional cases organizers reserve the right to refuse registration for factory visits or workshop in Electrolux without giving any reasons.

Day 1 and 2 (22.-23. June 2010)

3400 PLN net per person, **3200 PLN** net for the third and subsequent participants from the same company.

When registering before **14.05.2010**:

3000 PLN net per person, **2800 PLN** net per person for the third and subsequent participants from the same company.

Day 3 (24. June 2010)

Additional fee is required. The number of seats is limited.

Workshop 1 - Lean Leadership Mercure Panorama Hotel in Wrocław **2500 PLN** net per person.

Workshop 2 - Policy Deployment Mercure Panorama Hotel in Wrocław **1650 PLN** net per person.

Workshop 3 - Standardized Work On the premises of Electrolux in Oława **1550 PLN** net per person.

Factory visit 1 - Toyota Motor Manufacturing Poland and **Faurecia** in Wałbrzych **650 PLN** net per person.

Factory visit 2 - Toyota Motor Industries Poland and **Faurecia** in Jelcz-Laskowice **650 PLN** net per person.

Additional Information

To all specified fees 22% VAT needs to be added. If the participation is not registered via the Internet, the availability of the selected seminars, workshops or factory trips is not guaranteed until such registration is confirmed by the Conference Organizers. A participant may cancel the registration until 14. June 2010 by notifying the organizers in writing. If the registration is cancelled, handling fee of 250 PLN net will be charged. There will be no refunds after 14. June 2010.

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: **10 LM Conference**

Please send the confirmation of payment by fax: +48 71 798 57 34

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

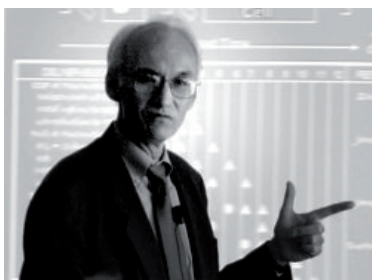
The organizers reserve the right to make amendments.

CONFERENCE HISTORY

Lean Manufacturing Conference has been 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.

Over 300 persons is gathered in 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 the only opportunity to meet in one place many world and domestic experts and industry practitioners, advisors, authors and other prominent individuals dealing with the issue 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 Lower Silesian companies are offered.



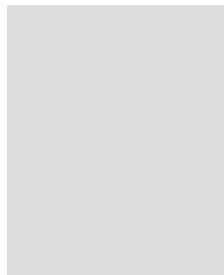
John Shook



Dr James P. Womack



Prof. Daniel T. Jones



TRAINING PROGRAM

Lean Enterprise Institute Polska offers a broad range of training courses and workshops that explain the essence of Lean Manufacturing and systematize the knowledge about lean tools, techniques and methods used to support production systems. Since 2010 workshops are held on the premises of production companies.

CONSULTING SERVICES

Lean Enterprise Institute Polska consultants assist the companies in executing the implementation initiatives and programs that aim at increased business efficiency in broad range of industrial branches both in production and service sectors.

RESEARCH AND TEACHING

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. Lean Enterprise Institute Polska is the leading partner of the Future SME Project which is one of the biggest European management projects funded by the EU Commission (www.futuresme.eu).

COOPERATION WITHIN LEAN GLOBAL NETWORK (www.leanglobal.org)

Lean Enterprise Institute Polska is a member of a non - profit organization Lean Global Network currently consisting of 16 Lean Institutes devoted to the promotion of lean thinking on six continents. LGN network is led by Prof. Daniel Jones and Dr James Womack.

PUBLISHING (www.leanbooks.pl)

Offer consist of Polish version of workbooks from the series of The Lean Enterprise Institute focused to transfer practical knowledge in the field of lean improvement methods. The aim of publishing activity is the Lean Tool Workbook Kit in Polish language version.

In 2010 the following Polish language books will appear in the offer:

The Gold Mine - Freddy Ballé, Michael Ballé

Lean Lexicon - Chet Marchwinski, John Shook, Alexis Schroeder

Breaking Through to Flow - Ian Glenday

TWI Workbook - Essential Skills for Supervisors - Patrick Graupp, Robert Wrona

Creating Level Pull - Art Smalley

POLISH EDITION OF BOOKS AUTHORED BY THE CONFERENCE SPECIAL GUEST SPEAKERS WILL BE LAUNCHED AT THE CONFERENCE



Managing to Learn
Using the A3 management processes
to solve problems, gain agreement,
mentor and lead
John Shook



Lean Solutions
- How companies
and customers can create
value and wealth together
James P. Womack, Daniel T. Jones

Authors will autograph their books during the Conference

Consulting
and
Implementing



Business
Analysis



Workshops



Publishing

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