

ELEC 2015

European Lean Educator Conference

September 16–18, 2015 in Södertälje, Sweden

Highlights

25 sessions on Lean in training, education and research

Training cases from Toyota, Scania, Audi and Siemens

Experiences from 200+ transformations in SMEs

Special session with Mike Rother

Games and simulations to learn and use



The meeting where trainers, coaches, professors and teachers from industry, academia and public organisations share their knowledge and experiences and learn from one another.



Committee

Conference Chair

Prof. Dr. Constantin May

Conference Committee

Prof. Arnaldo Camuffo

John Bicheno

Prof. Dr. Ralph Kriechbaum

Joakim Hillberg

Mike Rother

John Y. Shook

Prof. Peter Ward

Organisers

Lean Competence



Partners



Supporting Next Generation Lean Thinking!

The European LEAN EDUCATOR Conference 2015 provides a platform for trainers, coaches, professors and teachers from industry, academia and government organizations to share their knowledge and experiences and learn from one another.

The European LEAN EDUCATOR Conference is dedicated to fostering exchange within academia as well as between education and industry, which we believe is especially important. Toward that end, we are targeting an audience that is 50 percent educators and 50 percent Lean teaching and coaching specialists from industry. All participants will

take home practical lessons-learned from one another.

After many successful LEAN EDUCATOR Conferences in the United States, the European LEAN EDUCATOR Conference is now in its second year and will this time take place in Södertälje, close to Stockholm. Keynote speakers, coaches and Lean implementers of leading organizations and companies will share their experience and knowledge.

Through innovative educational approaches – ranging from simulations, case studies, learning factories

and new training methods – participants will receive new ideas for teaching, practicing and coaching continuous improvement.



Prof. Dr.
Constantin May
Conference Chair



MSc, MBA
Joakim Hillberg
Conference Host

Agenda

Pre-Conference Sept 16

Study visits to best-in-class companies
Workshops and Games

Conference Sept 17

Conference in Södertälje
Keynotes and presentations

Conference Sept 18

Conference in Södertälje
Presentations

Highlights of the European Lean Educator Conference

- Keynote speakers from leading companies and institutes
- Live simulations in innovative learning environments
- Simple methods for teaching complex behaviour
- Study visits focused on practical lean learning
- Management systems engaging people at all levels
- Useful tricks how to make Lean Thinking stick

Conference Pricing

	Pre-Conference Workshops	Conference
Speakers	EUR 240 incl 25% VAT	Free of charge
Participants from Academia	EUR 240 incl 25% VAT	EUR 595 incl 25% VAT
Participants from Industry / non-academic organisations	EUR 480 incl 25% VAT	EUR 1195 incl 25% VAT

Organisers

Lean Competence

Lean Competence delivers world-class lean training and seminars in

co-operation with the non-profit association PLAN.

We are doing master classes with world-renowned lean thinkers, practical training, experienced-based learning through games and simulations and certification according to the Lean Competency System.
www.leancompetence.se



KTH Royal Institute of Technology is a university in Stockholm, Sweden, that was founded in 1827. It is the largest of

Scandinavia's institutions of higher education in technology.

KTH Leancentrum is a part of KTH and its vision is to be a link between research, industry and the public sector and a center of excellence where lean practitioners share their experiences and grow their knowledge.
www.kth.se



CETPM is an institute at Ansbach University in Germany. It is one of the leading organisations

in the field of continuous improvement and productivity increase in German-speaking countries.

CETPM's mission is to support you with comprehensive information and continuing education on your way to Operational Excellence. www.cetpm.de

Partners



Lean Education Academic Network (LEAN) is a group of university educators dedicated to

the task of implementing lean education in higher education, as well as continuous improvement of lean education.

We seek to engage leaders from industry and academe in developing new approaches to teaching university students lean thinking.
www.teachinglean.org



Lean Global Network

LGN is a network of 17 mission-driven institutes taking responsibility for bringing lean thinking

and practices to their countries and the world.

LGN institutes support individuals, organizations and society to help them improve performance and raise living standards; enable prosperity while minimizing resource and environmental impact; provide more fulfilling work and continued personal development; and enable consumers to create more value. www.leanglobal.org

Welcome to Sweden, where culture and nature meet!



The conference will be arranged in Södertälje, a Swedish town well-known for its cluster of lean thinking. Many companies in the city are work with lean, the most renowned is Scania but the public sector with the municipality, hospital and schools are also working with lean. This is one of the reasons why the Swedish government recently, with over 100 million Euros, started funding KTH Södertälje Science Park with the purpose of bringing industry and research closer with lean as a main focus.

Register now at www.lean-educator.eu

Pre-Conference Day | September 16

	The Pre-Conference day is an optional day that give you opportunities to visit best in class companies and to learn through engaging workshops and games.	
09:00	Registration and morning coffee	
10:00	Welcome to Pre-Conference Day	
10:15-16:30	Full Day Parallel Sessions — Choose One	
	Study visit to Scania and practical training at KTH Pedal Go-Kart Factory See how Scania train and support their employees to execute, improve and perform. Over the years, they have developed and improved their training to be more hands-on and performed as on-the-job training, both for operators and managers. We will share our experiences from two perspectives: 1. Operator's training – focus on execution and improvement. 2. Leadership training – focus on lean leadership which starts with stand and see and focus on leadership that make functional managers understand flow and what is hindering flow (control systems, budgets, etc). The KTH Pedal Go-Kart Factory simulates a full-scale assembly line as a fun way to see and learn lean principles in a new way. Flow, takt and deviations. Andon, ask for and get help. The importance of learning. Leading the change.	 
	Expanding Toyota Kata Towards Hoshin Kanri: Make Effective Target Conditions and Connect Them With the Rest of the Organization Learn a powerful format for making target conditions that can be applied in many environments and situations. Connect the target conditions with other areas of the organization and learn how this can be used as an effective approach to introduce Hoshin Kanri. By attending this workshop your effectiveness as a kata coach will improve, since that effectiveness depends quite a bit on the quality of the target condition. Welcome to bring your own case. <i>Emiel van Est, Toyota Kata Ambassador, Lean Management Teachers</i> <i>Nienke van Berkum, Lean Management advisor, Clear Key Points</i>	 
	Change Management — A Challenging Simulation Based on Extensive Research Research and practice show that the majority of change programs fail to be implemented as planned. One of the common explanations is that managers lack the needed change management skills. This simulation is a multimedia learning tool that gives the participants the mission to implement a major change in a simulated organization. The simulation is developed by Dr. Albert A Angehrn, Director at The Centre for Advanced Learning Technologies at INSEAD, and is successfully used at top universities and by major corporations and organizations worldwide. <i>Joakim Hillberg, partner, Revere</i>	
	Buckingham Lean Game This classic game give the participants insights into the most important Lean principles and methods and how these methods fit together. Per will facilitate the game with focus on how the team is making decisions, rather than on the Lean methods and tools. <i>Per Englund, senior consultant, Real Consulting</i>	
	Lean Service Game A discovery-based journey of Lean principles within service and administration. Playing the game reinforces the key principles of Lean, challenging the participants to take the initiative and implement continuous and sometimes radical improvements of their workplace. <i>Åsa Sund, senior consultant, Tolmprove</i>	
	Lean Supply Chain Game In today's global economy, the competition is between supply chains, not companies. Still, most companies are focusing on the efficiency of it's own operations, which leaves the greatest potentials hidden. This game builds deep insight in the complexity of entire supply chains by simulating the performance of the customer, retailer, distributor, manufacturer and supplier. The effect of decisions and activities taken by each actor can be seen and discussed in a non-threatening and fun way. <i>Stefan Hallberg</i>	

Conference Day 1 | September 17

	On Conference day 1 you will listen to world-class keynote speakers and learn interactive lean games.	
09:00	Welcome to ELEC 2015 <i>Prof. Dr. Constantin May, Conference Chair</i> <i>Joakim Hillberg, Conference Host</i> - What is the Lean Paradigm? - Why focus on Lean Education and Training?	 
10:10	You want to do it, you can do it, and you fail <i>Simon Elvnäs, Ph D candidate at the Royal Institute of Technology</i> - How can a leader become aware of his or her own behaviors and see the potential for improvement? - Which leadership behaviors create direct positive effects? - How can we work with behaviors and real data as tools to develop the performance, motivation and innovation of both leaders and employees?	
11:00	Break	
11:20	Lean Product Development: Lean Education for Engineers and Cross-Functions who are Close to Research and Development <i>Mareike Heinzen, Prof. Dr., Hochschule Koblenz</i> - Why is Lean Education in engineering different and so important? - How can we visualize knowledge, information or ideas? - How can we persuade engineers or scientists to engage in lean thinking? - Lean, Six Sigma, TQM, Kata...so many concepts. Engineers love to understand the idea behind it.	
12:00	Lunch	
13:10	Practical Lean Simulation and Reflection <i>John Bicheno, Pia Anhede and Joakim Hillberg</i> Games and simulations are powerful ways to create learning. John, Pia and Joakim will run some simple and educational games that you can bring home and use in your organisation.	 
14:10	Action Research to Improve the Lean Training Process <i>Dave Brunt, Chief Executive of the Lean Enterprise Academy, the UK affiliate of the Lean Global Network</i> - How has the way we educate changed over the 16 years we've worked in this sector? - What have we learned? - How have we built this learning into education at Halfway Toyota? What was different? - What are the implications for Lean implementations?	
15:00	Break	
15:30	How Scania train to support employees to execute, improve and perform <i>Martin Lyckström, Head of HR Office at Scania</i> Scania Production System (SPS) is widely known as one of the best production systems in the world. A key to the success has been the strategy for involving and training all the employees. Martin will show how they have developed, executed and improved the strategy in the production for many years, and how they have used these experiences to train people in support functions, such as HR.	
16:15	The Challenge of Teaching Scientific Thinking: Kata in the Classroom <i>Mike Rother</i> We can't accurately predict the future, so it's a good idea to teach how to develop solutions rather than just the Lean solutions we know of today. Such 'meta skills' are portable across different environments and can remain valuable over a student's lifetime. The scientific pattern of the Improvement Kata is a good example and is expanding to classrooms around the world. Mike's talk will include a description of a simple classroom exercise to train scientific thinking. More information at www.katatogrow.com .	
-16:45	Summary	

Conference Day 2 | September 18 | 4 Parallel Tracks...

	Evolution of Lean Thinking and Practice	Evolution of Lean Thinking and Practice	
08:30	Lean aspects of virtual worker training at Audi AG Bernd Aures, Senior trainer production system, AUDI AG	Lean hitting, pitching and fielding at the same time - a whole new ballgame for middle management? Drs. Freek Hermkens, PhD Student, Eindhoven University of Technology	
09:05	War Room in Lean world: Obeya for project management Ricarda Metelmann-Scholz, Head of Lean Project Delivery team and Svetlana Slitnikova, Specialist of Lean Project Delivery Team, both from MBtech Group GmbH & Co. KGaA	A critique of Lean qualification frameworks Simon Elias, Director, Lean Competency Services Ltd	
09:40	Return of experience from the teaching of Lean Management through organizational learning in a French engineering school. Zahir Messaoudene, Researcher, ECAM Lyon, CERSYL (Centre d'Etude et de Recherche sur le SYstème Lean)	The relation between Toyota Kata and The Toyota Way 2001 Emiel van Est, Toyota Kata Ambassador, Lean Management Teachers	
10:10	Break	Break	
10:40	Value stream analyses for complex processes and systems Teemu Toivonen Senior Lean Consultant, Nitor Delta Ltd	Learning behavior of different cultures in the context of Lean management with a focus on learning by "experiencing and practicing". Marlen Weigel and Prof. Dr. Ralph Kriechbaum, University of Applied Science Rosenheim	
11:15	Demand Capacity and Flow: DCAF John Darlington, Director of MSc in Lean Enterprise, University of Buckingham	The learning perspectives of using "full speed" principles Pia Anheide, Partner, Revere	
11:45	Lunch	Lunch	
13:00	Understanding Service Recovery Triangle: A step towards making Customer Service Process Leaner Maneesh Kumar, Senior Lecturer, Cardiff University, United Kingdom	Initiation of Hoshin Kanri: empirical application in small and medium-sized enterprises. Anders Melander, Associate Professor Jönköping International Business School and Mikael Thulin, Senior Consultant, Mikado Consulting	
13:35	Implementation of Lean in SME, Experiences from a Swedish National Programme Dan Carlsson, Business area director at Chalmers Professional Education and Coordinator Education in The Production Leap	Make it Simple! A Straightforward Approach to Building a Culture of Continuous Improvement Ola Ljunggren Bergeå, Consultant, C2 Management AB	
14:10	Learning kids (and spouses) to learn through Kata (even kids with special needs). Nienke van Berkum, Lean Management Advisor, Clear Key Points		
14:40	Break		
14:55	Practical Lean simulation and reflection. John Bicheno, Pia Anheide and Joakim Hillberg		
15:20	New Way of Learning in Administrative Areas using the Improvement and Coaching Kata. Prof. Dr. Constantin May, Academic Director, CETPM Institute at the Ansbach University of Applied Sciences		
15:40	What do various business environments teach us about Kata? Account of Siemens' journey. Carsten Klages, Program Architect for Leading by Target Conditions, Siemens		
16:10-16:30	Summary. ELEC 2016. Farewell		

...attend the sessions that best fit your interests!

	Innovation in Lean Education and Training	Application of Lean in Education & Research	
	Capability, Practice & Outcomes: Making a Real Difference Dr Owen Jones, Senior Lecturer and Programme Director of the MSc in Continuous Improvement in Public Services, University of Buckingham		08:30
	Creating realistic Lean training environments for the manufacturing industry: The Karlstad Lean Lab Leo J De Vin, Professor, Karlstad University	Breakthrough Lean projects in vocational institutions Joris van de Lindeloof, Director Educational Industry, UNC Plus Delta	09:05
	The nine day lean training program at Scania: Apply-Understand-Lead Christer Osterman, SPS Manager, Scania and PhD Stud., Mälardalen University	Application of lean methods in research – dogfooding, rapid learning cycles, and industrial value Dag Bergsjö, Associate Professor, Chalmers University of Technology	09:40
	Break	Break	10:10
	Slotcar games: A tool for training in the use of Overall Efficiency Equipment (OEE) and the A3 problem solving process Julio J. Garcia-Sabater, Associate Professor, Universidad Politécnica de Valencia, ROGLE Departamento Organización de Empresas	The University of St Andrews Lean Model Mark Robinson Head of Change, University of St Andrews	10:40
	Problem based Learning: Designing Normative Experiences John Bicheno, Director of the MSc degree in Lean Enterprise, Buckingham University	Role of educational institutions in Lean transform. of Russia Vyacheslav Boltrukevich (PhD), Associate Professor, Program Director MBA-Production Systems, Lomonosov Moscow State University	11:15
	Lunch	Lunch	11:45
		Case Study: Building a Lean model cell within our university Lejla Brouwer-Hadzialic, HAN University of Applied Sciences, Faculty of Technology, Research Centre for Lean/World Class Performance	13:00
	Teaching continuous improvement & adaptation using an experiential, integrative-learning format. James W. Knight, Associate Professor, Department of Industrial & Manufacturing Systems Engineering, University of Michigan-Dearborn	Lean university programmes: Three fallacies and the mis-application of a management paradigm. Owen Jones and Rhian Hamer (University of Buckingham), Mark Francis (Cardiff Metropolitan University), Ron Fisher (Cardiff Metropolitan University), Jo Currie (Griffith University)	13:35
	Teaching the bottleneck walk – Learning new tricks by leaving the comfort zone. Christoph Roser, Professor, Karlsruhe University of Applied Sciences	Service recovery applied in Lean education. Stef Tiggeloven, Docent, HAN University of Applied Sciences, Faculty of Technology, Research Centre for Lean/World Class Performance	14:10

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