

# Lean Transformation: Practical Next Steps

## Lean Summit 2014

As part of our mission to help organisations with their Lean journeys the Lean Enterprise Academy is holding its annual UK Lean Summit at Chesford Grange Hotel, Kenilworth.

Our first UK Lean Summit was held in 1997 and since that time we have held a Summit each time we have felt that there was something important for the Lean Community to hear.

- **6 Presentations**
- **9 Learning Sessions**
- **3 Lean Masterclasses**

### The purposes of the Summit are as follows:

- To raise consciousness of the latest developments in Lean Thinking and Practice
- To provide insight into practical ways to get started, deepen or enhance your Lean journey
- To enable participants to build their own network of Lean Thinkers

### We do this by:

- Bringing together the best Lean practitioners and sensei in the Lean world for participants to learn from
- Building time into the programme for participants to network
- Providing pre-Summit workshops on leading edge topics
- Enabling groups from the same organisations to come to the Summit to learn together

### Key questions for this year's UK Lean Summit:

- What does it take to move beyond legacy assets and mind-sets to involve users in creating new lean solutions?
- How to build a management system to spread lean across the organisation?
- How to develop leaders to implement, sustain and expand lean transformation?
- How to develop problem solving capability in the organisation?
- What are the key elements of Lean transformation?
- What is the role of a lean team in a successful transformation?
- What are the key lessons learned from applying Lean Thinking in different sectors (Government, Health, Industry, Retail and Service) both internally and across the Supply Chain?
- Where does lean go next?

**This is a unique opportunity for the Lean Enterprise Academy's community to come together.**

### *Comments from previous summits:-*

*Simply brilliant, experiential learning at its best*

*The only forum for real exposure and learning regarding Lean*

*It's powerful, interesting and the only Lean Summit I know of happening in Europe at this level*

*Great conference probably the best I have attended due to the calibre of content and presentations.*

*I always go away with at least 1 insight that helps me up the next step the next day - learning into action!*

# Lean Transformation: Practical Next Steps

## Lean Summit 2014

Lean Summit 2014: Day 1  
Tuesday 18<sup>th</sup> November

09.00 – 09.10	Introduction <b>David Brunt</b> , <i>Chief Executive, LEA</i>	
09.10 – 09.50	Beyond Legacy Assets and Mind-Sets: Involving Users in Creating New Lean Solutions <b>Daniel T Jones</b> , <i>Chairman, LEA</i>	
09.50 – 10.30	Spreading Lean across Health and Government: the Saskatchewan Experiment <b>Dan Florizone</b> , <i>Deputy Minister of Education, (former Deputy Minister of Health), Government of Saskatchewan</i>	
10.30 – 11.00	Coffee, Tea & Networking	
11.00 – 13.00	<b>LEARNING SESSIONS 1 (choose one)</b>	
	Developing Problem Solving Capability <b>Mark Davies</b> , <i>Senior Manager</i> & <b>Keith Edwards</b> , <i>Section Manager, Toyota Lean Management Centre</i>	
	Creating and Managing Successful Projects using Oobeya and Visual Management <b>Sandrine Olivencia</b> , <i>Lean Coach, Operae Partners and European Lean IT Summit Organiser</i>	
	Developing Lean Leaders <b>Peter Watkins</b> , <i>Operational Systems &amp; Business Excellence - Global Director</i> & <b>David Marriott</b> , <i>Lean Enterprise &amp; Quality Director GKN</i>	
	Saskatchewan Experiment – Health, Education, 3P and the Role of the Lean Team <b>Daniel T Jones</b> , <i>Chairman, LEA</i> & <b>Dan Florizone</b> , <i>Deputy Minister of Education, (former Deputy Minister of Health), Government of Saskatchewan</i>	
13.00 – 14.15	Lunch	
14.15 – 16.15	<b>LEARNING SESSIONS 2 (choose one)</b>	
	Developing and Deploying Hoshin Kanri at Jaeger Toyota <b>John Kiff</b> , <i>Lean Coach, LEA</i> & <b>Torgeir Halvorsen</b> , <i>Managing Director, Jæger Automobil A/S</i>	
	Building a Management System for Health and the Public Sector <b>Marc Baker</b> & <b>Ian Taylor</b> , <i>Lean Coaches, LEA</i>	
	How to work End-to-End across the Supply Chain <b>Steve Warren</b> , <i>Director SC Development, Akzo Nobel Paints</i>	
	The Role of the Lean Team in a Transformation <b>Ken Andrew</b> , <i>Head Lean Principles and Sustainability, RBS</i>	
16.15 – 16.50	Coffee, Tea & Networking	
16.50 – 17.30	Developing Lean Leadership Capability at GKN <b>Peter Watkins</b> , <i>Operational Systems &amp; Business Excellence - Global Director, GKN</i>	
19.00 – 23.00	Networking Reception	

# Lean Transformation: Practical Next Steps

## Lean Summit 2014

Lean Summit 2014: Day 2  
Wednesday 19<sup>th</sup> November

08.30 – 08.40	Introduction <b>David Brunt</b> , <i>Chief Executive, LEA</i>	
08.40 – 09.20	Lean Retailing – Transforming Car Retail in South Africa <b>Terry O'Donoghue</b> , <i>Chief Operating Officer, Halfway Toyota</i>	
09.20 – 10.00	Developing Lean Transformations <b>David Brunt</b> , <i>Chief Executive, LEA</i>	
10.00 – 10.30	Coffee, Tea & Networking	
10.30 – 12.30	<b>LEARNING SESSIONS 3 (choose one)</b>	
	Developing Problem Solving Capability <b>Mark Davies</b> , <i>Senior Manager</i> & <b>Keith Edwards</b> , <i>Section Manager, Toyota Lean Management Centre</i>	
	Creating and Managing Successful Projects using Oobeya and Visual Management <b>Sandrine Olivencia</b> , <i>Lean Coach, Operae Partners and European Lean IT Summit Organiser</i>	
	How to work End-to-End across the Supply Chain <b>Steve Warren</b> , <i>Director SC Development, Akzo Nobel Paints</i>	
	The Role of the Lean Team in a Transformation <b>Ken Andrew</b> , <i>Head Lean Principles and Sustainability, RBS</i>	
12.30 – 13.30	Lunch	
13.30 – 15.30	<b>LEARNING SESSIONS 4 (choose one)</b>	
	Developing and Deploying Hoshin Kanri at Jæger Toyota <b>John Kiff</b> , <i>Lean Coach, LEA</i> & <b>Torgeir Halvorsen</b> , <i>Managing Director, Jæger Automobil A/S</i>	
	Building a Management System for Health and the Public Sector <b>Marc Baker</b> & <b>Ian Taylor</b> , <i>Lean Coaches, LEA</i>	
	Developing Lean Leaders <b>Peter Watkins</b> , <i>Operational Systems &amp; Business Excellence - Global Director</i> & <b>David Marriott</b> , <i>Lean Enterprise &amp; Quality Director GKN</i>	
	Where does Lean go next? Discussion with the Founders <b>Daniel T Jones</b> , <i>Chairman, LEA</i> & <b>Jim Womack</b> , <i>Senior Advisor, LEI</i>	
15.30 – 16.00	Coffee, Tea & Networking	
16.00 – 16.40	Lean Enterprise: Starting Up, Growing Up & Starting Over <b>Jim Womack</b> , <i>Senior Advisor, LEI</i>	

# Lean Transformation: Practical Next Steps

## Lean Summit 2014

Pre-Summit Masterclasses - 09.00 – 17.30  
Monday 17<sup>th</sup> November

### Creating a Lean Transformation

*Dave Brunt, Chief Executive, LEA*



#### Introduction

In January 2014, John Shook shared the Lean Transformation Model – the model the Lean Enterprise Institute, the Lean Enterprise Academy and members of our Lean Global Network have been developing to guide transformations with our partner companies, large and small, across a wide range of industries. <http://www.lean.org/LeanPost/Posting.cfm?LeanPostId=135>

We explore each of the five areas of the model – facilitating discussion around the obstacles required to close gaps between each organisation's current state and the proposed target condition.



#### Objectives

The purpose of this workshop is:

- To provide a framework for Lean Transformation
- To explore the five areas of the Lean Transformation Model
- To develop personal and team action plans

Topics that will be examined include:

- Developing organizational purpose
- Steps and activities organizations can take to improve the actual work
- Building organizational capability for lean
- Understanding the leadership behaviours required to lead and support lean transformation
- The basic thinking, mindset and assumptions comprising culture
- Failure Mode Effects Analysis of Lean transformation

#### Benefits

Through instruction, small group discussions, exercises and video workshop participants will:

- Learn about the key elements of a successful lean transformation
- Discuss and reflect on how to go beyond where they are now – to close the next set of gaps in the organization

#### Who Should Attend?

Leaders, management teams and lean teams wanting to examine their lean implementations

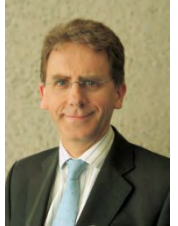
# Lean Transformation: Practical Next Steps

## Lean Summit 2014

Pre-Summit Masterclasses - 09.00 – 17.30  
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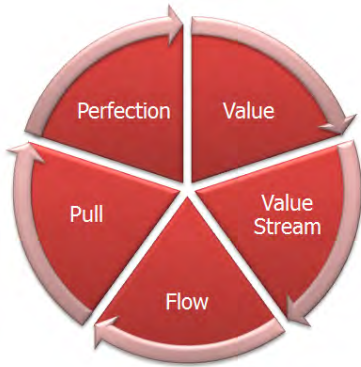
### Key Concepts of Lean

*John Kiff, Lean Coach, LEA*



#### Introduction

LEA has continually conducted experiments to develop ways of explaining the key concepts of lean with higher quality in a shorter lead-time. In this workshop we use a simulation to help any organisation understand the five lean principles - value, value stream, flow, pull and perfection whilst integrating the concepts of purpose, process, people and the scientific method of PDCA.



#### Objectives

The purpose of this workshop is:

- To provide a method to grasp the key concepts of lean in a effective and efficient way
- To show participants the key concepts of how to define and solve business problems at all levels using the PDCA model and to sustain the improvements
- To develop participants' ability to practice or teach lean

Topics that will be examined include:

- Purpose, Process, People and the Lean Transformation Model
- Customer value - Contrasting Customer Satisfaction with Customer Fulfilment
- Value and Waste and the five lean principles
- The 8-Step / PDCA problem solving process including some of the key tools for:
  - Clarifying and breaking down the problem,
  - Grasping the situation including mapping and analyzing the causes
  - Sustaining the gains and revealing other problems

#### Benefits

Through instruction, discussions, a video workshop and a simulation activity, participants will learn the importance of:

- Understanding and focusing on customer value at every step and seeing the link between customer purpose and business purpose
- Resolving problems in a structured way
- Using PDCA to sustain the improvements effectively

#### Who Should Attend?

Individuals with little to moderate experience of lean who are looking to increase their understanding. Managers who want an understanding of the total scope of implementing lean. Managers who want to improve their communication of lean.



# Lean Transformation: Practical Next Steps

## Lean Summit 2014

Pre-Summit Masterclasses - 09.00 – 17.30  
Monday 17<sup>th</sup> November

### Making Hospital Work

*Marc Baker and Ian Taylor, Lean Coaches, LEA*



#### Introduction

After over six years of working with many healthcare organizations, Ian Taylor and Marc Baker had learned what works and what does not work in healthcare (and why). In 2009 this was codified into their book 'Making Hospitals work' Five years on, and given the pressures now being experienced globally in healthcare, the messages contained in their book are now more relevant than ever. These days Ian and Marc rarely have the time to present their 'up to date' findings in a workshop format. As a result this presents a scarce opportunity to attend this workshop.



#### Objectives

This workshop will help hospital management teams to answer the following questions:

- What are the biggest problems in your hospital?
- Do most of your patients go through similar diagnosis and treatment steps?
- How long does the end-to-end patient journey take - and how long could it take?
- What is the demand to get into your hospital – and how long do patients have to wait?
- How could you eliminate most of the waiting time within and between departments in your hospital?
- What is the demand to get out of your hospital – and how many patients are ready to go or are in the wrong beds?
- How could these activities be managed visually to track progress and to respond to problems and delays?
- Who will take responsibility for transforming the end-to-end patient journeys through your hospital?

Clinicians use the scientific method to diagnose and treat patients – which is the foundation of evidence based medicine. This workshop will show how we can use the same scientific method to diagnose to the root causes of broken healthcare systems and using evidence based management come up with the appropriate countermeasures to improve the patient experience, relieve the overburden on hospital staff and treat more patients while saving hospitals' resources. It will show how to map the core end-to-end patient journeys and the critical support processes through your hospital and will go through our learning about how lean thinking has to be adapted to a healthcare environment.

#### Benefits

Through instruction, small group discussions and exercises, the workshop will show the participants how to:

- Funnel their organizations' many problems down to their single biggest problem
- Discover their current condition
- Set their target condition
- Establish the root causes of their biggest problems
- Think differently to enable them to come up with and implement their own, carefully planned, successful solutions to their organisations' biggest problems

#### Who Should Attend

We will all experience healthcare at some point in our lives and as a result this workshop will be relevant to people from any sector. You will certainly benefit from this workshop if you are a healthcare executive, physician, nurse, allied health professional, commissioner, or other healthcare provider who wants to move your organisation to become a safer, more effective and efficient provider of patient care.

**TO REGISTER**  
 By Phone +44 (0)1600 890590  
 By Fax +44 (0)1600 890540  
 On-line [www.leanuk.org](http://www.leanuk.org)  
 By Email [events@leanuk.org](mailto:events@leanuk.org)  
 By Post **Lean Enterprise Academy Ltd**  
 The Old Vicarage,  
 Goodrich  
 Ross-on-Wye,  
 Herefordshire  
 HR9 6JE, UK

**Registration form** (Please use a separate form for each participant)

First Name ..... Surname .....  
 Company / Institution .....  
 Job Title .....  
 Address .....  
 Postcode .....  
 Country .....  
 Telephone ..... Fax .....  
 VAT Number .....  
 E-Mail .....

**First 75 delegates to register receive a 10% discount**

**LEAN SUMMIT 2014**  
**Tuesday 18<sup>th</sup> & Wednesday 19<sup>th</sup> November 2014**

Please use the tick boxes to confirm your choices

<b>Registration Fee –</b>	Public Sector (Government Funded)	£750.00	<input type="checkbox"/>
<i>Delegate fees remains the same as 2010, 2011, 2012 &amp; 2013</i>	Private Sector (Excluding Consultants)	£1,000.00	<input type="checkbox"/>
	Consultants	£1,250.00	<input type="checkbox"/>

*The fee includes coffee/tea, lunch and all sessions plus Networking Reception on Tuesday 18<sup>th</sup> November 2014*

**Group rate** - bring 5 people or more to receive a 20% discount

**Networking Reception - 19.00 Tuesday 18<sup>th</sup> November 2014** - Included in registration fee

I WILL attend   
 I will NOT attend

**Accommodation**

*We have reserved limited accommodation at the hotel, at the special rates for room and breakfast shown, which can be booked at the same time as your registration. Please use the tick boxes to the right to book through LEA. If additional nights are required please contact the LEA office on 01600 890590 who will be happy to assist.*

Sunday 16 <sup>th</sup> November	Single @ £92.00	<input type="checkbox"/>	Double @ £100.00	<input type="checkbox"/>	Twin @ £100.00	<input type="checkbox"/>
Monday 17 <sup>th</sup> November	Single @ £92.00	<input type="checkbox"/>	Double @ £100.00	<input type="checkbox"/>	Twin @ £100.00	<input type="checkbox"/>
Tuesday 18 <sup>th</sup> November	Single @ £92.00	<input type="checkbox"/>	Double @ £100.00	<input type="checkbox"/>	Twin @ £100.00	<input type="checkbox"/>

**Discussion Workshop Choices**

<b>Tuesday 18<sup>th</sup> November – Session 1 - 11.00 – 13.00</b>	
Developing Problem Solving Capability	<input type="checkbox"/>
Creating & Managing Successful Projects using Oobeya & Visual Management	<input type="checkbox"/>
Developing Lean Leaders	<input type="checkbox"/>
Saskatchewan Experiment – Health, Education, 3P and the Role of the Lean Team	<input type="checkbox"/>
<b>Tuesday 18<sup>th</sup> November – Session 2 - 14.15 – 16.15</b>	
Developing & Deploying Hoshin Kanri at Jaeger Toyota	<input type="checkbox"/>
Building a Management System for Health and the Public Sector	<input type="checkbox"/>
How to work End-to-End across the Supply Chain	<input type="checkbox"/>
The Role of the Lean Team in a Transformation	<input type="checkbox"/>

<b>Wednesday 19<sup>th</sup> November - Session 3 – 10.30 – 12.30</b>	
Developing Problem Solving Capability	<input type="checkbox"/>
Creating & Managing Successful Projects using Oobeya & Visual Management	<input type="checkbox"/>
How to work End-to-End across the Supply Chain	<input type="checkbox"/>
The Role of the Lean Team in a Transformation	<input type="checkbox"/>
<b>Wednesday 19<sup>th</sup> November - Session 4 – 13.30 – 15.30</b>	
Developing & Deploying Hoshin Kanri at Jaeger Toyota	<input type="checkbox"/>
Building a Management System for Health and the Public Sector	<input type="checkbox"/>
Developing Lean Leaders	<input type="checkbox"/>
Where does Lean go next? Discussion with the Founders	<input type="checkbox"/>

**Special Dietary Requirements:**

Vegetarian / Vegan / Gluten-free / No pork / No beef / No fish / Other:.....

**Specific Needs:** please contact LEA on +44 (0)1600 890590 or email [events@leanuk.org](mailto:events@leanuk.org)

**OPTIONAL PRE-SUMMIT MASTERCLASSES**

<b>Registration Fee</b>	Public Sector (Government Funded)	£375.00	<input type="checkbox"/>
	Private Sector (Excluding Consultants)	£400.00	<input type="checkbox"/>
	Consultants	£425.00	<input type="checkbox"/>

*The fee includes coffee/tea, lunch and two Pre-Summit Masterclass sessions plus Drinks & Canapés on Monday 17<sup>th</sup> November 2014*

**Group rate** - bring 5 people or more to receive a 20% discount

Monday 17<sup>th</sup> November 2014 - 9.00-17.30

**Creating a Lean Transformation - Only 32 Places Available**  
**Key Concepts of Lean - Only 32 Places Available**  
**Making Hospitals Work Only 32 Places Available**

Dave Brunt, Chief Executive, LEA  
 John Kiff, Lean Coach, LEA  
 Marc Baker and Ian Taylor, Lean Coaches, LEA

**Total Fee** £ \_\_\_\_\_  
**Vat @ 20%** £ \_\_\_\_\_  
**Total Amount Payable** £ \_\_\_\_\_

**PAYMENT MUST BE RECEIVED NO LATER THAN 14 DAYS PRIOR TO THE CONFERENCE**  
**BOOKINGS RECEIVED WITHIN 14 DAYS OF THE CONFERENCE MUST BE PAID FOR AT THE TIME OF BOOKING**

**Registration form** *(Please use a separate form for each participant)*

**Payment Information**

**Bank Transfer** to Lean Enterprise Academy Ltd

Lloyds TSB Bank plc, 8 High Town, Hereford, HR1 2AE, UK,

Sort code: 30-80-55      Account Number: 54686660      BIC Ref: LOYD GB 21730

IBAN Number: GB 64 LOYD 30805554686660      VAT Number: GB815606143

**Please note that all bank charges will be paid by the sender**

**Cheque** (in UK pounds) made out to Lean Enterprise Academy Ltd

**Credit Card:**     Mastercard     Visa     AMEX

Credit card number: .....

Expiry Date: .....Card Validation Code: *(last 3 digits on back of card)* .....

**By signing this form I agree to all terms & conditions (available at [www.leanuk.org](http://www.leanuk.org))**

Signed ..... Date .....

**LEAN SUMMIT 2014**

**Fees:** £750+vat (Public Sector) £1000+vat (Private Sector) £1,250+vat (Consultants) UK pounds

The registration fee includes participation in all Summit sessions (excluding the pre-summit masterclasses), Networking Reception on the evening of Tuesday 18<sup>th</sup> November 2014, coffee/tea, and lunches for both Summit days, Tuesday 18<sup>th</sup> and Wednesday 19<sup>th</sup> November 2014.

**OPTIONAL PRE-SUMMIT MASTERCLASSES**

**Fees:** £375+vat (Public Sector) £400+vat (Private Sector) £425+vat (Consultants) UK pounds

The registration fee includes participation in a Pre-Summit Masterclass session, coffee/tea, lunch and Drinks & Canapés reception on Monday 17<sup>th</sup> November 2014.

**Group rate** - bring 5 people or more to receive a 20% discount

**Confirmation, Cancellations and Substitutions**

Once registered, you will receive a confirmation by email.

In the event of cancellation, the following cancellation charges apply:

Cancellation within three months of the Conference 20% of the Booking Charges

Cancellation within one month of the Conference 50% of the Booking Charges

Cancellation within two weeks of the Conference 90% of the Booking Charges

Substitutions may be made at any time free of charge.

**Dress and Weather**

The average temperature in November ranges from 3°C to 9°C. Dress is business casual.

**Hotel**

Chesford Grange Hotel  
Kenilworth  
Warwickshire,  
CV8 2LD  
UK

The Chesford Grange Hotel is set in 17 acres of magnificent grounds near Kenilworth, right in the heart of historic England, close to Shakespeare's birthplace in Stratford-upon-Avon.

It is a short 25 minute taxi ride from Birmingham Airport, or 1.5 hours by train from London.

An ideal place for a short break before or after the Summit.

The bedrooms are equipped with TV, telephone and Internet connection. For relaxation there is a well equipped health & fitness club.

Parking is available at the hotel free of charge for delegates.