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 the company’s Lean transformation process and the application of Lean thinking in manufacturing and customer service.

**City of Melbourne**
- This one day site visit will focus on Lean Practice in this Local Government Setting. The site tour and workshop will demonstrate the many diverse services and businesses within the organisation that have used Lean 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 Lean Practice and discuss the relevance for other sectors and business streams.

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

**0900-1000** Doug Rickaby, Toyota, Australia
- Improving Improvement – the Toyota Australia Story

**1000-1050** Dave Brutn, 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 Oecologia do Vale, Brazil
- Improving Patient Care, Improving the Business

**1240-1340** Lunch

**1340-1420** New Frontiers for Lean Thinking in Australia

**1420-1440** Flavia Tata Nardini, Launchbox, Australia
- Lean Start-up – It’s 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 Brutn, LEA, UK
- Lean Transformation at 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

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, actively 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.

**Dave Brutn, LEA, UK**
- Lean Thinking for Sales

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.

**Tudor Maxwell, Suncorp, Australia**
- Lean & Agile - Better Together?

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 T2W to Develop Best Practices

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 fundamental 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.

**Flavia Tata Nardini, Launchbox, Australia**
- 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

In this session delegates will learn about how the City of Melbourne has applied the 70:20:10 model to apply the effective learning of standard work.

**1300-1400** Lunch

**Learning Labs - Session 3**

**1400-1600**

**Mark Reich, LEI, USA**
- Improving the Hoshin Process

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, actively 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.

**Flavia Tata Nardini, Launchbox, Australia**
- Developing New Products and Services Using Lean Start-up

The Lean Start-up 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 discussing ways that Lean Start-up methods can be used to develop new products and services.

**Dave Brutn, LEA, UK**
- Lean Thinking for Sales

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.

**1500-1520** Panel Discussion

**1530-1620** Afternoon Tea

**1620-1650** Mark Reich, LEI, USA
- Lean Transformation at Halfway Toyota, Capetown

**1650-1730** Where to From Here? Preparing for Another Year of Improvement.

**1730** Welcome Reception

### Friday 8 May - Full Day Workshops

**Lean Transformation**

**Mark Reich, USA & Doug Rickaby, Australia**
- 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.

**Visual Facilitation**

**Lynne Cazaly, Australia**
- 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.

** Seeing the Whole**

**Dave Brutn, UK**
- 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.

**Repeat of morning Learning Lab**

**1630-1630** Afternoon Tea & Close

**0900-1600**

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LEAN THINKING & PRACTICE
2015 AUSTRALASIAN SUMMIT
5 – 8 May 2015
Pullman on the Park Melbourne
www.lean.org.au

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 at the Porsche Verbeensung 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 him to 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 cadre 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 organization 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 (toshin) 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 Centre 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 PricewaterhouseCoopers 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.

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