

LEAN THINKING & PRACTICE SUMMIT PROGRAM

Tuesday 5 May - Site Visits & Workshops

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

Toyota

This visit will focus on an area manufacturing a range of parts that are delivered to other parts of the Altona complex. It is small enough that everyone will be able to see in operation the **people** and **process** aspects of the Toyota Production System and it is an excellent example. 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 Manager/Supervisor Standard Work, will be explored.

City of Melbourne

This one day site visit will focus on Visual Practice in this Local Government Setting. The site tour and workshop will demonstrate the way many diverse businesses and services within the organisation have used visual practice to support improvement work. The tour will include all key service streams at the City of Melbourne. The workshop will outline a model for thinking about Visual Practice and discuss the relevance for other sectors and business streams.

Eastern Health

This one day site visit and workshop will provide participants with the opportunity to understand the approach Eastern Health has taken to create an organisation where improvement is a key priority. Areas of focus will include Daily Operating Standard Work and Visual Management. The workshop will explore Eastern Health's approach to Performance Excellence, including how this large organisation has developed staff capability across all levels and staff groups.

Registration places are limited so please book early to avoid disappointment. Remember you can take advantage of the LEA Gold Pass and maximise learning over four days!

Wednesday 6 May - Plenary Day

0900	Opening
0910-1000	Doug Rickarby, Toyota, Australia Improving Improvement - the Toyota Australia Story
1000-1050	Dave Brunt, LEA, UK Leadership Lessons from Transforming Sales and Service
1050-1120	Morning Tea
1120-1200	Katie Anderson, Leadership Coach, USA Leading Daily Improvements
1200-1240	Dr Carlos Frederico Pinto, Instituto de Oncologia do Vale, Brazil Improving Patient Care, Improving the Business
1240-1340	Lunch
	New Frontiers for Lean Thinking in Australia
1340-1420	Tudor Maxwell, Suncorp, Australia Lean & Agile: Harnessing the Synergies to Deliver Improvement
1420-1440	Flavia Tata Nardini, Launchbox, Australia Lean Startup - It Is Rocket Science!
1440-1500	Brad Byrnes, Parkes Shire Council, Australia Parkes Shire Council and Lean Thinking: We Know we can Sprint but can we do the Marathon?
1500-1520	Panel Discussion
1520-1530	Afternoon Tea
1530-1620	Mark Reich, LEI, USA Power of Personal PDCA(Self-Reflection) and how to Coach It
1620-1650	Dave Brunt, LEA, UK Lean Transformation at Halfway Toyota, Capetown
1650-1730	Where to From Here? Preparing for Another Year of Improvement.
1730	Welcome Reception

Thursday 7 May - Learning Labs - Session 1

0830-1030

Mark Reich, LEI, USA Improving the Hoshin Process	Dave Brunt, LEA, UK Lean Thinking for Sales	Tudor Maxwell, Suncorp, Australia Lean & Agile - Better Together?
This Learning Lab will focus on Hoshin Planning and alignment. It will start with the fundamentals of hoshin thinking and practice with examples of how it can be applied in different organisations and industries. We will use a case study to help the audience learn the basic mechanics of hoshin including how to write a hoshin objective, activity and target at the company level and how to break it down to the departmental (or next level) in the organisation. Finally, we will consider what process and management system is needed to make this successful in your organisation.	The use of Lean Thinking in sales is a relatively new area of research. Building upon the work we published in our book "Creating Lean Dealers" in 2007, we now have a number of examples of dealers applying Lean Thinking across their businesses. Whilst these organisations started in service and repair each has found that Lean Thinking applies to sales and we have found that the lessons can be applied to all kinds of sales organisations. This learning lab will explore the use of lean in sales - sharing the generic principles, practical applications and demonstrating the benefits that have been achieved.	Information technology has driven many improvements in processes across all industries. The results are most compelling when organisations learn how to deliver transformational change, technological innovation and process improvement in concert. The Lean and Agile teams at Suncorp have joined forces and discovered synergies that will be discussed at this workshop.

1030-1100 Morning Tea

Learning Labs - Session 2

1100-1300

Ben Chopping, TWI, Australia Using TWI to Develop Best Practices	Improving Improvement to Support Lean Transformation - Panel Session Three Organisations will Share Their Approach to Improving Improvement	Angie Nicholson and Kristy Hall, City of Melbourne, Australia Using 70:20:10 Learning to Build Lean Capability
How do we get people to use the most effective way of working? This simple but challenging question is the focus of standard work, one of the foundation elements of Lean. It is not surprising that "Training Within Industry" (TWI) is making a comeback. This session will give participants practical skills in Job Instruction.	This session will feature a panel of leading Lean Practitioners whose organisations have undertaken major Lean Transformations. The framework of the Lean Transformation model (strategy, process improvement, capability development, management systems / leadership behaviour and culture) will be used to share practical ideas for better results. Delegates will take an active role in the session.	In this session delegates will learn about how City of Melbourne has applied the 70:20:10 thinking model and its principles of EXPERIENCE, EXPOSURE & EDUCATION into Lean Learning initiatives. Delegates will experience the 70:20:10 development model in action and see how the approach can support the effective learning of standard work.

1300-1400 Lunch

Learning Labs - Session 3

1400-1600

Mark Reich, LEI, USA Improving the Hoshin Process	Flavia Tata Nardini, Launchbox, Australia Developing New Products and Services Using Lean Startup	Dave Brunt, LEA, UK Lean Thinking for Sales
This Learning Lab will focus on Hoshin Planning and alignment. It will start with the fundamentals of hoshin thinking and practice with examples of how it can be applied in different organisations and industries. We will use a case study to help the audience learn the basic mechanics of hoshin including how to write a hoshin objective, activity and target at the company level and how to break it down to the departmental (or next level) in the organisation. Finally, we will consider what process and management system is needed to make this successful in your organisation. <i>Repeat of morning Learning Lab</i>	The Lean Startup movement has not only gained traction within entrepreneurial enterprises, but has spread to established businesses seeking to stay ahead of the fast changing competition. In this session, Flavia will be joined by a panel of experts to discuss ways that Lean Startup methods can be used to develop new products and services.	The use of Lean Thinking in sales is a relatively new area of research. Building upon the work we published in our book "Creating Lean Dealers" in 2007, we now have a number of examples of dealers applying Lean Thinking across their businesses. Whilst these organisations started in service and repair each has found that Lean Thinking applies to sales and we have found that the lessons can be applied to all kinds of sales organisations. This learning lab will explore the use of lean in sales - sharing the generic principles, practical applications and demonstrating the benefits that have been achieved. <i>Repeat of morning Learning Lab</i>

1600-1630 Afternoon Tea & Close

Friday 8 May - Full Day Workshops

0900-1600

Lean Transformation <i>Mark Reich, USA & Doug Rickarby, Australia</i>	Seeing the Whole <i>Dave Brunt, UK</i>	Visual Facilitation <i>Lynne Cazaly, Australia</i>
Successful transformation calls for a situational approach that is based on innovating key dimensions of any organization through addressing a series of questions. These questions are fractal—meaning that the same questions apply whether working at the macro enterprise level or the level of individual responsibility as you dive progressively deeper into each dimension. But, while the transformation model that has emerged through years of experience is situational, the nature of the questions represent a clear point of view: If an organization fails to address each question, and with a sense of how each relates to the others, the transformation is headed for trouble.	To truly unlock the strategic competitive advantage of delivering value to customers it is often necessary to develop highly responsive supply chains. This one-day workshop provides key insights for leaders to see the whole value stream and the huge hidden potential for improvement. Lean Enterprise Academy's research and work in this area shows that it is common to find that nearly 90 percent of the actions and 99.99 percent of the time required for a value stream's current state create no value. Senior leaders in organisations and supply chain professionals with some experience of value stream mapping who have been into lean but are looking to go beyond the boundaries of their firm should attend this workshop.	Lynne Cazaly, speaker and author facilitates a value packed workshop for facilitators and leaders who want to develop their visual mojo. You don't need to be artistic to attend this workshop but if you train, present, run meetings you will find visual facilitation will transform your skills. Put away those PowerPoint slides and look for new ways to communicate. Visual facilitation will also support the way you approach visual management within your organisation.

LEAN THINKING & PRACTICE

2015 AUSTRALASIAN SUMMIT

5 – 8 May 2015

Pullman on the Park Melbourne

www.lean.org.au



IMPROVING
IMPROVEMENT

Lean Enterprise Australia will be doing things differently in 2015, 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 2015 is Improving Improvement. How can we deliver better value in our improvement work? 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 the local Toyota Story, where decades of continuous improvement experience have yielded a wealth of knowledge and a deep understanding of what it really takes to improve.

This year the Australasian Lean Healthcare Network will again participate in the event and we look forward to learning more about what has improved in healthcare as a result of Lean Thinking and Practice.

Summit Program

Day 1 - Tuesday 5 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 6 May: Our Combined Plenary event is reserved for our keynote and guest speakers and will challenge delegates on how we can increase the impact our improvement efforts deliver.

Day 3 - Thursday 7 May: 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. **The Australasian Lean Healthcare Network** will also convene a one day symposium.

Day 4 - Friday 8 May: Complete the week with a **full or half day workshop** to deepen your knowledge and experience in specific topic areas.

Key Dates

Early Bird Registration Opens
30 January 2015

Early Bird Registration Closes
14 April 2015

Keynote Speakers

Dave Brunt, Chief Executive, The Lean Enterprise Academy, UK. Dave has been both applying and researching Lean Thinking since 1990. Dave manages activities at the Lean Enterprise Academy and supports companies with their Lean transformation. Dave has worked with Dan Jones since 1997 and during that time he has been involved in both pioneering research into Lean thinking and the practical implementation of Lean practice. He has walked, mapped, taught and coached Lean in over 500 value streams across almost every conceivable environment - from manufacturing to service sectors in businesses such as steel production, vehicle and component assembly, FMCG, retailing, banking and financial services. Dave spent over three years as the Porsche Verbesserungs Process Manager at Porsche Cars Great Britain and explored the application of Lean Thinking in after sales, used car processing and parts operations. His work on lean dealer operations formed the basis for several chapters in James P Womack and Daniel Jones' book, "Lean Solutions" and led to him writing "Creating Lean Dealers - the Lean route to satisfied customers, productive employees and profitable retailers" with John Kiff (2007). Dave also helps a growing number of dealers around the world successfully implement Lean thinking and practice, including Halfway Toyota, a dealership in Capetown, South Africa. Dave has an MBA from Cardiff Business School where he specialised in Lean and supply chain management. We are delighted to have Dave as a keynote speaker at our Summit in 2015.

Doug Rickarby, Divisional Manager, Manufacturing, Toyota Motor Corporation Australia. Doug is a career veteran of Toyota Australia with more than 35 years of experience. In his current position as Divisional Manager, Manufacturing, he is responsible for overall leadership of the company's manufacturing operations and oversees the production of approximately 100,000 Camry, Camry Hybrid and Aurion vehicles each year for domestic and export markets. Despite the announced withdrawal from manufacturing by the end of 2017, Toyota Australia's Altona plant is performing at globally competitive levels under the guidance of Doug and the senior management team. Doug's vast knowledge and experience of the Toyota Production and Management Systems has been developed over many years where he has undertaken lead roles in different facets of the business to develop capability and performance and to guide and mentor Manufacturing areas, external Suppliers and Non-Manufacturing Divisions. Prior to his role as Divisional Manager, Doug has held a number of different positions throughout the company. He commenced his career in 1979 as a cadet engineer at Australian Motor Industries, the then contract manufacturer of Toyota. On completion of the cadetship he was teamed with one of the first Japanese engineers to work outside of Japan in applying the Toyota Production System in a western culture, to better understand the challenge of expansion in the US and Europe. During this period, Doug was involved in many firsts for the industry and focused on the foundations of the Toyota Production System. This included setting up tools, such as supplier Kanban operation, Andon systems and standardized work, as well as the management concepts and disciplines to engage all levels in the continuous improvement process. This practical experience and strong conceptual knowledge led to Doug conducting the internal training to align the various cultures as Toyota consolidated its businesses in Australia in the late 80's and entered into a joint venture with General Motors. Doug initiated the supplier development program during this period before moving to the Human Resources Division to lead the National Training Team to further develop the culture of the organisation and to lead the Toyotaisation of the former GM Plant at Dandenong. Toyota remains committed to fostering a highly engaged workforce and demonstrating the true spirit of kaizen as they continue to achieve even higher levels of performance towards their goal of making 'the last car the world's best car'.

Mark Reich, Chief Operating Officer, Lean Enterprise Institute, USA. As a hands-on general manager of the Toyota Production System Support Center (TSSC), Mark directly implemented the Toyota Production System (TPS) or managed its implementation in a variety of industries, including automotive, food, furniture, and healthcare, among others. Mark spent a total of nine years at TSSC, established by Toyota to share TPS know-how with North American companies. He transitioned TSSC from for-profit to non-profit status so it could better support its original mission to strengthen North American manufacturing and help any organisation interested in implementing TPS. He also expanded the client base beyond manufacturing to hospitals, schools, low-income food distribution, and other nationally prominent non-profits. Mark also held a number of posts in Japan and North America. He was assistant general manager of the corporate strategy division where he managed and implemented Toyota's North American strategic (hoshin) process, designed jointly with Toyota's Japan headquarters. He launched efforts to strengthen Toyota Way principles in administrative areas in North America and facilitated the integration of its design and manufacturing organisations. The LEA organising committee is excited that Mark is able to join us once again in his second ever trip to Australia!

Katie Anderson, Lean Leadership Coach & Performance Improvement Specialist, USA. Katie has over 15 years of experience leading change in healthcare operations and policy. For the past nine years, Katie has led Lean transformations at a variety of healthcare organisations. During this period, she has held senior internal Lean leadership positions in two prominent California healthcare organisations. Katie was the Director of the Lean Promotion Office at the Palo Alto Medical Foundation (PAMF), a Sutter Health affiliate, in the San Francisco Bay Area. At PAMF, she led the development of the internal Lean consulting practice and the PAMF Lean management system and was an early leader of Sutter Health's Lean system. From 2006-12, Katie was a Director in the Performance Improvement Department at Lucile Packard Children's Hospital where she helped launch their Lean transformation. In 2013, Katie started her own independent consulting practice focused on leadership coaching, A3 problem solving thinking, strategy deployment, and the development of internal infrastructure and capabilities to support Lean transformations. Katie is a faculty member of the Thedacare Center for Healthcare Value, with a focus on A3 thinking and Lean coaching and she also spent four years in Australia from 2002-06 as a Fulbright Scholar and a Senior Consultant in PricewaterhouseCooper's Health Advisory Group. Katie has been an invited speaker at national and international conferences on Lean in healthcare and has co-authored multiple publications on Lean, healthcare quality, and health policy. She is a Board Committee member at El Camino Hospital (California) where she advises on patient quality and service and the development of their Lean system.

For more information contact:

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