



LEAN ENTERPRISE
INSTITUTE POLSKA



SPECIAL GUEST
WORLD LEADING AUTHORITIES
IN LEAN MANAGEMENT

12th LEAN MANAGEMENT CONFERENCE

manufacturing and services

With special stream for business and service processes:

LEAN MANAGEMENT IN SERVICES

with Six Sigma elements

29-31 May 2012, Wrocław

Special guests will conduct:

8 SPECIAL
SEMINARS

4 PRACTICAL
WORKSHOPS

Their experiences will share:

TOYOTA MOTOR MANUFACTURING POLAND,
IBM, ELECTROLUX, BOSCH, MARS, ROLLS ROYCE,
PRATT&WHITNEY, HEWLETT PACKARD, BZWBK

Factory visits to:

TOYOTA, ELECTROLUX, GENERAL MOTORS

Conference place:



Lower Silesian
Griffin



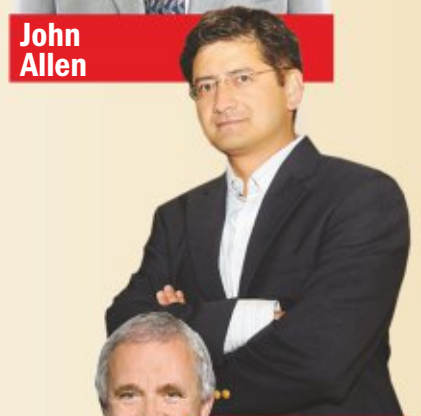
Lower Silesian
Economic Certificate



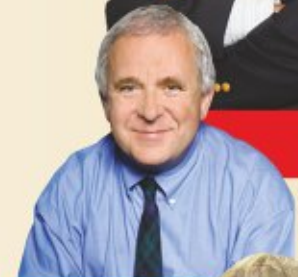
Takashi
Tanaka



John
Allen



Samuel
Obara



Bohdan
Oppenheim

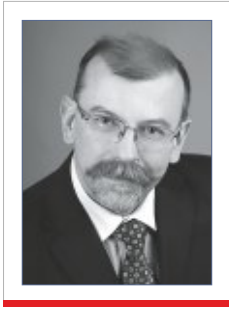


Ian
Glenday



Chris Vogel

www.lean.org.pl



Ladies and Gentlemen,

Nowadays, Lean Management is widely used in each area of economic life, not only as a set of tools or a list of principles, but also as the best management system, efficiently solving business problems. The agenda of 12th Lean Management Conference offers a content-rich program aimed to present the newest developments and progress in the implementation of Lean, in both manufacturing and service sectors. This year, 6 outstanding world-class experts have been invited to Wrocław to share their experience by presenting the latest trends in management during the plenary sessions, 8 seminars and 4 workshops scheduled on the third day of the conference. Managers from 8 companies in Poland, representing a variety of manufacturing and service sectors, will contribute to a content-packed case study session. In their presentations, experts and experienced managers developing Lean in their business environments will cover the following issues:

- How to develop your own management system based on the Toyota Management System?
- How to efficiently lead an organization by creating an Oobeya-type management room?
- How to create and sustain continuous improvement culture?
- How to assess the Lean implementation in service organizations and how to do it in the manufacturing environment?
- How to lead an organization by problem solving in a PDCA cycle?
- How to use Lean principles in the processes of complex systems designing?
- How to implement Lean in the financial services sector and in the IT environment?
- How to improve processes in “design-to order” manufacturing?
- How to achieve both repeatability and flexibility of the operations?
- How to raise the productivity of office workers and how to improve service processes?

A great variety of seminars, case studies, workshops and 2 plenary sessions will give each participant, from a beginner to an experienced veteran of Lean, working either for the manufacturing or the service sectors, a possibility to design his own individual program satisfying personal interests and preferences. To ease the process of creating individual program, two main conference streams for the participants interested in Lean Management in a manufacturing environment and for those interested in Lean in a service sectors were visually marked.

Those interested in visiting model manufacturing plants will be offered a visit to the Toyota plant in Wałbrzych and Electrolux plant located in Świdnica or the General Motors plant in the town of Gliwice.

It will be a great pleasure for us to meet you in the Haston Congress Center in Wrocław at the 12th Lean Management Conference.

I am looking forward to hosting you at the Conference,

Prof. Tomasz Koch
Lean Enterprise Institute Polska

About the Conference

The International Lean Management Conference, known previously as the International Lean Manufacturing Conference, is organized every year since 2000. Thanks to cooperation with USA based Lean Enterprise Institute and UK based Lean Enterprise Academy, the most known world gurus in Lean Management are guests of the Conference year by year.

More than 300 persons participate at the Conference each year, mostly managers from domestic and foreign production and services enterprises. The Conference is considered the biggest Lean Management event in Central and Eastern Europe. It is also an unique opportunity to meet in one place many world and domestic experts and industry practitioners, advisors, authors and other prominent individuals dealing with the concept of Lean Manufacturing every day. Apart from presentations given by world class experts, real life examples of Lean implementation from enterprises in Poland are presented, as well as factory visits and workshops on the premises of companies are offered.



FOR 12 YEARS
THE BIGGEST
LEAN MANAGEMENT
CONFERENCE
IN CENTRAL
AND EASTERN EUROPE



12th Lean Management Conference

PLENARY SESSION  











(Break: 10:30 - 11:00)

08:30 - 09:00	Participants registration			
09:00 - 09:10	Conference Opening Tomasz Koch – Lean Enterprise Institute Polska	room A		
09:10 - 09:50	Learning from Toyota's Management System Takashi Tanaka – TMGT (Toyota Management Institute)	room A		
09:50 - 10:30	Creating a sustainable lean culture Samuel Obara – Honsha Associates	room A		
10:30 - 11:00	Break			
11:00 - 11:40	Batch logic is BAD! Ian Glenday – Repetitive Flexible Supply	room A	11:00 - 11:40	Potential & barriers of Lean service Remigiusz Horbal – LEI Polska
11:40 - 12:20	Our people are our greatest assets – Buzzwords or reality? John Allen – AstraZeneca	room A	11:40 - 12:20	7 years Journey of Lean at Wells Fargo Bank Chris Vogel – Compass Affiliates
12:20 - 13:00	Managing by problem solving Tomasz Koch, Robert Kagan, – LEI Polska	room A	12:20 - 13:00	The Glenday Sieve analysis Ian Glenday – Repetitive Flexible Supply
13:00 - 14:00	Lunch			

SEMINARS

one of seven seminars to choose from










(Break: 15:15 - 15:45)

14:00 - 17:00	Deep dive into Toyota Management System Takashi Tanaka – TMGT (Toyota Management Institute)	 	room C
	Leadership Awareness Samuel Obara – Honsha Associates		room D
	Niggles and rockbusting – an alternative approach to performance improvement Ian Glenday – Repetitive Flexible Supply	 	room E
	Benefits and Pitfalls of Lean Assessments: case studies in grasping the current situation John Allen – Astra Zaneca, Małgorzata Jakubik – LEI Polska		room F
	Lean Enablers for Systems Engineering Bohdan Oppenheim – Merymount University		room G
	7 year Journey of Lean at Wells Fargo bank – detailed case study Chris Vogel – Compass Affiliates	 	room H
	Value Stream Mapping for service processes – the first step towards perfection Remigiusz Horbal, Małgorzata Góral – LEI Polska		room I
19:00 - 22:00	Gala Dinner room A		

SEMINARS

one of six seminars to choose from

(Break: 10:15 - 10:45)

09:00 - 12:00	Deep dive into Toyota Management System Takashi Tanaka – TMGT (Toyota Management Institute)	 	room J
	Leadership Awareness Samuel Obara – Honsha Associates	 	room K
	Niggles and rockbusting – an alternative approach to performance improvement Ian Glenday – Repetitive Flexible Supply		room L
	Benefits and Pitfalls of Lean Assessments: case studies in grasping the current situation John Allen – Astra Zaneca, Małgorzata Jakubik – LEI Polska	 	room M
	7 year Journey of Lean at Wells Fargo bank – detailed case study Chris Vogel – Compass Affiliates		room N
	Improving office workers' productivity using TWI methods Bartosz Misiurek – LEI Polska		room O
12:00 - 13:00	Lunch		

CASE STUDIES

two case studies to choose from

(Break: 14:00 - 14:15 and 15:15 - 15:45)

13:00 - 14:00	Electrolux Poland, Cooker Plant in Świdnica EMS team concept as a key to continuous improvement of processes in Electrolux factories Sebastian Gulka – Plant Manager Ireneusz Nowak – Production Manager & EMS Sponsor Jerzy Kuśnierz – EMS Coordinator, Fabric & Disk Care Europe		room P
	Mars Polska Continuous Improvement process in the Mars operating system Anna Strycharska – Manufacturing Trainer/Lean Coach, Piotr Kiata – Production Manager Bogusław Wągrocki – Lean Manager		room R
	Pratt & Whitney Kalisz Lean Management in the department supporting Continuous Improvement – using Lean tools in the process of continuous improvement implementation Karolina Jakubowska – ACE Specialist, Anna Sobis – Lean Manufacturing Specialist Magdalena Wójcicka – ACE Manager	 	room S
	Bank Zachodni WBK Using Lean methodology to optimize processes based on BZWBK bank experiences Krzysztof Polcyn – Manager of Process Improvement Team Beata Szmagierewska – Director of Process Management Department	 	room T
14:00 - 14:15	Break		
14:15 - 15:15	Rolls-Royce Poland, Deck Machinery and Motion Control Division, Plant in Gniew Foundations of improvement processes in the „design-to-order” type of production system on the example of processes in the manufacturing plant of Rolls-Royce in Gniew Adam Plath – Plant Manager, Gniew, Dariusz Serafin – Manager of Assembly and Surface Treatment		room U
	Robert Bosch, Mirków Plant Lean manufacturing value stream improvements Olaf Simon – Manager of Technical Functions	 	room W
	IBM Global Service Delivery Centre Polska Toyota Production System in the IT environment Dr Wojciech Josek – Transformation Program Manager, Lean Six Sigma Black Belt		room Y
	Hewlett-Packard Global e-Business Operations Perfecting improvement – IT technologies supporting services Marcin Duleba – Regional IT Manager	 	room Z

PLENARY SESSION  

15:45 - 16:45	Management of lean the do's and don'ts. Learning from more than 20 years hands-on in brownfield and greenfield businesses. Carl Klemm – President of Toyota Motor Manufacturing Poland	
16:45 - 17:00	Conference Closing, Tomasz Koch – LEI Polska	room A

WORKSHOPS

one of four workshops to choose from

08:00 - 16:00	Warsztat 1  place: GKN Driveline, Oleśnica Real Obeya establishment leading: Takashi Tanaka & Yuko Yabe – TMGT, Inc. (Toyota Management Institute)
	Warsztat 2   place: Haston Congress Center, Wrocław Kaizen: The Culture of Continuous Improvement leading: Samuel Obara – Honsha Associates
08:00 - 16:00	Warsztat 3   place: Haston Congress Center, Wrocław Repetitive Flexible Supply leading: Ian Glenday – Repetitive Flexible Supply
	Warsztat 4   place: Haston Congress Center, Wrocław Assessing Service Organizations for Lean leading: Chris Vogel – Compass Affiliates

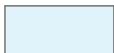
FACTORY VISITS

one of two factory visits to choose from

10:00 - 16:00 bus departure 08:00 AM	Factory visit 1 Wałbrzych and Świdnica
	Touring the plants of Toyota Motor Manufacturing Poland in Wałbrzych and Electrolux in Świdnica
10:00 - 16:00 bus departure 07:30 AM	Factory visit 2 Gliwice
	Touring the plant of General Motors Manufacturing Poland in Gliwice

Buses departure in front of HASTON CONGRESS CENTER building at Irysowa Street 1-3 Wrocław.
Factory visits are only available for participants of the first two days of the Conference.

The third day of the Conference is optional and additional fee is required.

 Dedicated to business and service processes

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SPECIAL GUESTS



Takashi Tanaka

Takashi helped develop the visual-based product development process at Toyota Motor Company at 1990's while dramatically shortening their development time. Takashi went on to implement it in Europe and North America in over 100 installations including automotive, construction, electronics, fashion, chemical and consumer product industries. Takashi is an expert on the Toyota Management System (TMS) and facilitated the use of Obeya (Big room for Visual project management). Takashi formed TMGT, Inc. (Partner of Toyota Engineering and Toyota Management Institute) in Dec 2011 and currently works with clients in the US and Europe. His experience and deep ties within Toyota allow him to help his clients understand and apply the latest thinking and innovations and more recently to manage projects in the Executive Office as Lean for Leader.



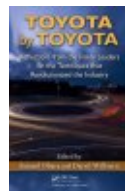
Samuel Obara

Starting in the early 80's, Samuel Obara learned and implemented the Toyota Production System (TPS) at Toyota facilities in Japan, Brazil, Venezuela and in the United States. He has taught Lean to a multitude of consulting firms, educational organizations such as Harvard and Stanford, and in humanitarian missions thru Asia and Africa. With close to 30 years of Lean experience, he has helped more than 350 companies. These include TPS projects in environments ranging from schools, to hospitals, to military and many others and in a variety of countries, including China, Philippines, Indonesia, Brazil, Japan, Austria, Lithuania, Kenya, the U.K., and the U.S. He has a master degree in Technology Management and a bachelor degree in Electromechanical Engineering, he also is a faculty member with the Lean Institute in several countries and an instructor of Lean Enterprise for the San Diego State University system. He is a guest lecturer on lean for associations such as APICS, AME, ASQ, Shingo Prize, etc. Sammy lives in San Diego and is fluent in Portuguese, Spanish, and basic Japanese. He currently aids companies implementing lean through www.Honsha.ORG, an alumni association of former Toyota professionals



Chris Vogel

Chris Vogel specializes in the Development of Lean Leaders and Administrative Lean. He has over 15 years of Lean Administrative and Process Improvement experience including holding a variety of senior management positions in Operations Management, Lean Deployment, Financial Analysis & Planning and Information Technology. During his 15 years at Wells Fargo, Chris led and used Lean to transform a division of Wells Fargo with 1,200 staff members. Starting in 2002 new costs of imaging and data lifting in Wells Fargo were rapidly rising due to independent growth across organizational lines. The Document Management department was formed to control costs through focused vision, consistent technologies and reduction in redundant processes. Taking the leadership of this department Chris saw the opportunity for Lean /Six Sigma/ Operational Excellence and began to drive culture, knowledge, and tools learned from the Toyota Production System. The actions undertook created a transformation of processes, physical environment, and most importantly, mindset. Chris currently help businesses through Compass Affiliates (www.compassaffiliates.com) that specializes in the development of Lean Leaders and LEAN transformations for Financial Companies, Healthcare and Office Environments.



Coauthor of the book:
***Toyota by Toyota:
Reflections from
the Inside Leaders
on the Techniques
That Revolutionized
the Industry***

SPECIAL GUESTS



Ian Glenday

Ian Glenday started his lean journey as a micro-biologist running a fermentation plant producing enzymes, where he first began developing lean concepts and principles for application in process industries. After time out to gain an MBA from Bradford Business School he joined Reckitt & Colman. He led an MRPII project to class "A" status in their pharmaceutical division. He then moved to the house-hold and toiletries division where he was responsible for initiating and implementing a pan-European supply chain strategy based on the lean concept of "every product every interval". He then became Head of Policy Deployment at Colman's of Norwich where substantial increases in sales per employee, market share and profit margins were achieved by applying Lean Thinking across the whole company. More recently Ian has been working with companies as an independent Lean coach and sensei. His approach to applying lean in many types of industries, including manufacturing, healthcare and service industries, is refreshingly different, instructive and entertaining. This approach is captured in his workbook "Breaking through to flow" published by the Lean Academy UK that won Shingo Prize.

Ian currently divides his time between working with Professor Dan Jones at the Lean Enterprise Academy, where he is a senior fellow, delivering workshops for Lean Enterprise Institutes around the world as well as helping businesses to make their own Lean transformations through his company Repetitive Flexible Supply Ltd. (www.rfsweb.com).



Ian Glenday is author of ***Breaking Through to Flow*** workbook



John Allen

John Allen is a Global Lean Process Leader at AstraZeneca (7th largest pharmaceutical company in the world). He currently works in the team responsible for driving and supporting lean implementation in AstraZeneca globally, also supporting planned Greenfield site launches. Previously he worked for many years for General Motors, holding several positions in Manufacturing and Human Resources, both in Europe and in the United States. John's GM career included a period as a head of GM University Europe. For over 5 years John worked as a Lean Implementation Manager for GM Powertrain Europe, where he was responsible for leading lean assessments and the development of best lean practices and training in GM Powertrain plants in Germany, Austria, Hungary, Poland and France. John led workshop events in plants, using Kaizen and value stream mapping. As a Training Manager he was a part of a management team starting up a new Greenfield Opel Polska plant in Gliwice. His adventure with Lean, however, had started before GM, in Toyota Motor Manufacturing UK, as a Group Leader. John has a long-term experience in Manufacturing, Human Resources, company transformations, production control and logistics.



Prof. Bohdan Oppenheim

Prof. Bohdan W. Oppenheim is the founder and Co-Chair of the Lean Systems Engineering Working Group of INCOSE (International Council on Systems Engineering), leader of the development effort of Lean Enablers for Systems Engineering, and a subsequent effort of development of Lean Enablers for Program Management. He is a Professor of Systems Engineering at LMU in Los Angeles, California. He serves as the local Coordinator of the Educational Network of the Lean Advancement Initiative Consortium at MIT. He is on the Steering Committee of the Lean Education Academic Network. For seven years he served as a Director of the U.S. Department of Energy Industrial Assessment Center assessing Lean in 125 U.S. industrial plants. He consulted Boeing, Northrop Grumman, Raytheon, Airbus, EADS, Telekomunikacja Polska, and 50 other firms on Lean, Systems Engineering and Quality. His awards include: Shingo Award for Best Research and Publication in 2010, INCOSE Best Product Award in 2010, Fulbright Award in 2011. His engineering degrees include Ph.D. from Southampton, U.K., in Systems Dynamics; Engineer's Degree from MIT in Ocean Systems; MS from Stevens Institute of Technology; and B.S. (equiv.) from Warsaw Technical University in Aeronautics. His professional experience spans space, naval, mechanical, software, and manufacturing industries.



Prof. Bohdan Oppenheim is author of ***Lean for Systems Engineering with Lean Enablers for Systems Engineering*** workbook

SEMINARS

One seminar to choose on the first Conference day and one seminar on the second Conference day



Takashi Tanaka

SEMINAR

DEEP DIVE INTO TMS (TOYOTA MANAGEMENT SYSTEM)

Takashi Tanaka

English and Polish language version on the first and second day.

29 may

14:00 - 17:00

30 may

09:00 - 12:00

There are 4-core areas for TMS: Development system, Total production system, Marketing and sales system and Management system. TPS is famous, but it's just a small part of TMS and all other parts are also important to understand of Toyota. Each development cycle starts from concept and goes through design and real implementation. The concept phase is important because of predict issues and resolve without any implementation. Suppose the production concept is perfect for new products that mean production line is long-term focus and perfect design to make products with expected cost, quality and lead-time, it would mean no need of improvement activity and TPS consideration. In addition, it will be front loading activity to reduce total workload and resources. There are approximately 100 tools for TMS and we will deep dive into some of key tools, like Oobeya (Project management room), Quality into process, Design review and Cost planning. Many of them are never introduced outside of Toyota. Not only introduce the concept and tools, but also practical procedure for each companies to accomplish objective and target. After joined with this seminar, you will be eager to implement some of tools in your company.



Samuel Obara

SEMINAR

LEADERSHIP AWARENESS

Samuel Obara

English language version on the first day and English and Polish language version on the second day.

29 may

14:00 - 17:00

30 may

09:00 - 12:00

Leaders and future leaders must understand their roles in a lean organization. Roles for a lean leader are fundamentally different than ordinary management in typical companies and it determines the success of a lean journey.

This presentation will show the different skills a leader must possess to create the environment that fosters effective and sustainable implementation. These skills go beyond the tools and techniques that are part of the lean structure and look deeper into the purpose and principles that make the foundation for a solid construction of the house of lean.

This session will use pictorial and real examples from Toyota and will detail a top level approach to the PDCA (Plan-Do-Check-Adjust) thinking.



SEMINARS



Ian Glenday

SEMINAR

NIGGLES AND ROCKBUSTING – AN ALTERNATIVE APPROACH TO PERFORMANCE IMPROVEMENT

Ian Glenday

English language version on the first day. Polish and English language version on the second day.

29 may

14:00 - 17:00

30 may

09:00 - 12:00

In many factories people see their prime key indicator of performance as efficiency. They monitor downtime, track the reasons for it then focus on trying to solve the issues causing the biggest losses of production time. The wisdom is that if the causes for the biggest losses are solved then efficiencies will go up. This might be right. Except finding the root cause of issues can be tough. Maybe it is just the symptoms, rather than the root cause, that are being tackled with this approach. Ian describes an alternative approach – explaining why analysis of the biggest losses of time is unlikely to lead to resolving the real root causes. Niggles and rockbusting takes a very different view on what the root cause of these stoppages are. An approach that not only aims to stop the bigger breakdowns by NOT focusing on them but one that is also highly motivating for operators. And that can't be bad!



John Allen

SEMINAR

BENEFITS AND PITFALLS OF LEAN ASSESSMENTS: CASE STUDIES IN GRASPING THE CURRENT SITUATION.

John Allen, Małgorzata Jakubik

English language version on the first day and Polish and English language version on the second day.

29 may

14:00 - 17:00

30 may

09:00 - 12:00



Małgorzata Jakubik

To be true to Deming's sacred cycle of PDCA, whoever "plans" and "does" Lean, has to make sure that there is also enough "check" and "act" built into their process and, above all, that the process relies on the constant "grasping of the current situation". So having established that we need to assess, the mechanics of HOW we do it become a big question. How formal does it have to be? When do it? Who should do it? What specifically should we assess? How to make sure that we draw good conclusions and use the outcome of the assessment to our benefit? How not to focus on "policing" Lean into your organization but maintain the discipline of implementation?: these all are questions we aim to answer in the seminar.

John Allen and Małgorzata Jakubik and both have several years' experience in performing and leading Lean assessment. The seminar will not focus on any one Lean assessment tool but rather, using examples and case studies, the presenters invite you to copy what they did well and learn on their mistakes so when you assess where you are in your Lean journey, you can do it better.



Prof. Bohdan Oppenheim

SEMINAR

29 may

14:00 - 17:00

LEAN ENABLERS FOR SYSTEMS ENGINEERING

Bohdan Oppenheim

Polish language version.

Systems engineering has become increasingly important as the complexity and interconnectedness of systems continues to grow, but there remains a great deal of uncertainty as to how to conduct systems engineering that would lead to great systems rather than a system artifact bureaucracy. Lean thinking is the dynamic, knowledge driven and customer-focused process through which an enterprise continuously eliminates waste and creates value. Systems engineering and lean have overlaps and differences, but both represent processes that evolved over time with the common goal of delivering product or system lifecycle value to the customer. Lean Systems Engineering represents synergy of the two, hopefully leading to superior systems engineering process.

Lean Enablers for Systems Engineering is a product designed by 14 experts from industry, academia, and U.S. government, formulated as 147 "do's" and "don'ts" of Systems Engineering practice and based on elimination of waste and creation of value. The workshop will comprise of three parts: **1)** Description of the development process of Lean Enablers for SE, **2)** Presentation of selected Lean Enablers which are organized into six Lean Principles: Value, Value Stream Mapping, Flow, Pull, Perfection, and Respect People, **3)** "Validation" of the Lean Enablers by survey, and by comparisons with recent studies by NASA and U.S. Government Accounting Office.



Chris Vogel

SEMINAR

29 may

14:00 - 17:00

30 may

09:00 - 12:00

7 YEAR JOURNEY OF LEAN AT WELLS FARGO BANK - DETAILED CASE STUDY

Chris Vogel

English and Polish language version on the first day and only English version on second day.

Chris Vogel will share his journey of Lean leadership at Wells Fargo bank. Over seven years, fragmented departments were forged into an enterprise utility using the Lean principles of processes standardization, flow and pull.

Chris' presentation and discussion will address the topics of:

- Organizational and Management Growth
- Hoshin Kanri (Annual Planning) and connecting objectives to front line team members
- Transforming the roles of Technical and Project Management Support Teams
- Opportunities for Visual Controls
- Achievements and Challenges

Chris will share experiences bringing Lean to into the non-manufacturing financial services industry, the challenges of where to start and how to grow Lean while aligning within a larger corporation.



Małgorzata Góral

SEMINAR

29 may

14:00 - 17:00

VALUE STREAM MAPPING FOR SERVICE PROCESSES – THE FIRST STEP TOWARDS PERFECTION

Remigiusz Horbal, Małgorzata Góral, LEI Polska

Polish language version.

Value Stream Mapping illustrates service processes graphically. This method is used in order to analyze the flow of materials, labor and information. Mapping value streams reveals the enormity of waste that we face every day. It uncovers great potential for improvement hidden in service processes, opens one's eyes to the range of possibilities that can be used to shorten lead times, reduce costs and increase quality of products and services offered to customers.

Lean Management offers a wide range of tools aimed at improving service processes. Choosing them properly and implementing in the right order are the conditions to take advantage of their potential. Value Stream Mapping will help you comply with these conditions, and therefore it should be the first step towards a lean organization.

This seminar, based on a simulation game and some theory, supported by practical exercises and examples, will help you to gain skills of using the value stream mapping tool in service processes. You will get familiar with the method of creating current state maps, developing improvements and designing future state. This seminar will show you how to look at your processes in the different way, understand them in detail and modify in order to increase customer satisfaction.



Remigiusz Horbal

SEMINAR

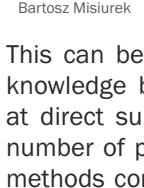
30 may

09:00 - 12:00

IMPROVING OFFICE WORKERS' PRODUCTIVITY USING TWI METHODS

Bartosz Misiurek, LEI Polska

Polish language version.



Bartosz Misiurek

Companies need to increase their productivity in order gain competitive advantage. This can be achieved by means of process improvement and stabilization and by efficient way of passing on knowledge by supervisors. These challenges are addressed by Training Within Industry program (TWI), aimed at direct supervisors. Initially, TWI was meant to be used in manufacturing processes. Research and a great number of practical workshops conducted by LEI Polska trainers in numerous service companies prove that the methods comprised in TWI perfectly match the character of service processes. During the seminar, participants will gain knowledge of how to use the TWI Job Method (JM) to expedite a real service process and then they will learn how to develop a Job Breakdown Sheet (JBS), which is an indispensable tool for work standardization and effective knowledge deployment. It will also be shown how the supervisor can efficiently instruct an employee in a newly developed standard using TWI Job Instruction (JI). This way each analyzed area of work in a service environment will be stabilized by means of TWI JM, standardized by the JBS developed and that each employee will be trained in compliance with the implemented standard by means of TWI JI. The use of TWI JM for service processes offers the opportunity to significantly increase efficiency, reduce rework and costs and improve quality of work while TWI JI method is an excellent tool to efficiently deploy work standard that has been developed.

CASE STUDIES

CASE STUDY 1

30 may

13:00 - 14:00

Electrolux Poland, Cooker Plant in Świdnica **EMS TEAM CONCEPT AS A KEY TO CONTINUOUS IMPROVEMENT** **OF PROCESSES IN ELECTROLUX FACTORIES**



Sebastian Gulka – Plant Manager
Ireneusz Nowak – Production Manager & EMS Sponsor
Jerzy Kuśnierz – EMS Coordinator, Fabric & Disk Care Europe

For seven years Electrolux has been implementing production system called EMS (Electrolux Manufacturing System) on a global scale. Within EMS, the tools and methods implemented have been divided into three pillars: Stability, Process Improvement and Culture Change. All groups of tools play a key role in the plant's daily operation. One of the most important concepts in the EMS implementation was the implementation of plant organization with focus on the role of Team Leader in the process of continuous improvement of processes. In addition to production supervision, team leaders also lead the implementation and audit of 5S, Work Standardization, Information Boards management, elimination of waste in the process and actions based on PDCA. This presentation will show PDCA activities exemplified by a cooker plant in Świdnica. The examples shown will illustrate that these activities connect all 3 EMS pillars at the team level, having in addition to practical importance, that is stabilization and process improvement, also great significance in terms of Culture Change in Team Leaders.

CASE STUDY 2

30 may

13:00 - 14:00

Mars Polska **CONTINUOUS IMPROVEMENT PROCESS IN THE MARS OPERATING SYSTEM**



Anna Strycharska – Manufacturing Trainer/Lean Coach
Piotr Klata – Production Manager
Bogusław Wągrocki – Lean Manager

FMOS (Factory Mars Operating System) as the operating system in Mars Inc. factories has been used since 2004. In 2009, it became a global standard for problem solving. Main goals of the FMOS are: identification, communication and systematic problem solving. The system is composed of:

- visual control of the most important line parameters in order to identify variations from standard,
- communication of identified problems and their causes,
- mechanism of team support in planning and implementation of solutions in the PDCA cycle.

The system is aimed to enable sustainable problem solving as close to the source of their origin as possible and in the shortest possible time.

CASE STUDY 3

30 may

13:00 - 14:00

Pratt & Whitney Kalisz **LEAN MANAGEMENT IN THE DEPARTMENT SUPPORTING CONTINUOUS** **IMPROVEMENT – USING LEAN TOOLS IN THE PROCESS OF CONTINUOUS** **IMPROVEMENT IMPLEMENTATION**



Karolina Jakubowska – ACE Specialist
Anna Sobiś – Lean Manufacturing Specialist
Magdalena Wójcicka – ACE Manager

The presentation will cover following topics:

- Continuous Improvement in Pratt & Whitney Kalisz – results and benefits.
- Examples of Lean tools application in a business process (PITCH, work cycles, integration events, value stream mapping).
- The system of recording problems in the process.
- Problem solving – quality clinic, examples of corrective actions.
- Examples of implemented standard work.

CASE STUDY 4

30 may

13:00 - 14:00

Bank Zachodni WBK **USING LEAN METHODOLOGY TO OPTIMIZE PROCESSES** **BASED ON BZWBK BANK EXPERIENCES**



Krzysztof Polcyn – Manager of Process Improvement Team
Beata Szmagierewska – Director of Process Management Department

The presentation will discuss the following topics:

- Development of employees' involvement in process improvement
- Use of Lean tools in improving work environment
- Experience in value stream mapping of banking processes
- Approach to process shortening by combining Lean tools and simulation methods.

CASE STUDIES

CASE STUDY 5

30 may

14:15 - 15:15

Rolls-Royce Poland, Deck Machinery and Motion Control Division, Plant in Gniew



FOUNDATIONS OF IMPROVEMENT PROCESSES IN THE „DESIGN-TO-ORDER” TYPE OF PRODUCTION SYSTEM ON THE EXAMPLE OF PROCESSES IN THE MANUFACTURING PLANT OF ROLLS-ROYCE IN GNIEW

Adam Plath – Plant Manager, Gniew

Dariusz Serafin – Manager of Assembly and Surface Treatment

The history of Rolls-Royce plant in Gniew with focus on its transformation will be presented. The model of plant management (MC&R) will be discussed, in particular communication map, balanced scorecard (BSC), sales and operations planning (S&OP) and production management system for single piece production. Practical application of PDCA cycle will also be discussed. Lean Sigma Green Belt project “Increase of the painting process efficiency by waste elimination” will be used to illustrate process improvement and its results.

CASE STUDY 6

30 may

14:15 - 15:15

Robert Bosch, Mirków Plant



LEAN MANUFACTURING VALUE STREAM IMPROVEMENTS

Olaf Simon – Manager of Technical Functions

The presentation will show how a multinational brake manufacturer implements Lean Manufacturing in practice. Special focus will be put on the approach in which the vision of value stream future state constitutes a guideline for every milestone step towards Lean Manufacturing.

CASE STUDY 7

30 may

14:15 - 15:15

IBM Global Service Delivery Centre Polska



TOYOTA PRODUCTION SYSTEM IN THE IT ENVIRONMENT

Dr Wojciech Josek – Transformation Program Manager, Lean Six Sigma Black Belt

IBM GSDC Polska Sp. z o.o. in Wrocław is a centre providing IT services comprising a full range of hardware and software solutions used by customers in Europe. The desire to meet customers' requirements, which is a priority for IBM, as well as the international environment in which the company operates, necessitate the use of well-tried management methods and techniques. One of the solutions that has been used in Providing IT services is Toyota Production System continuously developed by Toyota Motor Corporation since the 1950s. The presentation will start with the characteristics of IBM GSDC business activity. It will be followed by the discussion of IBM's experience gained during many years of using the system. Here, reference will be made to the 14 principles of Toyota Production System. Dr Josek, who supports TPS implementation in IBM, will present the origins of this implementation as well as the benefits and challenges that may be encountered on a daily basis when Toyota Production System becomes a production system in the IT environment.

CASE STUDY 8

30 may

14:15 - 15:15

Hewlett-Packard Global e-Business Operations



PERFECTING IMPROVEMENT – IT TECHNOLOGIES SUPPORTING SERVICES

Marcin Duleba – Regional IT Manager

The majority of corporate large service centers have excellent opportunities and programs for process improvement. Quality departments boast an army of Black Belts and project leaders in operations who are constantly striving to improve work. When the potential of process improvement reaches its maximum, the time comes for IT support. But does it really happen? Many a time, aiming at cost optimization, global corporations eliminate local IT resources, moving support, programmers, people and equipment to centralized locations. Such decision, although beneficial in many respects, frequently entails divergent approach to objectives and, in consequence, the separation of organization and IT from services. How many people discussing improvement project with IT specialists have heard that resources will be available in a year or two? How many companies abandoned improvements when alternative methods of obtaining resources (outsourcing) turned out to be simply too expensive? How in this situation a model can be built that “goes back to the roots” of IT, is close to operations, at the services' disposal and strives to reach the same objectives while being profitable?

Marcin Duleba will reflect on the experience in this respect of Hewlett-Packard regional service centre in Wrocław. He will describe how they managed to cope with the challenge and made a step further towards improvement by means of IT, thanks to which in a two-year period HP Global e-business Operations, Wrocław, achieved great results, such as automation of 80 workstations or financial benefits reaching 20 million dollars.

Logos presented for demonstration purposes. Partner companies are their sole legal owners.

WORKSHOPS



Takashi Tanaka

WORKSHOP 1

REAL OOBeya ESTABLISHMENT

Takashi Tanaka, Yuko Yabe

Only English language version.

PLACE: GKN Driveline, Oleśnica

“Oobeya” literally means a big room in Japanese, but our definition for “Oobeya” is rather a big room to manage a project. Oobeya is a very powerful visual management tool, and we consider as the first step to the implementation applying TMS (Toyota Management System). In the Oobeya, well-designed Oobeya boards are used to optimize project management, such as Barashi Board, Long-term Board, This week and Next week Board, and Issue Board. In the workshop, each group/participant is expected to learn how to create each board through hands-on practice, starting from Barashi board, which is the most important element of Oobeya structure, then move to Long-term Board for managing a front-loading schedule,

This week and Next week Board for focusing on short term activity management, and Issue Board for quick decision making against issues as well as lessons learned from the past issues solved. In addition, each group or participant acquires a reporting technique to run the Oobeya meeting more effectively. It is experienced that the entire Oobeya system is based on the concept of PDCA, and the participants physically learn the structure of Oobeya, creation of Oobeya boards, and the operation of Oobeya in a manner of learning by doing.

31 may

08:00 - 16:00



Yuko Yabe

WORKSHOP 2

KAIZEN: THE CULTURE OF CONTINUOUS IMPROVEMENT

Samuel Obara

English and Polish language version

PLACE: Haston Congress Center, Wrocław

The Kaizen Teian or Kaizen methodology promotes the sustainable continuous improvement as a daily way of life for every member within the organization. It supports the flow, implementation and recognition of improvement proposals made by all collaborators.

Kaizen is the original concept that has been used by Toyota until today and that has become the culture in all Toyota sites in Japan and overseas.

It provides a structure to channel the opportunities for improvement detected by any employee and convert them into realized changes that have a positive impact in the way people perform and perceive their work.

Kaizen requires a formalized structure within the Organization, where collaborator's proposals are evaluated, implemented, reviewed and recognized according to their alignment to the company's declared objectives for continuous improvement. The recognition system also helps motivate collaborators to participate, either individually or through team work, in the proposal and implementation of their improvement ideas.

The benefits of Kaizen include the participation of all collaborators in improving and transforming (evolving) the organization in small, every day, incremental steps that do not lose effectiveness over time.

Some of the elements utilized to support Kaizen are: Visual Management Kaizen Boards, Kaizen proposal format, Proposal scoring matrix, Kaizen rewards system, Monthly metrics reporting, etc.

Besides the tangible benefits, Kaizen is regarded as a most effective technique to improve engagement and culture within a company.

31 may

08:00 - 16:00



Samuel Obara

WORKSHOPS



Ian Glenday

WORKSHOP 3

REPETITIVE FLEXIBLE SUPPLY

Ian Glenday

English and Polish language version.

PLACE: Haston Congress Center, Wrocław

31 may

08:00 - 16:00

Repetitive AND flexible – at the same time? Sounds impossible. This workshop will cover an approach – lean flow logic - that is counter-intuitive and flies in the face of conventional supply chain and production wisdom. Ian will explain how this approach can be practically implemented using examples from companies he is currently working with, for example Kimberly Clark, Danone, Philip Morris, 3M and Kraft. He will show how it can be applied in distribution and logistics operations as well as manufacturing. Most current supply chain and planning systems are based on batch logic and economies of scale. Repetitive Flexible Supply is how one applies flow logic that creates economies of repetition – a phenomenon that has an amazing impact on people's behaviour as well as improving company performance. Simultaneous increases in efficiency, quality and customer service at the same time as reductions in inventory and waste can be achieved. Ian's presentations are always refreshingly different, instructive and entertaining. Lean flow logic is described in his workbook "Breaking through to flow" published by the Lean Academy UK – now translated and available in Polish from the Lean Enterprise Institute Polska.

It is about the essence of LEAN – but not what people usually understand LEAN to be.



Chris Vogel

WORKSHOP 4

ASSESSING SERVICE ORGANIZATIONS FOR LEAN

Chris Vogel

English and Polish language version.

PLACE: Haston Congress Center, Wrocław

31 may

08:00 - 16:00

This one-day hands-on workshop is designed for individuals and teams that want to gain a better understanding of the components and underlying philosophy of lean, the attributes of Lean within your organization and how the elements work together to create a Lean Enterprise. The workshop is a mixture of lecture, a company assessment, discussion, and Lean strategy work session.

The workshop will help you understand the contributions of people, process, purpose and continuous improvement in total business system context. The assessment will provide feedback on your Lean strengths and opportunity areas whether you are just starting your journey or have been working with continuous improvement activities for years. You will leave the workshop with an action plan for starting, strengthening, or reinvigorating Lean efforts within your organization.

Who Should Attend: Individuals or teams with little to moderate experience and exposure to Lean who are looking to increase their understanding; managers who want an understanding of the total scope of implementing lean; leaders who want to evaluate the strengths / weakness of your Lean efforts and create an action plan in response.

FACTORY VISITS

Only Polish language version.

FACTORY VISIT 1

TOYOTA MOTOR MANUFACTURING POLAND, Wałbrzych and ELECTROLUX, Świdnica

During the trip the participants will visit a Toyota plant in Wałbrzych producing gear boxes and 1.0 litre petrol engines and Electrolux cooker producing plant in Świdnica.

Toyota Motor Manufacturing Poland

In terms of quantity of subassemblies, Toyota plant in Wałbrzych, is the world's biggest producer of Toyota components outside Japan. The products are as follows:

- 1.0 liter petrol engine for Toyota Aygo, Peugeot 107 and Citroën C1 assembled in TPCA, The Czech Republic as well for Toyota Yaris assembled in TMMF, France.
- Manual gearbox for 1.0 – 1.8 liter engines made for Toyota Auris assembled in TMMT, Turkey and TMUK, Great Britain, Toyota Corolla assembled in TSAM, South Africa, Toyota Corolla Verso assembled in TMMT, Tukey, Toyota Avensis assembled in TMUK, Great Britain, Toyota Yaris assembled in TMMF, France and Toyota Aygo, Peugeot 107 and Citroën C1 assembled in TPCA, The Czech Republic.
- Semi-automatic gearbox M-MT (multi-mode transmission) made for Toyota Aygo, Peugeot 107 and Citroën C1 assembled in TPCA, The Czech Republic.

Electrolux Poland, Cooker Plant in Świdnica

The plant in Świdnica produces freestanding and built-in gas, gas / electric and electric cookers. The line of products includes cookers with induction, vitroceramic and ceramic cooktops as well as cookers with double ovens. The products from Świdnica are made mainly for domestic and European markets. The plant in Świdnica, like other Electrolux plants worldwide uses Electrolux Manufacturing System.



31 may

10:00 - 16:00

Bus departure
08:00 AM

FACTORY VISIT 2

GENERAL MOTORS MANUFACTURING POLAND, Gliwice

Participants will have an opportunity to visit GM factory, which regularly in the last couple of years, has been rewarded in the internal GM competition for the best plant of the European concern in production quality. Currently, in the plant models of Opel: Opel Astra GTC (since 2011), Astra IV Hatchback (since 2009) and Astra III Sedan (since 2007) are manufactured. From the beginning of its existence by 30 March 2011, plant produced 1.5 million cars.



31 may

10:00 - 16:00

Bus departure
07:30 AM

Busses departure in front of HASTON CONGRESS CENTER building at Irysowa Street 1-3 Wrocław.
Logos presented for demonstration purposes. Partner companies are their sole legal owners.

CONFERENCE FEE

Register 30 days before the Conference and pay lower fee	
Day 1 and 2 (29 and 31 May 2012)	
Early registration fee Upon registration until 30.04.2012	First participant from company 3200 PLN + 23% VAT
	Second participant from the same company 3000 PLN + 23% VAT
	Third and more participants from the same company 2800 PLN + 23% VAT
Regular Conference fee upon registration after 30.04.2012	First participant from company 3600 PLN + 23% VAT
	Second participant from the same company 3400 PLN + 23% VAT
	Third and more participants from the same company 3200 PLN + 23% VAT
	Registration fee made not via internet 3800 PLN + 23% VAT
Day 3 (31 May 2012)	
Workshops	Real Oobeya establishment Takashi Tanaka & Yuko Yabe, TMGT, Inc. in GKN Driveline, Oleśnica 2500 PLN + 23% VAT
	Kaizen: The Culture of Continuous Improvement Samuel Obara, Honsha Associates in Haston Congress Center 1600 PLN + 23% VAT
	Repetitive Flexible Supply Ian Glenday, Repetitive Flexible Supply in Haston Congress Center 1600 PLN + 23% VAT
	Assessing Service Organizations for Lean Chris Vogel, Compass Affiliates in Haston Congress Center 1600 PLN + 23% VAT
Persons not taking part in the first two Conference days	Real Oobeya establishment 3500 PLN + 23% VAT
	Other workshops 2500 PLN + 23% VAT
Factory Visits	Toyota Motor Manufacturing Poland in Wałbrzych and Electrolux in Świdnica 650 PLN + 23% VAT
	General Motors Manufacturing Poland in Gliwice 650 PLN + 23% VAT

Factory visits are only available for participants of the first two days of the Conference.
The fee for the factory visits organized during the Conference covers only and exclusively the costs incurred on organization of these visits (transport, meals). The conference fee for consultants is 25% higher than the listed prices.
In exceptional cases organizers reserve the right to refuse registration without giving any reasons.

Registration and conditions of participation

Registration consist of two steps:

STEP 1

Initial registration

Registration of the company and participants on www.lean.org.pl

Confirmation of initial registration will be e-mailed immediately after registration.

STEP 2

Guaranteed registration

Confirmation of initial registration through payment of the Conference fee.

Only payment of the Conference fee guarantees availability of chosen seminars, workshops and factory visits and it is a condition for participation in the Conference.

After the payment is made you will receive an advance invoice.

The payment should be transferred to the following bank account:

Lean Enterprise Institute Polska Sp. z o.o.
Raiffeisen Bank 16 O. Wrocław
94 1750 1064 0000 0000 2011 7238
Reference: **XII LM Conference**

Please send the confirmation of payment by e-mail: konferencja@lean.org.pl
or by fax: **+48 71 798 57 34**

Additional Information

Registration made not via Internet does not guarantee availability of chosen seminars, workshops or factory visits until it is confirmed by the Conference Organizers. The Conference fee does not include parking and accommodation. To all specified fees 23% VAT needs to be added. Cancellation of participation needs to be submitted to organizers until **23. May 2012** in writing. If the registration is cancelled, handling fee of 250 PLN net will be charged. There will be no refunds if a cancellations is made after 23. May 2012.

The content of this brochure is correct at the time of printing.

Conference location

HASTON CONGRESS CENTER at Haston City Hotel
Irysowa Street 1-3, 51-117 Wrocław
Phone: **+48 (71) 322 55 00**, Fax: **+48 (71) 352 77 77**
Room reservation: kgrajewska-busko@haston.pl
www.haston.pl



An interactive direction map is available on: www.lean.org.pl

The password **"Lean Conference"** entitles to 10% discount on rooms prices for the Conference participants in the following hotels:

- Hotel Haston City Hotel** ****, phone: +48 71 322 55 00
- Hotel Art Hotel** *****, phone: +48 71 78 77 400
- Hotel Radisson BLU** *****, phone: +48 71 375 00 00
- Hotel Diament** *****, phone: +48 71 735 03 50
- Hotel Park Plaza** *****, phone: +48 71 320 84 00
- Hotel Sofitel** *****, phone: +48 71 358 83 00
- Hotel Novotel** *****, phone: +48 71 339 80 51
- Hotel Mercure Panorama** ***, phone: +4871 323 27 42
- Hotel Patio** ***, phone: +48 71 375 04 00
- Hotel Tumski** ***, phone: +48 71 322 60 99

A list of additional hotels in Wrocław available on: www.wroclaw.pl
LEI Polska does not guarantee room availability in above listed hotels.

Conference Language

All plenary presentations will be interpreted from Polish into English and vice versa. Seminars conducted by Takashi Tanaka, Ian Glenday and Chris Vogel on the first day and by Takashi Tanaka, Samuel Obara and John Allen on the second day, held originally in English, will be translated into Polish. All case studies presented on the second Conference day will be available in Polish and four of them will be also translated into English. On the third day, workshops 2, 3, 4 will be translated from English to Polish. Workshop 1 (Takashi Tanaka, Yuko Yabe) will be conducted in English only. Factory visits will only be available in Polish.

Program and Organizing Committee

Prof. Tomasz Koch (chairman), Dr. Remigiusz Horbal, Dr. Tomasz Sobczyk, Robert Kagan, Andrzej Bielewski, Magdalena Dzielicka, Marek Eisler, Monika Gołowacz, Małgorzata Góral, Małgorzata Jakubik, Alicja Kantor, Tomasz Lejczak, Małgorzata Mazur, Zofia Maśluszczak, Bartosz Misiurek, Marta Najwer (conference officer), Stanisław Plebanek, Dorota Prędką, Anna Tyra, Michał Well.

..... more informations on www.lean.org.pl

TRAINING AND CONSULTANCY ACTIVITIES

LEI Polska is a team of professionals specialized in transferring practical knowledge and skills in Lean Management implementation. The team consist of most experienced coaches and consultants with many years management, coaching, didactic and consultancy practice in all key sectors of industry and also in office, service, supply chain and product development. The number of trained managers yearly is 2500. LEI Polska is a member of a world-wide, prestigious Lean Global Network, originated by Dr. James Womack and Prof. Daniel Jones.

LEI Polska offers the largest public Lean Workshops Program in Poland which is unique as all workshops are conducted on site of companies representing both manufacturing and service sectors. More information is available on www.lean.org.pl



RESEARCH AND TEACHING ACTIVITIES

The research carried out within Lean Enterprise Institute Polska encompasses many aspects of Lean philosophy and application of its versatility in different areas of business activities. Part of the Institute personnel provides teaching courses on Lean Manufacturing based on experience from industrial projects at the Wrocław University of Technology. LEI Polska is among leading partners in two large scale European research projects in the field of management, co-funded by the EU Commission – Future SME and Target.



Politechnika Wroclawska



AWARDS RECEIVED BY LEAN ENTERPRISE INSTITUTE POLSKA



European Medal 2010 and 2011

Awarded by the Business Centre Club and the European Economic and Social Committee. This award in 2010 has been granted for the Lean Management public workshops program conducted on the production companies' premises. In 2011 it has been granted for the Series of publications under the banner of LEI Polska.

Lower Silesian Griffin

Economic Award in the category of institutions and organizations supporting innovation and entrepreneurship.



Lower Silesian Economic Certificate

Certificate of credibility and quality awarded by the Lower Silesian province.



■ The best books on Lean Management for Lean Practitioners in Polish and English



Toyota Kata



Managing to Learn



Lean Solutions



Creating Level Pull



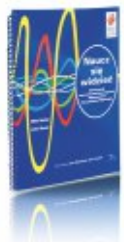
The Lean Manager



Making Materials Flow



Lean Lexicon



Learnig to see



Seeing the Whole



Breaking Through to Flow



The Birth of Lean



The TWI Workbook: Essential Skills for Supervisors

Presented books on Lean Management, and their Polish language versions published by Lean Enterprise Institute Polska are a specialized textbooks which describe in a practical manner the latest management trends in the field of Lean Management. Books from our offer are intended for all persons and organizations from all economy sectors, interested in increasing efficiency and streamlining business processes using Lean Management philosophy, techniques, and methods.

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