

**LEAN MANAGEMENT PRINCIPLES
FOR TOP MANAGERS
21 June 2011 – Radisson Hotel – S. Julians - Malta
COURSE TIMETABLE**

MORNING

- Introductory speech - introductory round-table debate.
- *Performance*. Why many private enterprises and public/semi-public organisations don't "perform": the root causes of poor performance date back to over 2 centuries ago. We have gone into the 21st century, with enterprises designed in the 18th and 19th centuries to perform well in the 20th.... Is our Industrial DNA still polluted by those obsolete principles that gave birth to the first Industrial Revolution? Case studies.
- The key to *World-Class Performance* in all Industrial Sectors: **Lean Thinking**. What does *Lean Thinking* mean. *The Second Industrial Revolution*.
- The origins of *Lean Thinking* - 1. **Remember!** Irrespective of whether you fish it, you farm it, you breed it, you mine it, you manufacture it, you mill it, you brew it, you construct it, you simply sell it, or you dance it or sing it.... no matter what you do – *you must generate value for your customers!*
- The origins of *Lean Thinking* - 2. **Remember!** Everyone that works in your organization is doing one of three things: **a)** They are generating value for your customers – or, **b)** They are creating or reshuffling waste – or, **c)** They are doing absolutely nothing. *The market leaders will always have the majority of their people dedicated to the first of these*. Case studies.
- The pre-requisites for *World-Class Performance* and for effective *Lean Management*: a) understand and manage the "change" - b) be prepared to abandon the "formula" – c) have a clear "direction" and ensure effective communication: "let people know where you are going to...." - d) get there: with your people, deploying "lean" tools. Open debate
- The resistance and opposition thinking to the *Lean* transition: the table of excuses – the "batch" mentality – the "push" mindset – the "conveyor" mentality. How to overcome resistance and reluctance.
- **Value Adding Management** in Industry: the pilot light and driving philosophy for the new millennium. Focusing on processes to maximise *value* and eliminate *waste*. Case studies: "spot the waste!". Today's relationship between *value*, *productivity*, and *quality*. How to "re-engineer" organisational and operational business processes for generating high levels of output *value*. "Seeing" the waste - Halting *waste* proliferation - Reducing *waste* - Eliminating *waste*. *Lean* case studies. The target : **Flow Process**, or processing with no *waste*.

AFTERNOON

- Deploying **Lean Management** in different sectors (in operational and ancillary processes in Manufacturing – in the Project/Construction industry – in the Service sector – in the Public sector): differences and analogies. Case studies and Open Debate.
- **Lean Management** and **Technology**. Industrial competitiveness today is based on the motto: "People first, Methods second - then third and only third comes Technology". What are the modern principles of Plant, Equipment Machinery and IT Management under the *Lean* angle of view. How to prevent major technological mistakes (the "super-star-galactica" cul-de-sac....). What technology/machines/IT are really suited for "lean" and what are not. How to harmonise People and Technology in a productive system geared to produce high levels of *added-value*.
- *Lean*, **Industrial Culture**: the heart of *Lean Management* and the missing ingredient (and the cause of potential failures). The role of Top Management in "fabricating" and instilling lean culture. Open Debate.
- **Lean Management** and **People**. How to insert people in value-generating processes. Making people understand the difference between single-skill/single-function activities (tasks) and **multi-skill/multi-function** process management. How to switch over from simple tasks to simple processes. Case study. How to evolve from "*job description*" to "**process description**". It is Top Management responsibility to give back "pride" (usurped by over one century of traditional practises) to middle/frontline managers, employees and workers. How may Unions contribute to the common, lean target?
- **Thinking**. The ultimate resource. The main differences between old-world traditional, automated thinking and new-world proactive and creative thinking.
- **Lean Organisation Management**. The mottos: "...*lean is beautiful*..." - "...*small is beautiful*..." – "...*simple is beautiful*...". Case studies: *intra-preneuring* – decentralisation – the "*replica*" concept.
- Closing Message: the future scenario. How will *world-class enterprises* be in 10 years' time? Will our present and "comfortable" model change drastically into new, *leaner* models? Will the pyramid flatten to minimal levels? Will Employment as we know it today gradually disappear? Understanding the trend and getting ready for the future challenges. Open Debate.
- Social function and open bar.

For further, comprehensive details, please visit
<http://www.scodanibbio.com/malta2011/>