LEAN MANUFACTURING

Are you using your lean programme to its full potential?

19 March 2015
Conference Aston, Birmingham

Free to attend for all subscribers to The Manufacturer
See back page for details*

*TMLean
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A lean manufacturing programme is based on reducing or removing non-value added work. This is becoming ever more important with the constant demands to reduce costs, whilst increasing productivity and ensuring the best quality product, resulting in profit margins constantly being at risk.

Companies are increasingly investing more time and money into continuous improvement and lean programmes as a method of achieving significant cost reduction. Lean methodology and tools are often implemented as part of a continuous improvement programme to drive positive change within a business. When implemented correctly, a lean programme will increase productivity, raise employee engagement, reduce waste and decrease costs.

The Lean Manufacturing conference will focus on the implementation of lean methodology and ways to overcome potential problems that can arise such as a lack of employee engagement and replacing a lean champion. There will be case studies from companies who can demonstrate how they have overcome these issues, which will provide a solid basis for the discussion and sharing of ideas among peers.

Event themes:

- How lean tools and techniques can help assist businesses when issues arise within lean and continuous improvement programmes
- How to ensure optimal employee engagement across all lean programmes
- Developing ways to sustain your lean programme when your original lean leaders and champions leave
- Understanding the importance of a lean education for both the engagement of staff and the sustainment of your lean programme
- Understanding that poorly managed lean programmes and technologies can impact your customers experience, and acting appropriately to develop ways to avoid this happening
- Ensuring that all your employees share the same vision for your company’s lean programme, and how it is imperative that all employees understand why you are using lean tools

Who should attend?

Senior managers from manufacturing companies seeking to:

- Remain competitive within the industry
- Ensure that you are eliminating waste in all areas of your organisation where non-value added work is prevalent

- Ensure that you are doing your upmost to guarantee optimal engagement of your work force
- Understand how having a robust lean programme will assist your company during times of business difficulties
- Ensure that you are guaranteeing the future of your lean programme when your original lean champions and ambassadors leave
- Develop ways to overcome the problems you see whilst deploying your lean programme when you have a disruptive middle man
- Ensure that your lean programme does not negatively impact your customers experience

Participants to include:

- Continuous Improvement Managers
- Lean Enterprise Directors
- Heads of Lean
- Heads of Operations
- Operations Managers and Directors
- Lean Managers
- Plant Managers
- Transformation Leaders

Benefits of attending:

- Understand how you can increase employee engagement within your company, in turn raising the productivity and turnover of your business
- Discuss how to remove waste from all areas of your business to help you decrease costs in your company
- Learn how you can overcome actively disengaged employees raising the commitment of your workforce to their lean programmes
- Understand how your lean programme will assist your company through times of business hardship safeguarding the future of your company
- Learn from other companies, who have solved their problems and overcome difficulties that have arisen in their business so that you can progress your lean programme positively
### AGENDA: Lean Manufacturing

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<td>Are you using the right lean model?</td>
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<td>The first steps – the importance of a first class lean education</td>
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<td>The importance of culture and employee engagement in driving improvement</td>
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<td>How to ensure that lean thinking and tools do not negatively impact your customers’ experiences</td>
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<td>Approach to sustaining a lean transformation</td>
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<td>Agata Choma, Value Stream Manager, Parker Hannifin</td>
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<td>Lean thinking – a systematic approach to prepare for your lean journey</td>
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<td>Networking lunch</td>
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<td>Keynote: how to develop and sustain a premier lean manufacturing programme</td>
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<td>Stuart Wood, Head of Operational Excellence, Oxford Instruments Superconductivity Ltd</td>
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<td>14:40-15:10</td>
<td>Driving from the top – ensuring all the leadership team and managers are on board with your lean programme</td>
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<td>Gary Jones, Operations Director, Ranier Technology</td>
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<td>Rob Armstrong, Industrial Engineering Manager, Selex ES</td>
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<td>16:10-16:40</td>
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<td>Robin Atkinson, Manufacturing Operations Manager, Donaldson EMEA</td>
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<td>The Saboteur</td>
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<td>Jason Bridger, Lean and Six Sigma Champion, GlaxoSmithKline</td>
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<td>17:10-17:25</td>
<td>Chairman’s closing remarks and problem solving session summary</td>
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**PROBLEM SOLVING GROUP 1**
**Overcoming the middle man**

- **The passenger**
  - Rob Armstrong, Industrial Engineering Manager, Selex ES

- **The sceptics**
  - Robin Atkinson, Manufacturing Operations Manager, Donaldson EMEA

- **The Saboteur**
  - Jason Bridger, Lean and Six Sigma Champion, GlaxoSmithKline

**PROBLEM SOLVING GROUP 2**
**Your lean programme through times of business difficulty**

- **A business being sold**

- **A business in severe debt**

- **A change in the leadership team**
  - Jason Bridger, Lean and Six Sigma Champion, GlaxoSmithKline

**BOOK NOW:** [events@hennikgroup.com](mailto:events@hennikgroup.com) [themanufacturer.com/lean2015](http://themanufacturer.com/lean2015) 020 7401 6033 (Opt 3)
**SPEAKERS INCLUDE:** Lean Manufacturing

**Brian Dickinson**
Lean Manager
Entek International Ltd

**Biography**
Brian began his career in the pharmaceutical industry in 1979 as a process development chemist, and over more than 30 years progressed via a number of production and project positions to API production lead with responsibility for four manufacturing areas. Success through the application of lean and continuous improvement activities led to promotion to UK strategic project facilitator, leading operational excellence improvements across four sites in the UK and Canada, during which Brian became an accredited Shingo assessor.

Brian currently manages lean/C.I. for Entek International’s UK facility, which won three awards in 2012.

**The importance of culture and employee engagement in driving improvement**
The difference between the really great firms, and the good, is the people and their behaviours. Whether you’re a big company or a small one, leadership is key in terms of defining the mission, vision, values and behaviours that define the organisation. Aligning day-to-day activities with the mission, providing ongoing coaching and support, leading by example and solving problems as soon as they appear to deliver sustainable performance.

Brian will describe how Entek have progressed down their lean journey, starting by teaching all staff how to apply lean tools, creating systems that standardise application across all areas of the site and give examples of the things they have done to encourage employee engagement.

**Paul Gore**
Senior Operational Excellence Specialist,
ThermoFisher Scientific

**Biography**
Paul has over 15 years of first-hand experience in continuous improvement and has been Senior Operational Excellence Specialist at ThermoFisher Scientific for five years. He has led a number of major improvement initiatives in various industries, including FMCG, Packaging and Biotech.

Paul adopts a creative, dynamic and accessible approach to change management, using his passion and understanding of business infrastructure, systems theory and cultural engagement to successfully manage the implementation of change and improvement strategies.

He led his team to the finals of the World Class Manufacturing Awards and is a certified Six Sigma Master Black Belt.

**Stuart Wood**
Head of Operational Excellence
Oxford Instruments Superconductivity Ltd

**Biography**
Stuart Wood is Head of Operational Excellence for Oxford Instruments plc; where his role is to lead the development and implementation of continuous improvement strategies (in line with lean manufacturing and six sigma principles) across Oxford Instruments global manufacturing business units in Europe, North America and Asia.

Oxford Instruments plc is an FTSE 250 company specialising in the design and manufacture of equipment to fabricate, analyse and manipulate matter at the atomic and molecular level. The company has recently announced record results and is driving growth through product development, acquisition, and process efficiency.

A chartered engineer, and a fellow of both the Institute of Mechanical Engineers and the Institute of Directors, Stuart is currently reading (part-time) for a research PhD at Cranfield University in the field of lean deployment.

**Lean thinking – a systematic approach to prepare for your lean journey**
Companies often equate ‘lean’ with the tools that are used to create operational efficiencies and standardise processes; however, the largest challenge within any lean transformation is faced by senior leaders. They are required to let go of deeply embedded “command and control” behaviours and instead give responsibility for change, problem solving, improvement and other activities to the front line and supervisory personnel within the organisation. For many, this is difficult.

This systematic change in leadership behaviours, bridges a critical divide between lean tools and lean thinking. It separates transformations that start well but falter, from those that sustain initial gains and go on to deliver long term improvement.

Therefore, the question that actually needs to be asked is, ‘Am I truly prepared for this lean journey?’

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Rob Armstrong
Industrial Engineering Manager
Selex ES

Biography
Rob graduated from Cardiff University in 2005 with a MEng in Mechanical Engineering and joined Selex as an operations graduate in their Machined Components Centre, Basildon. Since then he has worked for the company as a Change Leader, introducing new technologies such as 3D Printing and Visual Controls and as Manufacturing Controller of the Surface Treatment and Inspection departments.

From 2009-2012 he was Project Manager for Selex’s Electronic Warfare products, primarily on Eurofighter Typhoon. He then moved to the Luton site in 2012 as Industrial Engineering Manager.

As a Lean Six Sigma Black Belt, Rob leads a team of 13 Industrial Engineers, who are involved in a diverse range of activities, primarily production support (defect reduction, process improvement, application of lean) and new product introduction (design for manufacture, production readiness).

Howard Bettany
Divisional Lean Manager
Parker Hannifin

Biography
Howard has been a lean practitioner for the previous 14 years with companies such as Rolls Royce PLC, GKN, UTC, and has extensive experience within various operational management roles. He has been Divisional Lean Manager for the last three years within Parker Hannifin and has the responsibility of leading the lean transformations across six sites in Europe.

Howard was in charge of achieving best in class lean model site at UTC, and with Parker Hannifin at the Dewsbury site within 18 months, through the application of lean concepts and the development of people. He is currently in the final year of an MSc in Lean Enterprise at Buckingham University.

Approach to sustaining a lean transformation
Howard and Agata will be discussing the leveraging of an in house lean model, open systems thinking and lean concepts based on the lean enterprise transformation model to create fast-paced change, and sustain a lean transformation. Topics will include:
• The need to build organisational and systems capabilities
• The linkage between leadership standard work and Kata
• The need for a layered approach
• An open systems model roadmap to develop front line teams

This presentation will cover:
• An approach on the key elements for a sustained lean transformation success
• Understanding the need for coaching and verification
• Frontline experience and implementation
• The role of leadership in a lean transformation and sustainment programme

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**SPEAKERS INCLUDE:**

**Lean Manufacturing**

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**Biography**

**Agata Choma**  
Value Stream Manager  
Parker Hannifin

Agata has been a part of Parker Hannifin for 7 years, and has extensive experience within various operational functional roles. She has been value stream manager for the last two years at the Dewsbury location and was an integral part of achieving the ‘best in class’ lean model site within Parker Hannifin.

Agata has an in-depth frontline knowledge of the development of people, and high-performance team working with the benefits this can bring to a company’s growth. She is currently in the final year of a degree in Leadership and Management at Teesside University.

**Approach to sustaining a lean transformation**

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**Biography**

**Jason Bridger**  
Lean and Six Sigma Champion  
GlaxoSmithKline

Jason currently works as an internal business improvement consultant within GlaxoSmithKline’s Core Business Services group, where he coaches and mentors leaders and teams in the application of business practices drawn from Lean Service and Manufacturing, Organisational Development, Business Change Management and Project Management – the GSK Fundamentals for Change.

Through coaching and process consultation, Jason supports leaders and teams in delivering strategy, improving business performance, delivering change and solving problems.

Jason has spent the last seven years coaching and consulting on the use of lean sigma and change management solutions in manufacturing and service environments, and in a career spanning 28 years he has operational experience in; automotive design and manufacturing, IT systems management, supply chain planning and logistics, pharmaceutical packaging operations and shared service delivery.

**A change in the leadership team**

It’s often thought that a change in leadership can derail your lean programme.

At GSK we are in the midst of an experiment testing a hypothesis that to build a sustainable culture where lean thinking and practice becomes a way of life we need to shift from traditional learning and leadership approaches and go beyond training in the ‘tools’ with an approach that first develops leadership mind-sets and behaviours.

Explore a real life case study of how GSK is deploying a focused capability building program bringing together techniques drawn from lean, organisational development, change management and project management and understand the importance of learning by doing in the workplace, supported by leaders acting as coaches.

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Date and venue

19 March 2015
Conference Aston
Aston University
The Aston Triangle
Birmingham
West Midlands B4 7ET

Getting there

By car: Easily accessible by road via junction 6 of the M6 with great connections to the M5/M42 close by. Parking is available and can be pre-booked and paid for online on the Conference Aston website.

By train: Aston University campus is located in Birmingham city centre and is a 10-20 minute walk from Birmingham’s three mainline rail stations or a 5 minute taxi drive. Further directions can be obtained on the Conference Aston website: www.conferenceaston.co.uk/attending-an-event/how-do-i-get-to-you/

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