



THE UNIVERSITY OF
BUCKINGHAM

ELEC 2016

European Lean Educator Conference

EUROPEAN LEAN EDUCATOR CONFERENCE

12-15 September 2016, University of Buckingham, England



Welcome to the University of Buckingham!

We are very proud to be hosting the third annual European Lean Educator Conference, as founded by Constantin May in 2014.



The origins of ELEC

ELEC 2016

European Lean Educator Conference

After many successful Lean Educator Conferences in the United States, the European Lean Educator Conference was established in 2014 by Constantin May. The first ELEC was held in Stuttgart in Germany.



The European Lean Educator Conference provides a platform for trainers, coaches, professors and teachers from industry, academia and government organisations to share their knowledge and experiences and learn from each other. The Conference was dedicated to improve the exchange within academia as well as between education and industry. (www.lean-educator.eu)

Professor May studied industrial engineering at TU Kaiserslautern and was awarded a doctorate in the field of production management from WFI - Ingolstadt School of Management. Since 1999, he has been teaching Production Management and Logistics at the Ansbach University of Applied Sciences.

Professor May is Academic Director of the CETPM, an Institute at Ansbach University, which is leading in the field of Lean Management and Total Productive Management in Germany. (www.cetpm.de)

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Useful information

Messages/Emergency Contact

For emergency incoming messages please telephone: 01280 814080

WiFi

Network name: ELEC

Password: Business2016

Refreshments

Tea and coffee will be served in areas CRB1/2/3 on the first floor at the start of each day and during the conference breaks. A buffet lunch will be served in CRB1/2/3 each day.

Dress Code

The dress code for this event is business casual.

Quiet Room

If you need to check in with the office, send a few emails or make a call please use our Quiet Room, located in CRB6/7 (ground floor, near central foyer). This will be available throughout the conference.

Feedback forms

To ensure we continue to improve our events and address any concerns of issues, please take a few moments to complete the feedback forms in your delegate pack before you leave. Please place completed forms in the boxes placed around the venue.

The social side

Conference al fresco evening

17:30-21:00

We invite everyone to join us at our evening 'al fresco' evening on Tuesday 13 September, outside the University of Buckingham's Tanlaw Mill. Dinner will be provided by Cast Iron Catering, and drinks will be available to purchase from the adjacent Student Union Bar.

We hope you can join us and share your thoughts and experiences.

Venue maps

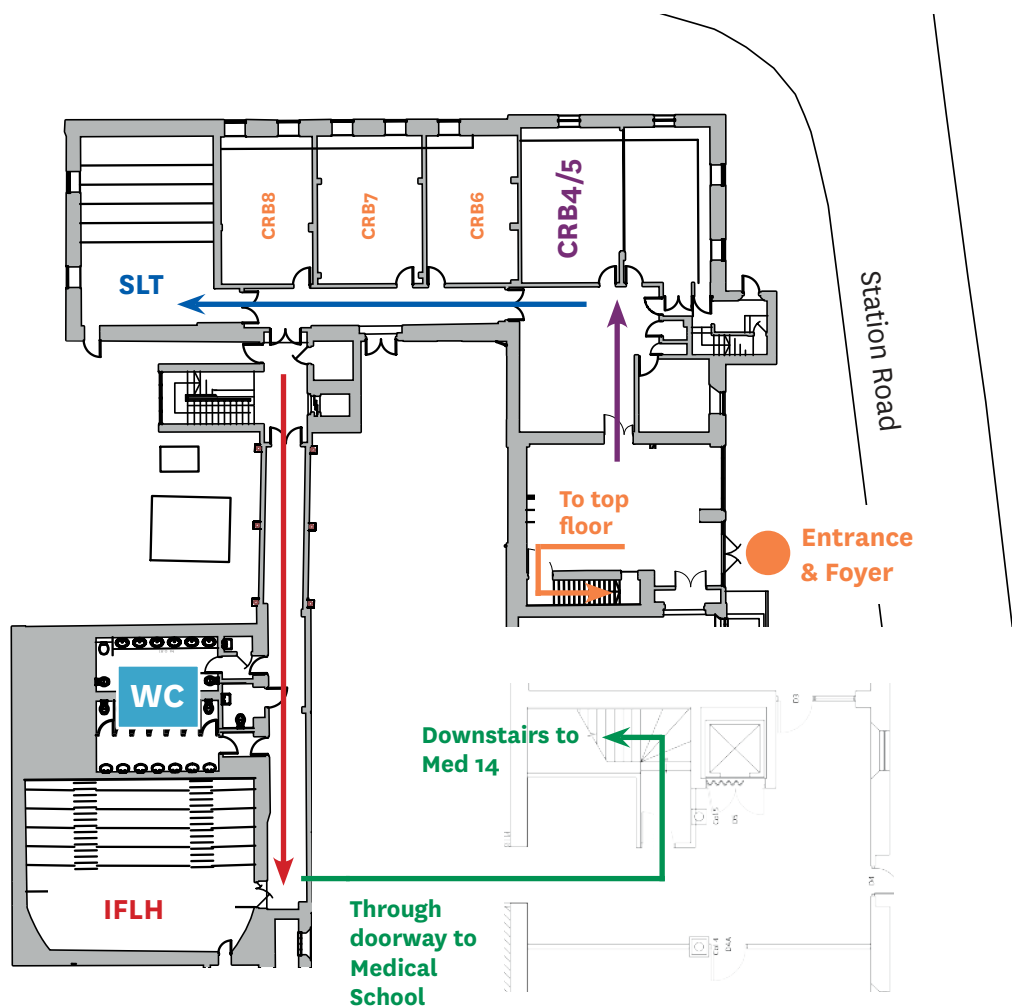
Hunter Street Campus



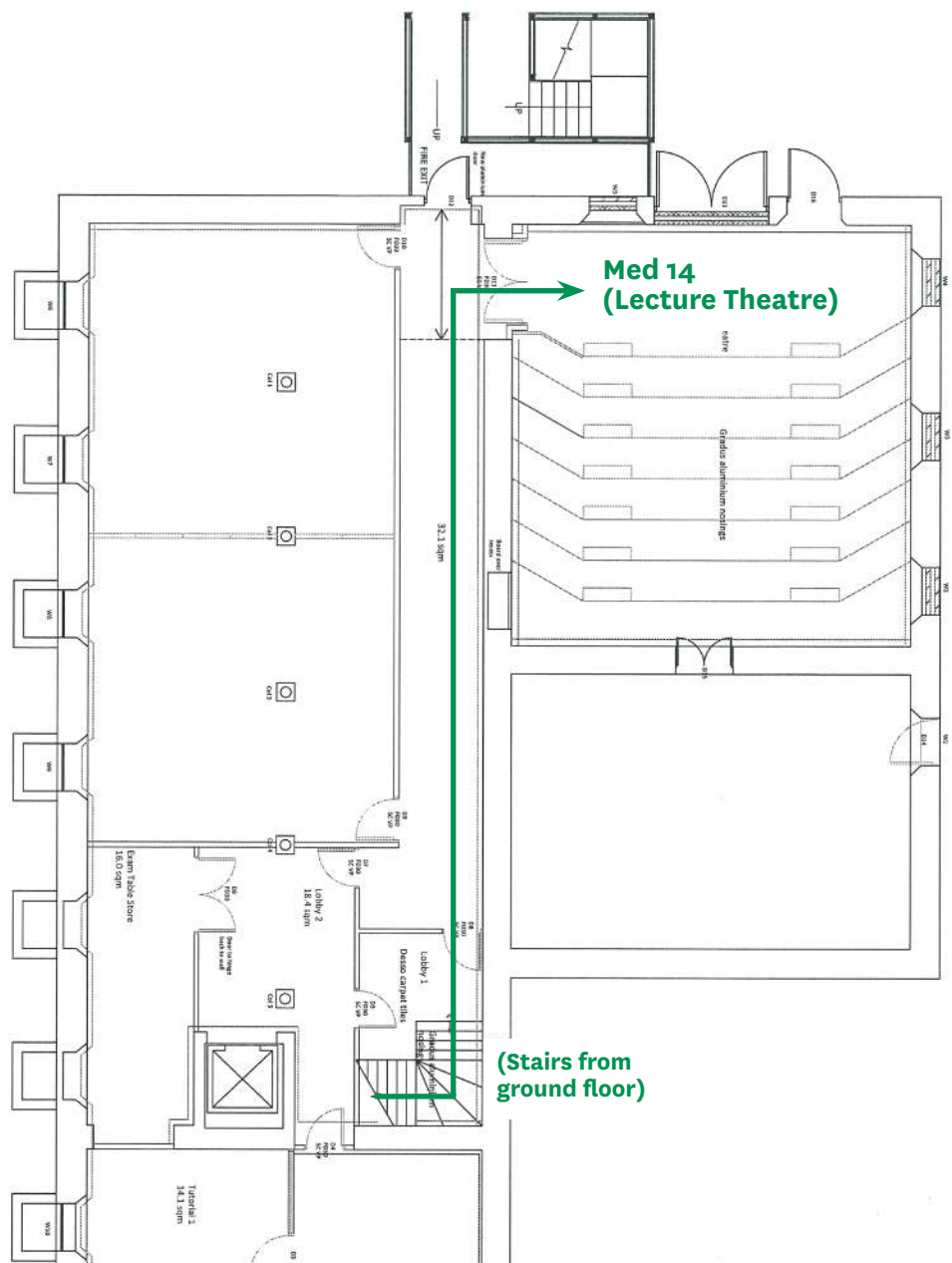
Hunter Street

- 1 Yeomanry House, University Reception
- 15 University Bookshop
- 18 The Tanlaw Mill (bar and refectory)
- 20 Santander bank branch
- 23 Porters' Lodge (Security)
- 27 Chandos Road Building - ELEC Conference will be based here**

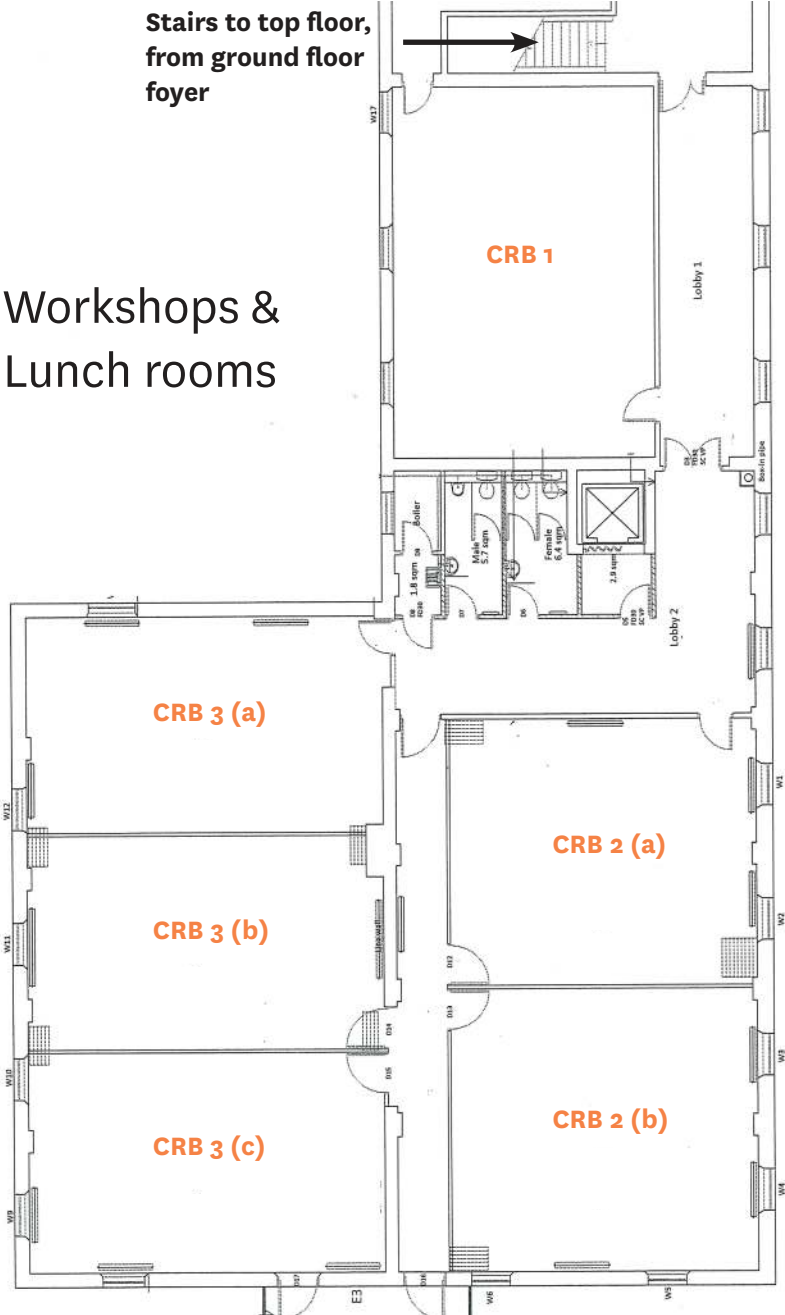
Chandos Road Building - ground floor



Chandos Road Building - basement floor



Chandos Road Building - top floor



Workshops &
Lunch rooms

Conference Committee



Kim Pittwood
Conference Organiser



Louise Stoner
Conference Organiser



John Bicheno
Conference Organiser



Martin Smith
Head of IT Services



Ghassan Abdullah
IT Services



Jane Russell
Web Manager



Gaynor Oliver
Estates Management



Livia Douse
Graphic design



Natalie Tyner
Graphic design

Conference Abstract Selection Committee



Joakim Hillberg

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Pauline Found



THE UNIVERSITY OF
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John Bicheno



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University of Buckingham staff



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Sir Anthony Seldon
Vice-Chancellor



Dr Jane Tapsell
Dean of School of Business



Pauline Found
Head of Department



John Darlington
Programme Director
MSc Lean Enterprise



John Bicheno
Professor of Lean
Management Operations



Ai Qiang Li (Eric)
Research Associate



Kim Pittwood
Business Improvement
Centre Manager

Keynote speakers



Sir Anthony Seldon

Vice-Chancellor, University of Buckingham

Sir Anthony Seldon is a leading contemporary historian, educationalist, commentator and political author.

He was Master of Wellington College, one of Britain's leading independent schools, until 2015. He is author or editor of over 40 books on contemporary history, politics and education, was the co-founder and first director of the Centre for Contemporary British History, is co-founder of Action for Happiness, and is honorary historical adviser to 10 Downing Street.



Professor John Seddon

Vanguard Consulting Ltd

Professor John Seddon is the managing director of Vanguard, a consultancy company he formed in 1985 and the inventor of 'The Vanguard Method'.

Vanguard helps service organisations change from a conventional command-and-control design to a systems design, using a proprietary method – The Vanguard Method.

John is also an occupational psychologist, researcher, professor, management thinker and leading global authority on change, specialising in the service industry. He has published five books and in 2010 won the first Management Innovation Prize for 'Reinventing Leadership'.



Professor Pauline Found

Professor of Lean Operations Management

Professor Pauline Found is Head of Department, Business Improvement Science & Lean, Course Director of the MSc in Continuous Improvement in Public Services and Professor of Lean Operations Management at the University of Buckingham.

She was previously Senior Research Fellow of the Lean Enterprise Research Centre (LERC) at Cardiff University, where she worked for nine years and was involved in a range of research, knowledge transfer, engagement and executive education projects and initiatives, as well as writing books and papers on Lean. She is co-author of *Staying Lean: Thriving not just surviving* for which she holds a Shingo Research and Professional Publication Prize (2009).

Pauline holds a PhD, MBA, BSc (Hons), BA and PG Diploma in environmental management.



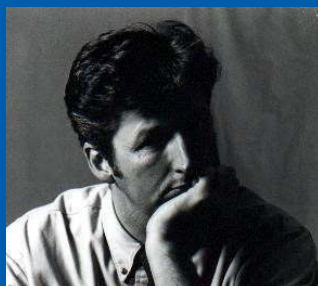
Professor Doctor Christoph Roser

Karlsruhe University of Applied Sciences

Professor Christoph Roser is an expert in lean production and Professor for Production Management at the Karlsruhe University of Applied Sciences.

Christoph has decades of experience in implementing, researching and teaching lean manufacturing, including five years working at and researching for Toyota in Japan, three years consulting throughout Europe at McKinsey and another five years as a Lean Expert and Manager at Bosch.

Throughout his career, Christoph has supported projects in almost two hundred different plants within a multitude of industries.



Professor Darrell Mann

Systematic Innovation Ltd

Professor Darrell Mann is CEO of Systematic Innovation Ltd, a UK based innovation company with offices and affiliates in India, Malaysia, Korea, China, Japan, Denmark, Turkey, Russia, Australia, US and Austria.

Darrell is an engineer by background, having spent 15 years working at Rolls-Royce, ultimately becoming Chief Engineer. For the last 18 years he has helped many of the world's top companies to create stronger IP, participating in the creation of over 500 inventions. He is now recognised as one of the world's most prolific inventors.



Belinda Waldock

Coach and Mentor in Business Management

Belinda Waldock is a professionally qualified ILM Coach, Mentor in Business Management and a Computer Science graduate.

Over the past 15 years Belinda has worked with businesses supporting growth through technology. Belinda specialises in agile project management and strategic business agility which is introduced in her book *Being agile in Business*.

Belinda works with a broad range of start-up and high growth businesses across most business sectors to adopt and evolve agile and lean practices to springboard and manage growth.

Belinda is also co-founder and director at Software Cornwall, a not-for-profit hub of high growth software development companies.



Teresa Hattingh

University of the Witwatersrand, Johannesburg

Teresa Hattingh is a professional engineer and currently lectures at Witswatersrand University in Industrial Engineering.

She previously worked for a number of years at African Oxygen. It was in her roles there that she realized the inevitable importance of Industrial Engineering in every facet of a business.

In 2008 she joined the University of The Witwatersrand as a Lecturer of Industrial Engineering. Her research is in the fields of engineering education, mining, healthcare and manufacture. She is widely published in academic journals and at local and international conferences.

Teresa has been awarded the SAWomEng prize for the most excellent female lecturer in Engineering for her dedication to excellence.



Professor Tony Bendell

**Services Limited Nottingham and
The Anti-Fragility Academy**

Professor Bendell is a world renowned authority on the subject of organisational excellence and process improvement.

Tony founded Services Ltd. as a quality consultancy and training organisation in 1983 and remains its Managing Director. He has recently retired as the Rolls-Royce sponsored Professor of Quality and Reliability Management and Director of the Centre of Quality Excellence at the University of Leicester. His main consultancy interest lies in Senior Management and Organisational Development and in the application of advanced process improvement and error reduction approaches such as Six Sigma and the Lean Organisation. He is course director of Services Ltd's Six Sigma and Lean training programmes.

He is the principal author of eight books on Quality Methods, management, measurement and Benchmarking.

Conference itinerary

12 September: Pre-conference workshops

08:30-09:00	ARRIVAL: Registration and refreshments (CRB, first floor)		
09:00-16:30	WORKSHOPS		
	CRB 2	CRB 1	CRB 3
	Anna Possio: Improvement Kata and Coaching Kata	Joachim Hillberg: Change Management	Patrick Graupp: Improving patient care with TWI in healthcare
16:30+	DEPARTURE		

13 September: Conference Day One

08:00-08:30	ARRIVAL (speakers): Registration and refreshments (Rooms CRB2 & 3, first floor)
08:30-09:00	ARRIVAL (delegates): Registration, refreshments and networking (CRB2 & 3)
09:00-09:10	IFLH (ground floor)
	INTRODUCTIONS
	09:00 - Welcome, John Bicheno
	09:05 - Dr Jane Tapsell
	09:10 - Professor Dr Constantin May
09:15-10:00	Professor Darrell Mann - Counter-intuives: Lean, Innovation and Complex Adaptive Systems
10:00-10:45	Teresa Hattingh - Teaching Lean to undergraduate engineers
10:30-11:15	BREAK: Networking and refreshments (Rooms CRB2 & 3, first floor)
11:15-12:00	Professor John Seddon - Systems thinking and re-thinking Lean
12:00-12:45	Professor Dr Christoph Roser - The origins of lean and lessons for today
12:45-13:45	LUNCH
13:45-14:30	Patrick Graupp - TWI in Healthcare
14:30-15:15	Professor Pauline Found - Kata for the environment
15:15-15:45	BREAK: Networking and refreshments (Rooms CRB2 & 3, first floor)
15:45-16:15	Belinda Waldock - Agile for lean people
16:15-17:00	Sir Anthony Seldon - Innovation in Education
17:15+	Conference networking barbecue (Tanlaw Mill)
21:00	Conference close

14 September: Conference Day Two

08:30-09:00	Registration and Refreshments (Rooms CRB2 & 3, first floor)			
Streamed presentations in IFLH, Sunley Lecture Theatre, Medical Lecture Theatre and CRB4/5 (30mins sessions, plus 5mins for questions)				
09:00-09:40	IFLH (ground floor)	Medical Lecture Theatre (ground floor)	Sunley Lecture Theatre (SLT) (ground floor)	Room CRB4/5 (ground floor)
	Prof. Dr Christoph Roser, Karlsruhe University of Applied Sciences: Taiichi Ohno's Chalk Circle in the office	Mark Pyne, Ingersoll Rand: Pursuit of excellence in shared services: a case study of IRI	Dr Steve Martin and Dr Gazelleh Moradi, Coventry University: Lean in universities - stakeholder voice, stakeholder value	Adam Blackwood: New perspectives through new technology lenses (technologies for leaner ideas in education)
	Peter Willats, Institute for Production Systems, Technical University of Dortmund: A learning pathway from lean management towards factory physics	Owen Berkeley-Hill, Indian Institute of Technology, Bombay: Getting lean back on track	Lopamudra Mahapatra, InfoSys: Lean ways of serving a global IT services company	Ed Clements, Team Integra Solutions, Chris Thomson, Freelance Consultant, and Tim Evans, Lean4Learning Ltd: Improving or just proving? Value for time, real kaizen and quality improvement for further education
09:40-10:30				
10:30-10:50	BREAK: Refreshments (Rooms CRB2 & 3, first floor)			

10:50-11:30	Maria Pia Caraccia, Panalpina: Are lean training programmes a plug and play for any business?	Rhian Rhamer, UK Ministry of Justice: Continuous improvement in the public sector - from capability to practice	Ameer Robertson, NYC Health and Metropolitan Hospital Center, New York: Deep lean learning: how the legal service industry can reinvent itself for long-term sustainability	Rachel McAssey and David Speake, Process Improvement Unit, Sheffield University: Lean in Higher Education: concerns, causes and countermeasures
11:30-12:10	Simon Elias, Lean Competency System: Teaching Lean in Public Services	Prof. Dr Ralph Kriechbaum, University of Applied Sciences Rosenheim, and Dr Thomas Uhlmann, Fidelio Healthcare Partners: Genuine and sustainable implementation of lean management in an industrial organisation - the story of a successful practical approach	Dr Steve New, Said Business School and Hertford College, Oxford University: Teaching lean concepts for legal services	Viktoria Jensdottir, University Hospital of Iceland: Four different industries and one passionate teacher; is there always a happy ending?
12:10-12:50	Pia Anheide, Revere AB and Jonas Ingby, Tetra-Pak Packaging Solutions: Improving organisational capability and develop new behaviours in product development through Kata	Adrian Ruth and Matthew Robinson, BBC Spark, BBC Broadcasting House: Teaching lean at the BBC - Making traditional lean concepts relevant in a creative world	Mathias Michalicki, Technology Center PULS. and Prof. Dr Markus Schneider, University of Applied Sciences, Landshut: Using a simulation game in the PULS Learning Factory for teaching main principles of accounting for lean	Olga Andreeva, Japan Cenyter Kaizen, Russia: School of New Generation

14 September: Conference Day Two - continued

12:50-13:50	LUNCH: Buffet lunch served in rooms CRB2 & 3, first floor			
13:50-14:50	KEYNOTE SPEAKER - Tony Bendell, Services Limited Nottingham and The Anti-Fragility Academy: Does lean need an ISO standard? (IFLH, ground floor)			
	IFLH	Medical Lecture Theatre	Sunley Lecture Theatre (SLT)	Room CRB4/5
14:50-15:30	Dr Ir. Jannes Slomp, University of Applied Sciences, Netherlands: Product architecture mapping - methodology and teaching programme for the improvement of discrete products	Dean Marshall, Lego: Shifting the paradigm - bringing lean thinking principles and practices to the service industry	Rob Collins, Denox Ltd and John Blincow, Lloyds Banking Group: Rolling out a LCS, accredited continuous improvement academy for Lloyds Commercial Bank in 90 days	Anna Possio, Leannovator: Toyota Kata at school: The challenge of developing 'Scientific Teachers'
15:30-15:50	BREAK: Refreshments (Rooms CRB2 & 3, first floor)			
15:50-16:30	Suzanne Nuttall, Mizkan Euro Ltd: Not just a fireside chat	Pia Anheide, Revere AB and Tobias Ericsson, Newbody AB: Lean transformation, driving training and learning	Pam Scarry and Josina Bowering, HMRC: Our journey - learning to adapt not adopt	Roy Stratton, Nottingham University: Managing complex patient flow using buffer management
16:30-17:10	Denis Becker, Pastpaced Lean Coaching Ltd and Dr Philip Pearson, Northampton NHS Trust and Leicester Medical School: Training within industry in the NHS - 1948 to 2016. Does TWI have a place in the modern NHS?	Judith Enke, Darmstadt University of Technology, Germany: A guide to develop competency-oriented lean learning factories systematically	Dr Mads Bruun Larsen, University of Southern Denmark: A model and method for customisation of simulation games	Stephen McComb, NI Connected Health Innovation Centre, University of Ulster: Applying lean to healthcare delivery for long term conditions by investigation value streams and the role of technology
17:10+	CONFERENCE END			

15 September: Post-conference workshops

08:30-09:00	ARRIVAL: Registration and refreshments (CRB 1)				
09:00-14:30	WORKSHOPS				
	CRB 3a	CRB 2b	CRB 2a	CRB 3b	
	Vanguard Methodology - Will Pyke	Bottleneck identification by inspection - Prof. Dr Christoph Roser	TRIZ - Darrell Mann	Agile Thinking - Belinda Waldock	
14:30+	DEPARTURE				



The Global Leader

- » Implementation
- » Training
- » Certification
- » Education



Training Within Industry (TWI) in Lean Healthcare
– An essential element of continuous improvement

- Build patient safety into processes
- Reduce variation to improve quality
- Insure patient needs are met
- Quickly put new ideas into action
- Boost staff morale and reduce turnover

**Proven results with major healthcare institutions,
visit TWI-Institute.org/healthcare today to learn more.**

Sessions in brief

(12 September) Pre-conference workshops - 08:30-16:30

Improvement Kata and Coaching Kata

Anna Possio (Leannovator, Italy)

Toyota Kata is a management system and a model of human creativity developed by Mike Rother, who studied the invisible managerial routines of thinking and acting that lie behind Toyota's success in terms of adaptation and continuous improvement. This approach aims at helping people and organizations become better at improving, adapting, innovating and achieving their challenges.

The purpose of this workshop is to develop an initial awareness and knowledge about the Improvement Kata and Coaching Kata processes and results.

Improving Patient Care with TWI in Healthcare

Patrick Graupp (TWI Institute, USA)

This workshop will introduce the TWI training methodologies of Job Relations, Job Instruction and Job Methods Improvement which are successfully being implemented in healthcare facilities looking to develop stability, capability and motivation in their staff as a means of delivering exceptional patient care. These time-tested methods, which are easy to learn and deploy, have been around since the early development of Lean practice and form the foundation of a strong Lean oriented culture. During this one day interactive workshop participants will not only be introduced to the TWI methods but will engage in hands-on practice of the skills using health care exercises.

Change Management

Joakim Hillberg (Revere AB)

Research and practice show that the majority of change programs and lean initiatives fail to be implemented as planned. One of the common explanations is that managers lack the needed change management skills. During this one day interactive workshop participants will better understand how to engage people in change and what the important issues are to successfully drive a lean transformation. The workshop is for those who want to learn and experience hands-on which initiatives make change successful and how to successfully drive a sustainable lean change initiative. The learnings will be valuable for both line leaders and internal/external change leaders.

Sessions in brief

(13 September) Conference Day One

09:00-09:10

Introduction

Professor John Bicheno - University of Buckingham

Dr Jane Tapsell - Dean of Business School, University of Buckingham

Professor Dr Constantin May - Founder of ELEC & Host of ELEC 2015

09:15-10:00

Lean for Leaders - Professor Darrell Mann (Systematic Innovation Ltd)

When we cross the threshold between systems that are complicated and those that are mathematically complex, or when we cross the threshold between the world of Operational Excellence and the world of step-change innovation, many of the Lean truisms turn out to no longer be true.

This presentation will examine some of the counter-intuitive shifts in thinking necessary in order for organisations to successfully survive in a post-'continuous improvement', innovate-or-die world.

The paper is borne of a seventeen year, 5.5 million case study analysis of what does and does not work in complex environments, and will explore why there is no such thing as a 'root cause', why 'ready, fire, aim' is the more appropriate change strategy, how the propensity of butterfly wing flaps to cause distant tornadoes makes the Pareto Principle dangerous, and why some degree of 'waste' is critical when our world flips into the mode of a complex adaptive system.

10:00-10:45

Teaching Lean to undergraduate engineers - Teresa Hattingh (University of the Witwatersrand, Johannesburg)

Lean; where do you start? How do you get students to understand the underlying philosophy and not just the jargon and tools? As Lean practitioners and educators, it is easier to understand the importance of Lean, the concept of philosophy versus tools and techniques and the challenges associated with implementation in the real world. For students, with a scientific background, coded by rules and methods only occasionally peppered with the idea of people and negligible to no experience in a company or organization, teaching Lean can be quite a task. This presentation introduces the approach used at Wits, discusses the logic behind the methods, and showcases some of the outcomes.

11:15-12:00

**Systems thinking and re-thinking Lean - Professor John Seddon
(Vanguard Consulting Ltd)**

Taiichi Ohno, the architect of the Toyota Production System, taught his leaders by making them study. He knew that the problems they thought they had were not the problems that needed solving. Lean is in danger of being on the wane in service enterprises because, in short, it hasn't delivered. At the heart of the failure to deliver is an acceptance, by Lean practitioners, of managements' perceived problems. John Seddon will illustrate the real problems in service organisations and how, when they are solved, service organisations achieve results comparable to those achieved by Ohno.

12:00-12:45

**The Origins of Lean and lessons for today - Professor Dr Christoph Roser
(Karlsruhe University of Applied Science, Germany)**

Lean manufacturing is arguably the best approach to faster, better, and cheaper manufacturing. We all know that Lean originated at Toyota in Japan, from where it spread throughout the world. But Toyota did not imagine their Toyota production system out of thin air. They took many good ideas from others. The Toyota production system and hence Lean is based on inspiration from the United States, Britain, Germany, Japan, and others. The achievement of Toyota is to merge these ideas in a new and unique approach to manufacturing that the world has never seen before. Let's have a look at some of the many origins of Lean production. But remember, the giants of Lean stood themselves on the shoulders of Giants...

13:45-14:30

TWI in healthcare - Patrick Graupp (TWI Institute, USA)

Developed as a war program in the 1940's, the TWI program built capability in organizations by providing frontline management with basic skills in instruction, leadership and methods improvement to successfully ramp up and sustain the production of war materiel for the allied armies to win WWII. Not surprisingly, it was also used extensively in healthcare to replace nurses leaving for the war. Kept alive by Japanese industry after WWII, TWI was abandoned in the US until it was resurrected in 2002 by Patrick Graupp working with members of what would become the TWI Institute. TWI has since grown to exceed the expectations of organizations around the globe and is being implemented effectively in healthcare facilities looking to human capital as an avenue to deliver exceptional patient care.

In this presentation we will review the basics of the TWI method and see contemporary examples of how it is being used in healthcare.

14:30-15:15

Kata for the environment - Professor Pauline Found (University of Buckingham)

The efficient use of natural resources can be linked clearly to mindset and habits. We have demonstrated how Toyota and Lean organisations have been able to change mindsets and develop new habits to become highly efficient in producing products and delivering services

that customers value.

This presentation considers how the principles adopted in Toyota, described as Toyota Kata by Mike Rother (2010), can be applied to reduce the environmental impact in operations.

15:45-16:15

Agile for Lean People - Belinda Waldock (Being Agile)

Belinda helps teams and businesses find and hone their agility to support growth and improvement. She is author of Being Agile in Business, an introduction to agile working for the whole business, a professionally qualified ILM Coach and Mentor in business, and a Computer Science graduate.

Working with a diverse array of businesses she supports the development of growth strategies through technology, teams and leadership using agile methods and practices.

Belinda is part of the organising committee for one of the world's leading agile conferences, Agile on the Beach in Cornwall. She has helped to develop and grow the conference and is a regular speaker at conferences sharing her experiences of adopting and using agile beyond the software sector. She is also co-founder and director of Software Cornwall, a high growth tech cluster and community

16:15-17:00

Innovation in Education - Sir Anthony Seldon (Vice-Chancellor, University of Buckingham)

Education is just about to enter its fourth revolution in 10,000 years. Delegates must puzzle out what the first three were before hearing about the fourth!

17.15/17.30

**ELEC Networking Evening Barbecue
Marquee and lawn near Tanlaw Mill**

21.00hrs

Close

Sessions in brief

(14 September) Conference Day Two

09:00-09:40

CRB4/5

New Perspectives Through New Technology Lenses

Adam Blackwood (JISC)

Today, using technology, we can simulate, record and enhance real world views. This workshop outlines the potential impact of some of these technologies, (eg: Augmented Reality, Virtual Reality, Media based Life Blogging and Smart posters) to improve the opportunities for lean education. Bring your mobile for a technology enhanced workshop.

The workshop will take the form of a discussion lead workshop with practical demonstrations and audience participation.

IFLH

Taiichi Ohno's Chalk Circle in the Office

Prof Dr Christoph Roser (Karlsruhe University of Applied Science, Germany)

Taiichi Ohno's chalk circle is well known in industry. In administration, however, the tasks are much more varied and less standardize, and administrative work is much less intuitive. All of this makes understanding administrative processes much more difficult. This presentation describes an approach for useful observation in administration.

SLT

Lean in Universities - Stakeholder voice, stakeholder value

Dr Steve Martin and Dr Gazelleh Moradi (Coventry University)

Faced with competing pressures, Lean is often implement as a series of large complex improvement projects, driven by a process owner that risks not all stakeholder views being considered. This work describes a unique self-assessment model designed to identify stakeholder requirements, recognise their value and align these with improvement objectives.

Med 14 (Lecture Theatre)

Pursuit of Excellence in Shared Services: A Case Study of IRI

Mark Pyne (Ingersoll Rand, Ireland)

Much of today's thinking and organisational design can be attributed to the work of Frederick Taylor. His obsession for micromanagement sparked the 'one best way' mentality of performing work. Organisations, just like science, are now spilt up into many distinct disciplines. Divide and conquer is assumed to be the best approach. This 'command and control' methodology is often supported by automated telephone and workflow management systems. Let's do a deep-dive in one particular organisation.

09:40-10:30

CRB4/5

Improving or Just Proving? Value for time, Real Kaizen and Quality Improvement for Further Education

Ed Clements (Team Integra Solutions), Chris Thomson (Independent) and Tim Evans (Lean4Learning Ltd)

How would you use an extra hour? In Colleges people mostly spend time not money. How do Colleges successfully find and release precious improvement time? Once gained, how is it best invested? This paper shows how a combination of lean thinking and innovative approaches to quality improvement can yield significant, sustained benefits.

IFLH

A Learning Pathway from Lean Management towards Factory Physics

Peter Willats (Technical University Dortmund, Germany)

Lean Management has limited the treatment of variability to its elimination. In made-to-order environments especially, variability can add value. Factory Physics can help in the management of variability but a statistical, dynamic capability is required. Using the classic Value Stream Mapping tool, we describe such a learning path.

SLT

The Lean Way of Serving a Global IT Services Company

Lopamudra Mahapatra (Infosys Ltd)

Immigrations & mobility as a field is one of the most challenging business enabling functions of today for any IT company. This presentation will describe more on the challenges within our organization and how we overcame them through LEAN thinking and implementation. We will highlight how we identified the hotspots in the Value Stream Map and achieved a 70% reduction in assignment creation Cycle Time.

Med 14 (Lecture Theatre)

Getting Lean back on track

Owen Berkeley-Hill (Indian Institute of Technology Bombay, India)

The nature and definition of Lean is always a subject of energetic debate at the many Lean watering holes. Sadly, there is little consensus around that definition. This presentation argues for a broader interpretation of Lean which could be the basis for a new approach to leadership development.

10:50-11:30

CRB4/5

Lean in Higher Education: Concerns, Causes and Countermeasures

Rachel McAssey and David Speake (Sheffield University)

The presentation will address concerns that Lean is not an appropriate management model to deliver fundamental improvement activities in Higher Education Institutions. The examples used will be predominantly UK HEI based. We will recommend a number of countermeasures to address this concern.

IFLH

Are Lean training programmes a plug and play for any business?

Maria Pia Caraccia (Panalpina, USA)

There is a large offer of standard lean programmes out there; great packages that can help change the mindset of an organization. These programmes might seem easy and quick to deploy, if you are familiar with lean. What happens if you are not? Does it still work? A view at the challenges of deploying a lean programme in the service industry.

SLT

Deep Lean Learning: How the Legal Service Industry can reinvent itself for long-term sustainability

Ameer Robertson (NYC Health and Metropolitan Health Center, New York, USA)

Through innovative service models, non-lawyers have acquired large segments of the legal service market from legal practitioners. To compete, law firms have turned to limited applications of Lean. But to sustain viability, lawyers must engage in “deeper Lean learning,” and utilize Lean to its fullest capability. By doing such, law firms will acquire the capacity to proactively adapt to changes in the market place and ultimately reinvent the delivery of their services for long-term sustainability.

Med 14 (Lecture Theatre)

Continuous Improvement in the public sector: From capability to practice

Rhian Hamer (UK Ministry of Justice)

How do we create Lean capability that is distributed and aligned across teams, departments, networks and systems so that work becomes more joined-up and there is greater opportunity to deliver services differently? Building real CI capability is more difficult than it sounds. Training alone will not lead to capability. Learning by doing is essential, and Leaders need to accept that to learn from mistakes as well as successes. Practice constitutes the heart of CI, however the key word has to be meaningful.

This paper challenges whether the Lean movement is really making a difference within public sector organisations. All too often CI programmes fail to produce credible evidence of positive outcomes and instead they describe success in vague terms such as improved capacity, productivity or staff satisfaction. How do we evaluate the effectiveness of CI programmes?

11:30-12:10

CRB4/5

**Four different industries and one passionate teacher; is there always a happy ending?
Viktoria Jensdottir (University Hospital of Iceland)**

Viktoria has been teaching in various industries and in this presentation will explore if it is necessary to have different methods in each sector, together with examples of lessons learnt. She will also talk about different training programs she has rolled out and will specifically explain how “the lean school” is set up.

IFLH

Teaching Lean in Public Services

Simon Elias (Lean Competency Systems Ltd)

This session will examine lean’s application in public services and focus on the use of the classic customer-value principle as a basis for design and practice. It will suggest that the nature of value has been misunderstood and will propose a shift in thinking and change in emphasis to improve lean’s effectiveness and impact.

SLT

Teaching Lean Concepts for Legal Services

Dr Steve New (Said Business School & Hertford College, University of Oxford)

This paper describes a teaching case study developed in conjunction with a major global law firm. The paper outlines the background to the case, and describes its use with both executive and MBA audiences, and uses this evidence to develop ideas for extending and deepening case material for lean education.

Med 14 (Lecture Theatre)

Genuine and sustainable implementation of Lean Management in an industrial organisation: The Story of a Successful Practical Approach

Dr Thomas Uhlmann (Fidelio Healthcare Partners GmbH) and Prof Dr Ing Ralph Kirechbaum (University of Applied Science, Rosenheim, Germany)

Successful implementations of Lean Management into existing organizations have always faced challenges. This paper presents a strategic, methodical approach that minimizes efforts and resources and maximizes sustainability by educational excellence. A specific case will be presented in which this approach has been proven successful already, truly transforming a company into a Lean Organization.

12:10-12:50

CRB 4/5

School of New Generation

Olga Andreeva (Japan Center Kaizen, Russia)

Modern educational models must develop 4 basic competences of the 21st century. In the context of the Industrial Revolution 4.0 and the IoT the key factor is the speed of adaptation. What should be changed in the standard educational models for the generation “Z”? How Lean and Kaizen could help for this adaptation?

Olga will present the “School of New Generation” project and new educational products for children 5+ and 12+, which help them to create Lean thinking and competences of 21st century. This project has successfully been used in Russian schools in 9 Regions.

IFLH

Improving organisational capability and developing new behaviours in product development through Kata

Pia Anhede (Revere AB, Sweden) and Jonas Ingby (Tetra-Pak Packaging Solutions Sweden)

Experimenting, reflection and learning in long cycle time processes with non-repetitive work is a challenge. The development organisation of packaging material at Tetra Pak Packaging Solutions AB has implemented the kata thinking with the ambition to really change behaviour. After a successfully piloting the kata process in product development, it is now rolled out on a broader base which include the management team.

SLT

Using a simulation game in a Learning Factory for teaching main principles of Accounting for Lean

Mathias Michalicki and Prof Dr Markus Schneider (University of Applied Sciences, Landshut)

A great challenge in the developing field of “Accounting for Lean” is its missing consideration in university curricula. This session shows how a simulation game in a real learning factory is used to teach students the necessary unity of a Lean Production system, the organizational structure and the accounting system.

Med 14 (Lecture Theatre)

Teaching Lean at the BBC: Making traditional Lean concepts relevant in a creative world

Adrian Ruth and Matthew Robinson (BBC Spark - BBC Broadcasting House)

The BBC’s in-house lean team, BBC Spark, faced the challenge of embedding a continuous improvement culture across the organisation. Hear how the Spark team, building on the success of more traditional lean projects, developed a targeted lean training and coaching programme relevant to a creative media environment. Our presentation would share this journey, and focus particularly on how we have worked hard to make the training relevant to BBC staff.

14:50-15:30

CRB4/5

Toyota Kata at school: The challenge of developing ‘scientific teachers’

Anna Possio (Leannovator, Italy)

Toyota Kata is not only a well-known management system, but also a human model for developing a scientific “meta skill” that can help any individual face successfully the uncertainty of the future, at work and in life. Therefore, there is an opportunity and a challenge for schools: developing “scientific” teachers, that can teach students this mind-set.

The presentation will share the main experiments, results and learnings based on an experience with high school teachers in Torino, Italy.

IFLH

Product Architecture Mapping: Methodology and teaching programmes for the improvement of discrete products

Prof Dr Jannes Slomp (University of Applied Sciences, Netherlands)

How to improve discrete products? Jannes Slomp shows how the integrated methodology of Product Architecture Mapping (PAM) helps companies to streamline the process of product improvement. The methodology is developed in a subsidized project in which 12 SME companies participated. Next to explaining the concept of PAM, Jannes Slomp will also present how the concept has been taught at university as well as in industry.

SLT

Rolling out a LCS level accredited Continuous Improvement Academy for Lloyds Commercial Bank in 90 days

Dr Rob Collins (Donox Ltd) and John Blincow (Lloyds Banking Group)

This presentation describes the creation of a new Continuous Improvement Academy for Lloyds Commercial Bank. We detail the activities required to roll out such a significant lean education system and to deliver effective courses in a short period. We discuss the obstacles to success and our approaches to overcoming them.

Med 14 (Lecture Theatre)

Shifting the paradigm: Bringing lean thinking principles and practices to the service industry

Dean Marshall (LEGO Group)

In a creative economy, making new connections in thought and action between and across disciplines is a 21st Century survival skill and one practiced by the LEGO® Group

- Making sense of lean within a retail environment
- Involving and engaging employees in the lean journey
- Exploring the effects of lean on employee and customer experiences

15:50-16:30

CRB 4/5

Managing Complex Patient Flow using Buffer Management

Roy Stratton (Nottingham Trent University)

This presentation explores how the TOC approach to buffer management has been developed to underpin the management of patient flow across health and social care. Case evidence is used to demonstrate its sustained value before examining the assumptions that underpin the development of this simple healthcare adaptation of pull control.

IFLH

Not just a fireside chat

Suzanne Nuttall (Mizkan Euro Ltd)

The Training Within Industry Service (TWI) was created during the second world war and ran between 1940 and 1945. The purpose was to support industry with the multitude of challenges it faced in supporting the war efforts. The service provided consultancy in key areas including Job instruction, Job relations and Continuous Improvement Methods known as Job Methods. Learn how this wartime programme is just as valuable now as it was in the 1940's.

SLT

Our journey: Learning to adapt, not adopt

Pam Scarry and Josina Bowering (HMRC)

The Lean journey of HM Revenue and Customs, the UK tax authority, spans ten years. We will share the successes and mistakes that have led to us developing an “adapt not adopt” approach to the continuous improvement tools and how we share our PaceSetter approach with other UK government departments.

Med 14 (Lecture Theatre)

Lean transformation, driving training and learning

Pia Anhede (Revere AB, Sweden) and Tobias Ericsson (Newbody AB, Sweden)

This presentation will focus on how to train and learn for transforming to lean practice and will include both the thinking behind the transformation model and a non-manufacturing case study. The transformation model has been used over fifteen years and in a number of cases in production, service sector and healthcare.

16:30-17:10

CRB4/5

Applying Lean to healthcare delivery for long term conditions (such as heart failure) by Investigation Value Streams and the role of technology

Stephen McComb (NI Connected Health Innovation Centre, Ulster University, Ireland)

By considering Lean Value Streams which cross the silos of healthcare delivery there is evidence of Lean waste when measured against patient value. The exploration of cardiology related data has highlighted that technology could be utilised to address some of the waste and non-value add activities.

IFLH

TWI in the English NHS, 1949-2016; Does TWI have a place in the modern NHS?

Denis Becker (Fastpaced Lean Coaching Ltd) and Dr Philip Pearson (Northampton NHS Trust & Leicester Medical School)

Training Within Industry (TWI) was introduced to the English National Health Service (NHS) in the 1940s and was used for training nurses in London. Unfortunately, that expertise was lost. We describe the early history of TWI in the NHS and our experiences in reintroducing TWI in an English NHS hospital trust.

SLT

A model and method for customisation of Simulation Games

Dr Mads Bruun Larsen (University of Southern Denmark)

Most simulation games played at training sessions use general wordings and a fixed flow and operations. In some cases, this is a serious obstacle to transferring learning from the game to real life. A model and method is presented as a first step toward fast customization for each individual session.

Med 14 (Lecture Theatre)

A guide to develop competency-oriented Lean Learning Factories systematically

Judith Enke (Darmstadt University of Technology, Germany)

The main goal of learning factories is an effective competency development. In order to reach this goal a systematic, competency-oriented approach for the design of learning factory systems and courses is presented. A case study of a learning module design is described in detail.

Sessions in brief

(15 September) Post-conference workshops - 08:30-14:30

TRIZ: An Introduction

Professor Darrell Mann (Systematic Innovation Ltd)

The Theory Of Inventive Problem-Solving, TRIZ, is the outcome of the world's biggest study of creativity and innovation, and yet still most people haven't heard of it. In this session, we examine how and why TRIZ needs to form a part of any innovation programme. The workshop will provide participants with a hands-on introduction to TRIZ and demonstrating how the TRIZ toolkit offers users effective means of defining better problems, generating breakthrough solutions, and, perhaps most importantly, helping to allow breakthrough ideas to survive the journey to successful execution.

Bottleneck Identification by Inspection

Dr Christoph Roser (Karlsruhe University of Applied Science)

Bottleneck detection is the first crucial step in improving production capacity. Unfortunately, most methods used in industry are flawed, especially due to the problem of shifting bottlenecks. In this workshop a new bottleneck detection method is presented and simulated: 'The Bottleneck Walk'. This method is able to reliably detect shifting bottlenecks on the shop floor, using no mathematics or time measurements.

This Workshop will be of particular interest to people connected to the shop floor, including management, planning, and design of manufacturing lines. A highly practical approach to detecting bottlenecks will be presented and simulated, which shows a quick and reliable detection of bottlenecks in real manufacturing lines to improve capacity.

Vanguard Methodology

Will Pyke (Vanguard Consulting Ltd)

Enhanced quality of service or lower costs? Often these two fundamental organisational objectives are viewed as in competition to one another – as a trade-off. During this one-day session we will look at how to study service organisations so that we can achieve outstanding service at lower costs – and improve staff morale to boot – without any trade-offs.

The workshop is suitable for leaders of service organisations who need to DELIVER outstanding service to their customers and citizens, whilst CUTTING costs and IMPROVING morale through a METHOD for sustainable change.

The Vanguard Method challenges current management thinking about how to design and manage organisations for optimum performance. During this workshop you will learn why traditional management approaches make things worse and how to approach re-designing for improved performance at lower cost with enhanced staff morale.

Agile Thinking

Belinda Waldock (Being Agile)

Further information on ELEC website.



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