4th Annual LMJ Conference

From Lean Tools to a Culture of Continuous Improvement

May 21st to 22nd, 2013
The Hilton Metropole, Birmingham NEC

Speakers and case studies from:

Sponsored by:
Welcome to the 4th Annual LMJ Conference

Over the past four years, LMJ’s readership has grown to represent every continent on the planet. So it only made sense to organise a conference that reflects the journal’s varied, global audience. This year’s international line up includes speakers from Denmark, Italy, Sweden, Serbia, the United States and the UK.

Past themes of the LMJ Annual Conference have included the application of lean tools, systems thinking and lean transformation. This year’s conference will focus on how to create and sustain a culture of continuous improvement. Case studies and speakers will provide their insights into how they have supported a cultural transformation whether at departmental, plant or organisational level.

We are not going to throw the baby out with the bath water, however. While the development of a new culture should be a business’ first priority when aspiring to change, a correct selection and utilisation of lean tools also proves critical to success. It can be a real stimulus for engaging people and transforming the culture of an organisation.

I look forward to meeting you and your team in Birmingham.

Jon Tudor
Chair, LMJ’s Annual Conference 2013

To register, call +44 (0) 20 7401 6033
Or visit www.leanmj.com/annualconference
Email: j.tudor@sayonemedia.com

Special Interest Sessions

Ideas Exchange Cafe

Unique to the LMJ’s Annual Conference are special interest sessions in the Ideas Exchange Cafe

- Informal group discussions focusing on lean topics of special interest to LMJ members
- Designed for the LMJ Community to share your success and struggles with other practitioners
- Enables benchmarking of yourself in each session with a maximum of 20 delegates
- Effective subject area facilitation by subject area experts
International Keynote Speakers include:

**Mauro Pino**  
Vice President  
Vehicle Assembly Operations & Head of World Class Manufacturing  
Chrysler Group LLC, USA

**A TRUE TEXAS TALE! How the City of Irving Managed to Stay Up in a Down Economy**  
Governments at all levels and all around the world are slashing budgets in response to the economic downturn. The slash and dash approach is often conducted with little insight into the root causes of a problem and tends to breed dangerous and counterproductive solutions. As tax revenues decline, they curtail services, layoff/furlough employees, and close facilities. Not Irving, Texas! Using Lean Six Sigma as its framework, Irving transformed its organisational culture by aligning LSS with key business strategies, saving thousands of employee hours and millions of dollars, while increasing customer satisfaction and building new green high-tech libraries and recreational facilities.

**Ebly Sanchez**  
Director  
Volvo Production System, Volvo Group, Sweden/USA

**How Volvo Keeps Rolling: A Global Improvement Culture Powered By The Volvo Production System**  
Ebly’s career has been in the development and implementation of lean management practices in the automotive industry. He focuses on the progression of lean by means of fostering a cultural change in the organization and also on the challenges of applying lean beyond the manufacturing processes. His view is that it is impossible to achieve world class levels of competitiveness if lean is not implemented across the board, in product development, supply and purchasing.

**Zoe Radnor**  
Professor of Service Operations Management & Chair of British Academy of Management  
UK

**Lean: A Failed Theory for Public Services?**  
Zoe has recently been a Management Practice Advanced Institute of Management (AIM) Fellow focusing on the sustainability of lean in public services. She has led research projects for the Scottish Executive, HM Revenue and Customs, HM Court Services and other healthcare, local government and higher education organizations. This work has proven critical in advancing our understanding of how lean thinking and techniques are and could be used in the public sector. Zoe has developed a House of Lean for Public Services and published over 80 articles, book chapters and reports as well as presented widely on the topic to both academic and practitioner audiences. She also advises and sits on a number of boards and committees for organisations such as the Welsh Assembly Government, National Audit Office and Cabinet Office.

**Stephen Smith**  
Supply Chain and Operations Director  
British Gypsum  
UK

**The Journey to World Class**  
Within British Gypsum, Stephen has led the World Class Manufacturing Programme, which led to the company’s five factories winning WCM Bronze awards. He also audits and coaches in the WCM Programme other Saint Gobain plants in Scandinavia. Before joining British Gypsum, Stephen worked in a number of automotive companies in the UK, USA and Sweden. Under these roles he mainly concentrated on turning around either individual plants or multi-plant operations.
Speakers and Case Studies:

**Graeme Shaw**  
Head of Station Upgrades  
London Underground  
UK

**Tony Carr**  
Plant Manager  
Caterpillar, Building Construction Products

**Sandra Cadjenovic**  
CEO  
SCGM  
Serbia

**Joseph Ricciardelli**  
CEO  
Tecla Consulting  
Serbia

**What’s Lean Got To Do With It**

Anyone who has dealt with a University would probably agree that Higher Education is a sector ripe for applying lean thinking in order to do what it does better. However, the very nature of the sector presents a challenge. As one HE Leader put it, Universities essentially offer “training in cynicism”. Steve has successfully run kaizen events and led lean implementations in a number of Universities. He will discuss the challenges of making Higher Education leaner, the root causes of these problems and the strategies we can use to overcome them. He will then relate that learning to lean in any context.

**Notes from a Long Lean Journey**

Over the last two years, London Underground has taken unprecedented steps to allow its staff to make business changing decisions; to be allowed to practice and experiment. The process, involving every level and specialisation within this arm of London Underground, has had a dramatic effect, creating that paradigm shift that is often thought of as impossible. Graeme and his team will explain how established and seemingly sacred systems were dismantled and reassembled as an overall systemic process that met common goals, and will give an insight into the empowerment and enthusiasm that realised, deep within the public sector.

**Creating Serbian Power Rangers: LMJ’s Lean Diary Update**

Throughout 2012 LMJ readers have been reading the LEAN DIARY, following Serbian plastic injection molding company SCGM’s lean journey. At this year’s conference, delegates will be able to listen to SCGM’s story in person as the company starts its second year of lean implementation. The session will explore how before lean the company’s employees worked solely in their own departments, with little cross-functional collaboration. Within 12 months, lean has brought the business together, allowing greater transparency and team working. Delegates will learn more about SCGM’s lean system and key pillars, from autonomous maintenance to lean cost management. The results have been impressive: profit has increase by 85%, income by 26%, OEE has gone from 61% to 80%, and the organisation now has 50% more customers than in the previous year. The workforce also grew, and 11 of its 62 staff are now fully on board with lean. The session will explain why this manufacturer from the Balkans calls its people “power rangers”.

**London Underground’s ‘Lean Transformation programme - The relentless pursuit of Waste’**

Over the last two years, London Underground has taken unprecedented steps to allow its staff to make business changing decisions; to be allowed to practice and experiment. The process, involving every level and specialisation within this arm of London Underground, has had a dramatic effect, creating that paradigm shift that is often thought of as impossible. Graeme and his team will explain how established and seemingly sacred systems were dismantled and reassembled as an overall systemic process that met common goals, and will give an insight into the empowerment and enthusiasm that realised, deep within the public sector.

**How Six Sigma Became Embedded into the Culture of Caterpillar**

Tony is responsible for the Building and Construction products at Caterpillar, in Leicester, UK. His career started in 1985 in the Royal Navy, where he was a navigation officer, before moving to industry as an industrial engineer at Eveready Batteries. After holding a series of senior manufacturing and engineering roles, he joined Caterpillar in 1999 as a manufacturing engineer, before moving across assembly, technical and operations positions until he became Plant Manager in 2009.
Workshops

Day One
Special Interest Workshop
11:00am to 12:30pm

Visual Leadership:
The Five Structures That Focus
and Drive Strategic Improvement
Gwendolyn Galsworth
President, Visual Thinking Inc, USA

Compelling, natural leaders are rare in any field, including business and industry where a flood of priorities compete for resources and attention. Visual Leadership provides executives with a powerful and highly-visual framework for focusing and then driving key corporate outcomes.

The result? That executive can say Yes to the few and Wait to the many—without sacrificing operational performance or the business case.

Attend this session and learn about the synergy between the five core structures of Dr. Galsworth’s Visual Leadership approach:
1) The Operations System Improvement Template;
2) The X-Type Matrix;
3) Visual Metrics (metrics that drive);
4) The Visual War Room; and
5) The Operations Road Map. In their sum, these help busy leaders to find, focus, and drive corporate intent.

Day Two
Special Interest Workshop
13:30 to 15:30

A3 Thinking To Support Lean Product Development
Ahmed Al-Ashaab
Senior Lecturer, Cranfield University, UK

Ahmed is currently involved in a project that looks at the synergies between concurrent engineering (QFD, DFM/DFA, FMEA, NPD/I methodologies), lean product development (lean thinking), knowledge based engineering (knowledge management and modelling, manufacturing process and resources capabilities), and also collaborative product development (knowledge driven web-based collaboration, collaborative environment).

This workshop will present the interesting study on lean product and process development that Ahmed’s team at Cranfield University is working on with a consortium of European partners, including Rolls-Royce, Indesit, Volkswagen A.G. and Visteon Engineering Services.
### Agenda Day One Tuesday 21st May 2013

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<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>08:15</td>
<td>Registration tea/coffee</td>
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<tr>
<td>09:00</td>
<td>Chair welcome and announcements  Jon Tudor, Head of Programmes, LMJ</td>
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<tr>
<td>09:10</td>
<td>Opening Address How Volvo Keeps Rolling: A Global Improvement Culture Powered By The Volvo Production System  Ebly Sanchez, Director Volvo Production System, Volvo Group</td>
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<td>09:50</td>
<td>LMJ Board Keynote Knowing The Why &amp; How  Jacob Austad, Partner, LeanTeam (Denmark)</td>
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<td>10:30</td>
<td>Morning tea/coffee break</td>
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#### Stream A

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<td>11:00</td>
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<tr>
<td>11:45</td>
<td>Engaging Teams To Keep Products Moving  Andrew Lahy, Vice President, Global Logistics Solutions, Panalpina World Transport Limited</td>
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#### Stream B

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<th>Time</th>
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<tr>
<td>11:00</td>
<td>Policy Deployment to Drive Change  Speaker to be confirmed BAE Systems</td>
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<tr>
<td>11:45</td>
<td>What’s Lean Got To Do With It  Steven Yorkstone, Internal Consultant, Sustainable Futures, Edinburgh Napier University</td>
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#### Workshop

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<td>Kick-starting a lean programmer  Chair: Roberto Priolo, Editor, LMJ</td>
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### Lunch and networking

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<tr>
<td>12:30</td>
<td>Lunch and networking</td>
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<td>Lunchtime Keynote A TRUE TEXAS TALE! How the City of Irving Managed to Stay Up in a Down Economy  Nancy Powell Bartlett, President, Bartlett Associates USA</td>
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<tr>
<td>14:20</td>
<td>Academic Keynote Lean: A failed Theory for Public Services?  Professor Zoe Radnor, Professor of Service Operations Management &amp; Chair of British Academy of Management</td>
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<tr>
<td>15:15</td>
<td>The Long Lean Journey  Sarah Jury-Onen, Lean Head of Profession, Department of Work and Pensions</td>
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#### Ideas Exchange Cafe

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<tr>
<td>16:00</td>
<td>Creating a Culture of CI in the Public Sector  Co-chair: Professor Zoe Radnor and Nancy Powell Bartlett,</td>
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<tr>
<td>17:30</td>
<td>Close Day One</td>
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<td>19:15</td>
<td>Sponsored Networking Dinner  All delegates, speakers and VIP guests can relax and network in the LMJ’s Annual Dinner, casual dress with fun, food and drink.</td>
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<td>21:30</td>
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Website: [www.leanmj.com/annualconference](http://www.leanmj.com/annualconference)  Tel: 020 7401 6033  Email: enquires@sayonemedia.com
### Agenda Day Two Wednesday 22nd May 2013

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<td>Morning Keynote Mauro Pino, Vice President – Vehicle Assembly Operations &amp; Head of WCM, Chrysler Group</td>
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<td>09:55</td>
<td>Morning Keynote Stephen Smith, Operations &amp; Supply Chain Director, Saint Gobain/British Gypsum</td>
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| 11:00 | **Stream A** How Six Sigma Became Embedded into the Culture of Caterpillar  
Tony Carr, Plant Manager Caterpillar |
| 11:05 | **Stream B** Details to be confirmed shortly
Robin Smith
Head of Privacy, University Hospitals Leicester |
| 11:45 | **Ideas Exchange Cafe** Removing barriers and resistance in your lean journey
Chair Roberto Priolo, LMJ Editor |
| 11:45 | Delegates transfer between breakouts                                  |
| 12:30 | Lunch and networking                                                  |
| 13:30 | **Afternoon Workshop** Personal Development to Impact Company Culture
Details to be confirmed |
| 13:30 | **Afternoon Workshop** A3 Thinking To Support Lean Product Development
Dr. Ahmed Al-Ashaab, Senior Lecturer, Cranfield University |
| 13:30 | **Afternoon Workshop** The Lean Coach
Peter Watkins, Global Lean Director, GKN (TBC) |
| 15:30 | Networking Break                                                      |
| 15:45 | Panel Debate A Culture of Continuous Improvement                      |
| 16:30 | Close Day Two                                                        |

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Early Bird Offer
Register before Friday 29th March for an exclusive
LMJ reader discount and save £200 per delegate

Booking Form
Delegate Details

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Email

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By signing this registration, I hereby confirm that I have read and understood and agree to be bound by the Terms & Conditions.

Signed

Date

Name

Job Title

The Manufacturer, Sayone Media
Elizabeth House, 39 York Road, London, SE1 7NJ

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