

# LEAN THINKING & PRACTICE

## 2016 AUSTRALASIAN SUMMIT

31 May - 3 June 2016

Pullman Melbourne on the Park

[www.lean.org.au](http://www.lean.org.au)



Leading with Respect

Lean Enterprise Australia will be doing things differently again in 2016, hosting the Lean Thinking and Practice Summit over four days with a flexible program designed to meet the needs of all Lean leaders and practitioners across all sectors.

Our theme for 2016 is Leading with Respect. How can we as leaders develop capability for improvement in ourselves and our organisations? How can we improve our improvement processes and ultimately our performance outcomes? Cross-sector collaboration on this topic will inspire delegates to check and adjust their improvement practices.

Our summit is renowned for quality keynote speakers, and this year is no exception. Through our Lean Global Network we have accessed speakers who are pioneering the application of Lean Thinking in new frontiers. The international speakers will be blended with local talent. We will feature local stories across a range of industries, where decades of continuous improvement experience have yielded a wealth of knowledge and a deep understanding of what it really takes to improve.

## Summit Program

**Day 1 - Tuesday 31 May:** "Go See" an organisation where Lean Thinking and Practice can be seen in action. Site visit tours will be followed by half day workshops, facilitated by the host organisation.

**Day 2 - Wednesday 1 June:** Our Combined Plenary event is reserved for our keynote and guest speakers and will challenge delegates on how we can increase the impact our leading with respect efforts deliver.

**Day 3 - Thursday 2 June:** Mini Learning Labs will provide delegates the chance to participate in a range of sessions designed for specific sectors, levels of experience and specific interest areas.

**Day 4 - Friday 3 June:** Complete the week with a full day workshop to deepen your knowledge and experience in specific topic areas.

## Key Dates

**Early Bird Registration Now Open**

**Early Bird Registration Closes**  
30 April 2016

### For more information contact:

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## Keynote Speakers

**Michael Ballé, Lean Management Practitioner, Business Writer and Author, France.** Michael is an associate researcher at Telecom ParisTech and holds a doctorate from the Sorbonne in Social Sciences and Knowledge Sciences. For the past twenty years, he has focused on lean transformation (how companies use lean techniques to develop a lean culture) as part of his research on knowledge-based performance and organisational learning. Michael has written several books and articles about the links between knowledge and management (Managing With Systems Thinking, The Effective Organization, Les Modèles Mentaux). More recently he co-authored a trilogy of business novels published by the Lean Enterprise Institute, one about lean turnaround, The Gold Mine, one about lean transformation, The Lean Manager and one about lean leadership, Lead with Respect. Michael has studied first-hand lean transformations, helping companies and people in fields such as manufacturing, engineering, construction, services and healthcare make the transition to different ways of working and managing. Michael is managing partner of ESG Consultants and coaches executives in obtaining exceptional performance by transforming their own company cultures through using the lean tools, principles and management attitudes. His main coaching technique is the "Real Place Visit," where he helps senior executives to learn to see their own operational shop floors, teach their people the spirit of kaizen and draw the right conclusions for their business as a whole. Michael has coached lean transformations in various fields such as manufacturing, engineering, services and healthcare and will be sharing his insights and experiences on how he coaches executives to obtain exceptional performance.

**Nigel Dalton, CIO, REA Group, Australia.** Nigel is CIO of Realestate.com.au - a company that can take much of the credit for disrupting one of the most lucrative industries in Australia - the newspaper classifieds. Few technology leaders have seen the forces of digital disruption so repeatedly and at such close quarters than Nigel. By applying a search engine to property listings, the company has displaced several hundred million dollars in annual revenues from the likes of the Fairfax media empire, which today has a market capitalisation of \$2.2 billion versus REA Group's \$5.9 billion. Immediately prior to his time at REA, Nigel was CIO of Lonely Planet and most recently, he co-founded a consultancy, Luna Tractor, to help organisations apply systems thinking, lean and agile software development techniques to all aspects of business. Prior to all of this, Nigel held roles with AXA Australia, online human resource start-up ePredix in the USA (now owned by SHL), as well as Silicon Systems and Mitsubishi Electric in New Zealand. At REA-Group Nigel takes a strong interest in the broad application of lean, agile and systems thinking approaches around the workplace and will share his thoughts on the way forward in the digital age.

**Terry Platchek, Medical Director for Performance Improvement, Lucile Packard Children's Hospital, Stanford University, USA.** Terry serves as the Medical Director for Performance Improvement at Lucile Packard Children's Hospital at Stanford University, as the Fellowship Director of the Clinical Excellence Research Center and as Clinical Instructor of Pediatrics at the Stanford University School of Medicine. Together with clinical medicine, Terry's career focuses on using continuous quality improvement and Lean Thinking to improve quality, safety, efficiency, appropriateness and service in healthcare delivery. He is specifically interested in the education and engagement of physicians in improving healthcare delivery systems and the use of structured abstracts for problem solving. Terry has been active nationally in promoting physician engagement in Lean-based healthcare improvement, speaking and teaching at conferences and hospitals across the United States and Australia. As President of the University of Michigan House Officers Association, Terry led an effort from 2008-2010 to bring Lean tools and philosophy to resident quality improvement efforts. In recognition of this work, he was awarded the Kevin A. Kelly Leadership Scholar and Emerging Physician Leader Award in 2009 by the Michigan State Medical Society Foundation. Recently, Terry has also advised the Departments of Health in Western Australia and Victoria, on process improvement within hospitals and the creation of Junior Doctor Redesign Programs focused on continuous quality improvement. At Lucile Packard Children's Hospital, he is currently focused on improving the process for discharging patients, the design of family centered rounding, error reduction in medication reconciliation and teaching structured problem solving and daily management to clinicians.

**Martin Nelson, Divisional Manager, Quality Control, Toyota Motor Corporation, Australia.** Martin began his career at Toyota Australia 32 years ago gaining experience in all areas of manufacturing operations through a variety of roles. Starting as an engineering cadet at Toyota's partner Australian Motor Industries plant in 1983 and later moving to the Toyota/GM joint venture plant at Dandenong to establish the first Quality Engineering team. A move to Toyota's Altona factory followed in 1994 during its commissioning to implement Toyota's 'built-in quality' approach to new model launch projects. Martin is now responsible for ensuring that every locally manufactured Camry and Aurion vehicle delivers on Toyota's brand promise of bulletproof quality and reliability. Working from the belief that 'Employee First = Customer First', Martin is keen to share his experience of how Toyota creates a high performance culture capable of delivering outstanding quality performance with limited resources.

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## Keynote Speakers

**Denise Bennett, Lean Sensei, Stanford Children's Health, Palo Alto, California, USA.** Denise is an experienced Lean Practitioner in healthcare and government and was part of the pioneering team who translated Lean Thinking to healthcare at Flinders Medical Centre. As the 'pull' for lean thinking increased in healthcare across the globe, Denise went on to teach and support many healthcare organisations in their learning and application of the approach. In 2009, Denise took on a new challenge at City of Melbourne, translating what she had learned for the local government setting, focussing on capability development across the organisation. During this time Denise had the opportunity to bring together the planning (purpose), organisational development (people) and process (improvement) teams and learned what could be achieved by aligning the work of these teams. In May 2015, Denise returned to healthcare as the internal Lean Sensei at Stanford Children's Health (SCH). Five years into their improvement journey, SCH has established a strong lean daily management system, providing a great foundation for problem solving, progressing towards goals and learning. Denise's coaching work at SCH includes a focus on patient flow, helping them respond to their growing increase in demand. Denise in turn is learning about the opportunities and challenges within the US health system, and of course continues to learn daily about Lean Thinking.

**Ken Millar, Vice President Fixed Wing, Airbus Group Australia Pacific, Australia.** Ken spent 24 years as an engineer in the Royal Australian Air Force before joining Airbus Group Australia Pacific (formerly Australian Aerospace). Ken filled a variety of posts with the RAAF including: Commanding Officer, Strike Reconnaissance Logistics Management Unit, Chief Engineer, Maritime Patrol Systems Program Office, Test Director and Engineering Manager, P-3 Avionics Update Program, Career Manager for Wing Commander Engineers and Logisticians and Flight Test Engineer at the Aircraft Research and Development Unit. Ken joined Airbus Group Australia Pacific in January 2006 and spent 6.5 years as the Director, P-3 Program. The P-3 program delivers a wide range of Through Life Support services to the AP-3C Orion including deeper maintenance, engineering, supply chain management, and support to the P-3 Block Upgrade Program. Ken commenced the role of Vice President Fixed Wing with Airbus Group on 29 June 2012 and became responsible for the P-3 Orion and C-130J Hercules Programs. Since assuming the Vice President role Ken has overseen significant growth of the Fixed Wing business, including the Indonesian C-130 and C-27J Programs and the business Safe Air. In 2015 Ken led the acquisition of Safe Air by Airbus Group Australia Pacific. Safe Air compliments the existing strengths of the Fixed Wing business as a provider of comprehensive Through Life Support services. The Fixed Wing Business comprises more than 600 staff across 6 sites.

**Seamus Power, Lean Transformation Leader, Australia.** Seamus began his lean journey in Japan in the 1980's while working for Yazaki Corporation, a major tier 1 automotive supplier. In addition to Japan, Seamus has worked in a number of European and Asian countries. Seamus now calls Australia home. Seamus has lead several lean transformations in different industries, countries and organisations. He has held senior leadership positions including Managing Director and General Manager roles as well as his most recent role as Executive General Manager leading the transformation program at energy infrastructure company, Jemena. Seamus was Director of Manufacturing at Autoliv Asia for 3 years, responsible for the lean transformation of 23 facilities across Asia and the associated supply chain, with 2 of those facilities going on to be awarded Shingo Prizes. Following many years in the Automotive industry Seamus has gained experience in Consumer Goods and Energy utilities which has deepened his lean knowledge while testing and improving his approach to lean transformation.

**Michael Schembri, Head of Information Systems Fuji Xerox, Australia.** Michael has had over 20 years' experience in IT and Professional Services experience with organisations ranging from tech start-up through to multinational corporations. Seven years ago he joined a small start-up and using Agile practices, they developed a new industry leading application suite in record time, in part as a result of the team's success they were acquired by a Fuji Xerox subsidiary. As Michael became responsible for larger and larger technical service teams, he sought to scale Agile management/thinking/practice into these environments and began to discover gaps/challenges with using just Agile thinking particularly to manage large high transaction environments like Help or Service Desk environments...enter Lean thinking. At Fuji Xerox Australia Michael's focus now is transforming the service culture of the Information Services Division first and then championing Agile/Lean practices to the rest of the organisation. Michael also now serves as Chair for a mid-size NFP and has started to see great value from leveraging Agile and Lean practices in this organisation. Michael will share a very practical view of his experiences implementing Agile and Lean practices as 'positive ghetto' within a local division of a large, highly successful, global corporation.



### Preliminary Program

#### TUESDAY 31 MAY – SITE VISITS & WORKSHOPS

(Each individual site visit will be followed by a focussed half day workshop)

**Toyota** – The plan for this visit is to break into small groups, each of which will focus on an area manufacturing a range of parts that are delivered to other areas in the Altona complex. Everyone will be able to see in operation the people and process aspects of the Toyota Production System. The visit will be followed by an interactive workshop during which the integrated approach to successfully applying the Toyota Way in an Australian workplace, including Policy Deployment and Manager/Supervisor Standard Work, will be explored. *Lean Enterprise Australia will be contributing all fees for this visit (less costs) to a charity of Toyota's choice.*

**Eastern Health** – This one day site visit and workshop will focus on daily operating standard work in practice at Eastern Health with a combination of spending time on a ward with the manager and some front line staff followed by a facilitated discussion on application to a non-health or other healthcare organisation. Each of the elements in the workshop will be a combination of the Eastern Health approach along with practical elements.

**National Australia Bank**

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# Preliminary Program

## TUESDAY 31 MAY – FULL DAY WORKSHOP

### Introduction to Lean – Alister Lee, Vice President, Lean Enterprise Australia

This is an introduction to the key principles and tools of Lean Thinking, using a simulation exercise, lectures and video. This workshop traces the evolution of improvement methods through to the latest thinking and how this is practically applied through many different industries. The Lean Transformation Framework is used to assist participants to plan how to implement Lean within their own organisations. Through instruction, discussions, group activities, and hands-on exercises, this workshop will give participants a good understanding of how Lean thinking is applied in practice.

## WEDNESDAY 1 JUNE – PLENARY DAY

<b>0900 – 1050</b>	<b>Plenary Session A - Leading with Respect</b>
0900	<b>Kathy Alexander</b> Opening & Welcome
0910 – 0955	<b>Michael Ballé, Lean Management Practitioner, Business Writer and Author, France</b> Leading With Lean
0955 – 1040	<b>Ken Millar, Vice President Fixed Wing, Airbus Group Australia Pacific, Australia</b> Leadership Lessons from the Airbus Group Australia Lean Journey
1040 – 1050	<b>Lynne Cazaly, Australia</b> Leading With Respect - Illustrations by Lynne Cazaly
<b>1050 – 1120</b>	<b>MORNING TEA</b>
<b>1120 – 1300</b>	<b>Plenary Session B – Australian Experience</b>
1120 – 1205	<b>Martin Nelson, Divisional Manager, Quality Control, Toyota Motor Corporation, Australia</b> Last Car, Best Global Car
1205 – 1250	<b>Seamus Power, Lean Transformation Leader, Australia</b> The Elements of Successful Lean Transformations – Lessons Learned Across Multiple Industries and Organisations
1250 – 1300	<b>Lynne Cazaly, Australia</b> Australian Experience - Illustrations by Lynne Cazaly
<b>1300 – 1350</b>	<b>LUNCH</b>
<b>1350 – 1530</b>	<b>Plenary Session C – Learning to Manage with Lean Thinking</b>
1350 – 1520	<b>Denise Bennett, Lean Sensei, Stanford Children's Health, Palo Alto, California, USA &amp; Terry Platchek, Medical Director for Performance Improvement, Lucile Packard Children's Hospital, Stanford University, USA</b> Learning to Manage with Lean Thinking
1520 – 1530	<b>Lynne Cazaly, Australia</b> Learning to Manage with Lean Thinking - Illustrations by Lynne Cazaly
<b>1530 – 1550</b>	<b>AFTERNOON TEA</b>
<b>1550 - 1730</b>	<b>Plenary Session D – Lean Goes Digital</b>
1550 – 1625	<b>Michael Schembri, Head of Information Systems Fuji Xerox, Australia</b> Lean in IT
1625 – 1710	<b>Nigel Dalton, CIO, REA Group, Australia</b> Exploring New Frontiers in the Digital World
1710 – 1720	<b>Lynne Cazaly, Australia</b> Lean Goes Digital - Illustrations by Lynne Cazaly
1720 – 1730	<b>Peter Walsh, President, Lean Enterprise Australia</b> Reflection and Call to Action
<b>1730</b>	<b>WELCOME RECEPTION</b>

## THURSDAY 2 JUNE – LEARNING LABS

<b>0830 - 1030 LEARNING LABS – SESSION 1 – CASE STUDIES</b>			
<b>1 A – Healthcare Panel</b>	<b>1 B – Service Panel</b> <i>Parokes Shire Council &amp; Homestart</i>	<b>1 C – Manufacturing Panel</b> <i>Airbus &amp; Treasury Wine Estate</i>	
<b>1030 – 1100 MORNING TEA</b>			
<b>1100 - 1300 LEARNING LABS – SESSION 2 – PLENARY SPEAKERS</b>			
<b>2 A - Michael Ballé, Lean Management Practitioner, Business Writer and Author, France</b> Lead With Lean	<b>2 B - Jack Hobbs &amp; Doug Rickarby, Toyota, Australia</b> Deploying Strategy Using Hoshin	<b>2 C - Denise Bennett, Lean Sensei, Stanford Children's Health, Palo Alto, California, USA &amp; Terry Platchek, Medical Director for Performance Improvement, Lucile Packard Children's Hospital, Stanford University, USA</b> Designing Implementing & Improving a Daily Management System	<b>2 D - Ben Chopping, TWI, Australia</b> Using TWI to Develop Best Practices
<b>1300 – 1400 LUNCH</b>			<i>Poster Display to be held over the lunch break</i>
<b>1400 - 1600 LEARNING LABS – SESSION 3 – NEW THINKING</b>			
<b>3 A – Agile</b>	<b>3 B – Lean Start Up</b>	<b>3 C – Human Centred Design</b>	<b>3 D - Metrics &amp; Analytics</b>
1600 – 1630	<b>Michael Ballé, Lean Management Practitioner, Business Writer and Author, France</b> Reflection and Call to Action Bringing together the learning from across the day with a focus on how we can apply what we have learned		

## FRIDAY 3 JUNE – FULL DAY WORKSHOPS

<b>0900 - 1600</b>			
<b>Workshop 1 – The Way To Lean</b> Michael Ballé, France	<b>Workshop 2 - The Lean Transformation Framework</b> Jack Hobbs, Doug Rickarby & Alister Lee, Australia	<b>Workshop 3 – Visual Facilitation</b> Lynne Cazaly, Australia	<b>Workshop 4 – Designing Implementing &amp; Improving a Daily Management System</b> Denise Bennett, USA & Terry Platchek, USA