

“LEAN MANAGEMENT PRINCIPLES”

Top Managers/Directors from all sectors within Private and Public Organizations

“it's a job that's never started that takes the longest to finish”

9th March 2012 - Emperors Palace ‘The palace of Dreams’ Johannesburg

“.....in a rapidly changing world, featuring turbulence,, vanishing borders and hot,, global competition, all industrial and business concerns, including SMEs, must aim at new lean performance targets in line with ‘the best in the class-room’ as recipe for success or - at least - survival

FROM THE DESKTOP OF DR. CARLO SCODANIBBIO

Dear Delegate(s),

Lean Thinking is changing the way organizations operate. No longer stuck in the paradigm of "mass" thinking many enterprises, including service and project-driven companies as well as governmental bodies/institutions, have tried to adopt some portions of the Toyota Production System, the Lean philosophy. Many have failed. Many have rushed off, taken a course and pronounced themselves LEAN. Yet very few have tested the depths of overall performance enhancement and added competitiveness possible with a complete change of paradigms in the "lean" direction.

Research by Gallup has uncovered that less than 30% of employees are truly engaged in their jobs. Lean Thinkers have long shown that an additional 25-40% of the work done by most organizations is waste or non-value added. This means that nearly 40% of every payroll dollar is lost. With the advent of true global competition, can you afford to lose 40% of your time as a company? Waste in "traditional" organizations may reach very high levels. Besides a remarkable amount of wasted manpower at all levels, "traditional" organizations feature many and more complex aspects of waste: waste in resources (all), waste in technology, waste in unexploited personnel talents and abilities, waste in lost opportunities – and, most tragic, waste in management strategies and practices, waste in supervision and control, waste in bureaucracy. It is their "first-industrial-revolution" DNA that causes – unknowingly - waste. Moreover, any internal waste always reflects onto the client. There is always a sure and verifiable correlation between internal Organization's waste and poor output to customers (in terms of lack of service, defective products, poor customer care, delays, etc.). This is chronic and repeatedly showing from decades, without major significant improvements – in spite of all sorts of efforts: from ISO certification to continuous improvement programs – from "restructuring" to "reengineering". Obviously the core problem is much below the surface and remains untouched. This program of Events (being organized through 2011) arises from a strong necessity we have detected in industry, through almost 20 years of training and consulting in lean practices: lean methods are mostly adopted in "some" area of an organization (for instance in the operational area of a manufacturing enterprise), driven by middle-level managers. However, the overall structure of the organization remains "traditional": the "upper floors" of the organization practically get untouched by lean practices - with obvious lack of overall organization's performance and even with drawbacks and structural clashes reflected onto the "ground" floor by malpractices and dis-functions at upper level. Many middle-level managers have expressed very typical comments: "...My management should be in this course, not me...." – "...I can try to deploy lean principles in the area I control, but what about all the rest?...." – and so on. The net conclusion is that organizations, even the best in the class-room, may remain stuck in "traditional" paradigms: numbers and figures may still look good to top management, but the overall performance of the organization is not really improving nor getting ready for the tough challenges ahead. This is a very serious and dangerous situation. This event will be a shocking experience for many of you. Because it demystifies all traditional principles of the first industrial revolution on which the majority of organizations, still today, are built or around which they operate. By presenting in rather great detail the philosophy of the second industrial revolution and the main tools and disciplines readily available to all enterprises to perform in an "excellent" status, this event is a door opener to lean practices for whoever is: 1) ready to listen to the message – 2) prepared to abandon obsolete principles, formulas and approaches – 3) willing to get to "lean" status.

This event will prove that, today, competitiveness or survival can no longer be achieved by merely cutting costs or revamping technology: because cutting costs has a floor, while performance improvement through maximization of value-added and waste elimination has no ceiling –and because technology alone does not generate the levels of output value enterprises and organizations need to tackle the challenges of the new millennium. This event shows that Lean principles can and should be adopted not only in Operational Manufacturing processes of any nature, but also in all other processes (commercial, administrative, logistics-related, etc.) and also in the operational processes of non-manufacturing organizations, such as service establishments and project-driven companies – as well as in the public sector. By showing that "thinking" is what must change at all levels of an organization, this event will prove that higher levels of performance can be achieved if you create the right conditions. We GUARANTEE that you will leave this workshop with the knowledge and tools to improve the value proposition of your organization!

Dr. Carlo Scodanibbio

Lean isn't an option any more - it's a necessity!!!!!!

About your Facilitator

Dr. Carlo Scodanibbio is an internationally renowned Trainer, Speaker and Industrial Consultant with over 40 years of experience in Plant Engineering, Project Engineering, Project Management, Industrial Engineering and Operations Management. A free-lance Consultant since 1979, he has worked in a wide spectrum of companies and industries in many Countries including Cyprus, Italy, India, Saudi Arabia, Malta, Namibia, Kenya, Botswana, Malaysia, Mauritius, Romania, Turkey, Lebanon and South Africa.

Carlo has co-operated, inter-alia, with several organizations such as Italian Chambers of Commerce and Industry, Cyprus Chamber of Commerce and Industry, Cyprus Productivity Centre, Malta Federation of Industry, Malta Chamber of Commerce and Industry, Mauritius Employers' Federation, Romanian Paper Industry Association, United Nations Industrial Development Organization, Federation of Kenya Employers and University of Cape Town. Enthusiastic, optimistic and a dynamic facilitator, Carlo has been a frequent instructor and speaker at seminars and courses attended by well over 15,000 participants. Carlo, holds a doctor degree in Electrical Engineering from Politecnico di Milano, and has written numerous articles and research papers which have been actively published in many manufacturing newsletters, bulletins and international magazines.

Event Objectives

AWAY HAVING A POWERFUL GRASP OF WORKING SKILLS TO:

- **Understand** how Lean Thinking has evolved since its inception, and how it applies to different sectors, operations and business processes
- **Understand** in depth the Lean Thinking philosophy, performance goals and critical success factors
- **Learn** how to “see” waste throughout your Organization
- **Understand** why top-management drive is so vital when undergoing the lean road
- **Know** how to develop a lean culture within your Organization
- **Use** lean ideas to think about process improvement in your own organization and its value-chain
- **Develop** a strategy and a medium-term implementation plan to incorporate lean principles into your core and support processes
- **Avoid** the common pitfalls normally encountered during Lean implementation
- **Explore** the key requirements for successful employee involvement in Lean practices
- **Implement** strategies to increase Performance through Lean-Thinking people while assuring their job satisfaction
- **Visualize** new horizons in Industrial Relations matters and understand how Unions can contribute to the common, lean target
- **Gain** an in-depth insight into how lean ideas have evolved and are continuing to evolve into a fascinating, future scenario

Owners/General Managers of Small Enterprises (up to 50 employees) will benefit particularly from attending this event.

This event is equally beneficial to top-level managers and directors of all Industrial and Commercial Sectors and of public/governmental and semi-public bodies and institutions.

Event Outline

- **Introductory speech** - introductory round-table debate.
- **Performance.** Why many private enterprises and public/semipublic organizations 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, Commercial and Business 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.
- **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-galactic a" cul-de-sac....). What technology/machines/IT are really suited for "lean" and what are not. How to harmonize 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 generally missing ingredient (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.

- **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. Case studies.
- **Value Adding Management in Industry:** The pilot light and driving philosophy for the new millennium. Focusing on processes to maximize *value* and eliminate *waste*. Case studies: "spot the waste!". Today's relationship between *value*, *productivity*, and *quality*. How to "re-engineer" organizational 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.

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 practices) to middle/frontline managers, employees and workers. How may Unions contribute to the common, lean target? Open Debate.

- **Thinking.** The ultimate resource. The main differences between old-world traditional, automated thinking and new-world proactive and creative thinking.
- **Lean Organization Management.** The mottos: “...lean is beautiful...” - “...small is beautiful...” – “....simple is beautiful...”. Case studies: – decentralization 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 cocktail.-** Welcome Coffee and Registration will be at 08:30 with the Event beginning at 09:00. There will be a 15min break for refreshments in the morning and the afternoon (at approx. 10:15 and 15:00 respectively) and lunch will be served at 12:30. The session will conclude at about 16:00, followed by a cock-tail social function of 2 hours.

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Who Should Attend This Prestigious Event:

Business Strategists – CEOs/Chairmen – Executive and Managing Directors – General Managers – High-level Managers (Operations, Quality, R&D, Engineering, Plant, HR, Administration, Marketing..) from private enterprises (manufacturing – service and commercial enterprises – project/contract-driven and construction companies) of all sizes and public/governmental organizations, as well as Unions' top-level Representatives.

Seats Are Limited . Book Yours Now R5999.00

To reserve a seat please complete the Registration form and rebeccan@rbttraining.co.za Or Give us a call on +27 11 025 5797 or 0833693 797

Event Organizer

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