

LEAN LEADERSHIP

What's the difference
between a company
doing lean things and
a lean company?

Effective Leadership.

January 31- February 2, 2012

Kiawah Island, SC

Kiawah Island.
GOLF RESORT

PRODUCTIVITY



LEAN LEADERSHIP FORUM



January 31- February 2, 2012

Kiawah Island, SC

“Long-term success is less about the implementation of tools and techniques, and more about the way the effort is led.”

If you are struggling to meet your improvement objectives, chances are the problem is not how you're implementing the Lean techniques, but with how the effort is being led.

Are managers at every level in your organization creating a culture in which employees are free to experiment and engaged in problem solving as part of their daily work? If not, it's time to move beyond tools and techniques and build the management system to drive the effort.

The Lean Leadership Forum is an interactive 3-day event designed to help leaders create the right environment for sustainable improvement. You will ...

- have direct access to leaders who are actively driving Lean.
- learn how they naturally sponsor the effort while cultivating a problem-solving culture at all levels.
- discover techniques for effective day-to-day monitoring of improvement projects.
- discuss how to align initiatives with overall goals that move the organization forward.
- leave with the starting framework for an implementation plan for your organization.

“Lean is not for the faint of heart we will change leaders, or we will change leaders.”

This specialized event puts you and your concerns at the heart of the discussion. Register now and get ready to roll up your sleeves. Take this opportunity to talk in small groups with successful leaders. Share your insights and get how-to advice in small group sessions.

Don't spend another day spinning your wheels. Give your initiative some real traction by unlocking the key to success with Lean...how you lead the effort.

➔ Who Should Attend

This event has been designed for anyone responsible for leading a Lean transformation.

Lean Leadership Forum at-a-glance

January 31- February 2, 2012



Tuesday, January 31, 2012

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| 9:00am-10:00am | David Mann, Principal, David Mann Lean Consulting and author of <i>Creating a Lean Culture: Tools to Sustain Lean Conversions</i> David discusses his hands-on experiences losing and regaining executive engagement in lean at Steelcase. |
| 10:00am-10:30am | Refreshment Break |
| 10:30am-11:30am | David S. Hoyte, President & Managing Partner, Transformation Management, LLC David brings to light three different lean implementations and how the unique leadership approach in each affected the creation of a sustainable Lean culture. |
| 11:30am-3:30pm | Luncheon & Networking Activity Keep the learning and engagement going while you have some fun. Spend a few hours with your peers in a less formal environment sharing experiences, expertise, and ideas. Activities include nine holes of golf, marsh kayaking or a fly fishing clinic. |
| 3:30pm-5:00pm 5:15pm – 6:45pm | Discussion Sessions These individual 90 minute discussion groups, led by Mr. Mann and Mr. Hoyte and facilitated by a Productivity Inc. Lean consultant, have been designated to put your agenda center stage. Both sessions will run in each time block so you will have the opportunity to participate with both speakers. |

Wednesday, February 1, 2012

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| 9:00am-10:00am | David Conrow, Vice President Kaiser Production System, Kaiser Aluminum David provides insights into project management and how to ensure projects are tied to organizational goals. |
| 10:00am-10:30am | Refreshment Break |
| 10:30am-11:30am | Mark Schilling, Director of Operations—Fiber Cement, CertainTeed Corporation Mark lays out the issues and challenges with engaging managers—both those he reports to and those who report to him. |
| 11:30am-3:30pm | Luncheon & Networking Activity Keep the learning and engagement going while you have some fun. Spend a few hours with your peers in a less formal environment sharing experiences, expertise, and ideas. Activities include nine holes of golf, marsh kayaking or a fly fishing clinic. |
| 3:30pm-5:00pm 5:15pm – 6:45pm | Discussion Sessions These individual 90 minute discussion groups, led by Mr. Conrow and Mr. Schilling and facilitated by a Productivity Inc. Lean consultant, have been designated to put your agenda center stage. Both sessions will run in each time block so you will have the opportunity to participate with both speakers. |

Thursday, February 2, 2012

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| 8:00am-3:00pm | Leadership Development Process Overview A facilitated, simulation-based session in which you will apply what you have learned and build a starting framework for an implementation plan for your organization. |
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“Lean is not just about doing things better; it’s about doing things differently. To put it bluntly, if your commitment to Lean doesn’t challenge core assumptions about your business you are missing the point.”



Losing—and Regaining—Executive Engagement in Lean: A Steelcase Inc. (SCS) Case Study

David Mann, Principal, David Mann Lean Consulting

and author of *Creating a Lean Culture: Tools to Sustain Lean Conversions*.

Lean tools reliably produce dramatic performance improvements. Yet lean gains rarely last; failed lean implementations are the overwhelmingly common experience. How could this be?

The answer is no further than the comic strip character Pogo: “We have met the enemy ... and he is us.” Here, “us” is management. At Steelcase, we developed a lean management system effective among line leaders, only to discover more difficult problems—of engagement—among senior leaders.

Executive engagement is crucial to the survival of any programmatic initiative, no matter its objective success. Otherwise, competing priorities and the endless stream of ‘next big things’ in management divert executives’ attention, and eventually resources. The initiative stalls, eventually withering.

Lean at Steelcase was an operational success. But even with dramatic improvements in previously intractable process problems, executive attention was drifting. I was lean initiative leader, and my team’s efforts to engage executives were foundering. Half the gemba walks to which our sponsors agreed were being cancelled. Losing the attention of our most important audience, our executive sponsors, we were short of stalling but definitely at risk.

On reflection, we realized our gemba walks with executives were not personally meaningful to them. We knew we had to start over to engage our executive sponsors, including:

- How we thought about our senior sponsors (as customers rather than an audience)
- Our approach to engaging them (as students rather than authority figures)
- Their preferred mode of interaction (active and involved rather than passive listeners)
- Their personal attributes (bright, quick study, achievement oriented, competitive) to guide us reaching them
- Our approach (documented, predictably structured, repeatable, student-controlled, mastery-tested, rather than haphazard tours and presentations) for experiences meaningful to execs in their own terms.

This case study describes the thinking that led to a new design, and the structure, process, and tools we developed that regained the engagement and active involvement of our senior executive sponsors at Steelcase, and which has proved effective elsewhere.

→ David Mann Biography

David Mann is the author of *Creating a Lean Culture: Tools to Sustain Lean Conversions*. The book was awarded the Shingo Prize for Operational Excellence in 2006 and went through nine printings on the way to becoming a field bestseller. It has been translated into Thai, Chinese, Russian, Polish, and Portuguese. A second edition was published in 2010.

During 21 years with Steelcase, Mann developed and applied the concepts of a lean management system. In his service with the company, he supported 40+ lean manufacturing value stream transformations, following which he developed and for five years led an internal team that completed over 100 successful lean office and product development business process conversions on three continents. These projects reduced total cycle time, process time, and rework each by an average of 50%. Since leaving Steelcase in early 2009, he established an independent lean consulting practice.

Mann’s teaching and coaching experience includes lean transformation in manufacturing, enterprise business processes, and healthcare organizations. His practice includes lean and lean management implementation, troubleshooting stalled lean initiatives, and the implications for senior management’s support for an enterprise lean initiative. Mann’s clients include organizations in healthcare, mining and energy, discrete and process manufacturing, technology, food processing as well as enterprise business processes. He is a frequent trainer and speaker on lean leadership and management.

Mann is a faculty member in the Management Science and Masters in Operational Excellence programs at the Fisher College of Business, The Ohio State University. Mann is a Shingo Prize examiner, an assessor for the Honda Lean Network, and a member of the Lean Transformation Advisory Board for St. Mary’s Healthcare in Grand Rapids, Michigan. He is an invited contributor to *Frontiers of Health Services Management*, a frequent contributor to and member of the editorial board of the Association for Manufacturing Excellence’s publication *Target*, as well as editor of the *Target* feature: Single Point Lessons.

Mann is an organizational psychologist, earning his Ph.D. at the University of Michigan in 1976.



**David S. Hoyte, President and Managing Partner,
Transformation Management, LLC**

The challenging global business environment demands that leaders run their operations in the most effective way possible to maximize profitability from revenue streams that are constantly threatened by fluctuations in economic cycles and external events. Many leaders understand that Lean creates the management structure, tools, and philosophy necessary for achieving consistent levels of operational excellence, yet their individual leadership behaviors and focus can create important differences in culture and resulting sustainability of improvement.

In this presentation, three successful companies are contrasted regarding their different leadership approaches and management systems. How do these companies drive improvement and measure Lean success? How do they ensure that improvement savings are real and will appear in bottom line results? How does management direction impact their workplace culture? What are the differences in employee empowerment, initiative, innovation, performance, and sustainability? One company, "Alpha Castings" was a private equity portfolio company in which I was deeply involved, and which was sold in less than three years of ownership with exceptional return on investment. Significant value was created through Lean Six Sigma. The second is a public company, Arvin Industries (now Meritor), which had eight years of cutting edge Lean implementation throughout the enterprise, using a unique approach to employee involvement and workplace culture in both unionized and non-unionized environments. I was President of a division of Arvin. The third company is NUMMI, the JV between Toyota and GM, where I was involved in GM Fremont prior to it becoming NUMMI, later as a GM "observer" for Buick-Olds-Cadillac Group soon after NUMMI was fully functional, and finally several years later as a supplier.

This case study presentation and discussion will cover their management system, metrics, and results achieved from Lean implementation. Success factors such as empowering team achievements and linkage of improvements to company financials will also be discussed. A variety of on-site photos will engage participants in a virtual "Gemba Walk" of the three companies.

→ David Hoyte Biography

David S. Hoyte is President and Managing Member of Transformation Management LLC, a South Florida based management consulting firm focusing on operational excellence and interim management.

Prior to founding Transformation Management LLC, Mr. Hoyte served as a private equity operating principal for over eight years. He was Executive Vice President, CHP Ops, LLC, affiliated with Castle Harlan Inc., a leading middle market private equity firm. Mr. Hoyte was responsible for leading operating improvement in portfolio companies and for operations due diligence. Prior to joining Castle Harlan, Mr. Hoyte was Managing Director at TMB Industries, a Chicago-based private equity firm focused on acquiring and managing middle-market industrial companies.

Before Mr. Hoyte's venture into private equity he was President and CEO of JL French Automotive Castings, Inc., a leading manufacturer of complex high-pressure die cast components for the automotive industry. In that role he was responsible for nine factories in North America and Europe. During his tenure he led a major financial and operational turnaround of the company. Before joining JL French, Mr. Hoyte was President of Ride and Motion Control Products, a division of Arvin Industries, Inc. In this role Mr. Hoyte was responsible for the worldwide suspension components business, including factories in Italy, Spain, Canada, and the USA where he grew operating profit 12%. Before being named president, Mr. Hoyte had been VP and Chief Operations Improvement Officer for Arvin Industries with global responsibility for Lean implementation.

Prior to joining Arvin Industries in 1996, Mr. Hoyte was Executive Vice President of Operations for Frigidaire Company, the North American home appliance-manufacturing subsidiary of AB Electrolux of Stockholm, the world's largest appliance company. At Frigidaire, he led a highly successful large-scale operational turnaround.

Before joining Frigidaire Company in 1992, Mr. Hoyte was Vice President of World Wide Manufacturing for Cummins Engine Company.

Mr. Hoyte is a member of the Kettering University Board of Trustees, Chairman of Academic Affairs, a Distinguished Fellow and a board member of the Center for Operational Excellence at The Ohio State University. He is a Certified Lean Leader and Instructor, a Senior Advisor to Honda's Supplier Network, and a lecturer in lean manufacturing for the MBA and MBOE programs at The OSU Fisher College of Business. Mr. Hoyte is a certified manufacturing engineer (SME), holds a BS in Industrial Engineering from Kettering University and an MS in Management Science from North Carolina State University School of Industrial Engineering.



Strategically Managing a Portfolio of Lean Projects— Breathing Life into Policy Deployment

David Conrow, Vice President Kaiser Production System, Kaiser Aluminum Corporation

A culture of continuous improvement is the outcome of 1000 things (projects) done the right way. It's no secret that building a culture of improvement is a transformation process that all companies can benefit from, but not all companies do.

In today's operating environment, for leaders who have authority to make things happen (win orders) and with a well-defined improvement strategy, the true measure of their success is their ability to build capabilities, deploy, and translate the A3-XMatrix into ROSE. In this presentation, David will explore what it takes to grow and sustain an employee community of experimenters and problem solvers, the significance of keeping employees at all levels focused on achieving defined and deployed business objectives, and the importance of having a well-defined project management process to ensure:

- All projects are progressing and meeting their milestones
- Completed projects meet their target impacts
- Timely counter-measures
- All projects are completed on-time

From complex and diverse organizational infrastructure redesign projects to office and shop-floor process improvement projects, managing a portfolio of projects in a multi-plant environment is a daunting task. As David's experience will show, it's only through joint-optimization of people and technology that today's lean leader can define, set priority, open, execute, and close down projects that move the organization closer to accomplishing it's objectives and return on stakeholder equity.

This presentation will highlight that project portfolio management is a critical part of a continuous improvement strategy, and the scope is far-reaching. In this presentation and discussion David will also consider the things like the project business case, mix of projects, risk, and resourcing

→ David Conrow Biography

David Conrow is Vice President of Kaiser Production System and formerly Vice President and General Manager, Extruded Aerospace & General Engineering Products. David joined Kaiser in 1996 as operations manager at the Greenwood, South Carolina, plant and was subsequently promoted to Group Vice President for hard alloy manufacturing. Before joining Kaiser, he held a series of production management and quality control positions with Emerson Electric and FAG Bearings Corporation. He holds a Bachelor of Science degree in Management Technology from Missouri Southern State University.



The Lean Leadership Journey: From Skeptic to Advocate to Culture Driver

**Mark Schilling, Director of Fiber Cement Operations,
CertainTeed Corporation**

In 2001, the new President of my company announced a lean manufacturing initiative, hired a lean leader for the group, and directed each plant to support the effort. As a successful plant manager, I was skeptical. I'd improved plants, earned respect, and continually gained responsibility. Why should I need to conform to a bureaucratic lean system when I was sure I already did continuous improvement? I complied professionally because I had to, but I took little ownership, delegating the lean work to one of my more talented production managers.

As the initiative progressed, I began to see ownership and excitement I'd never seen before from the team. I was intrigued, but still not sold that we would sustain the gains without traditional "managing-in." I was wrong. Over the next six to eight months, employees became more engaged in topics typically discussed only in management circles. People were bringing improvement ideas forward at a rate we could barely handle, and the group was happier and producing increasingly positive results. These results made me dig in, find out more about the formal system, and discuss it in greater strategic detail. As I learned more about lean, I found myself selling it to other site managers and actively supporting the thought process everywhere. I was sold.

For many of us, the proof is in the results, and I'm no different. Through turnarounds, startups, and just plain improving competitiveness, I've witnessed the power of integrating the workforce into the decision-making process. A "proud" and collaborative work force digs into issues more deeply and sustains systemic gains beyond teams that are not collaborative in nature and rely completely on audits and checklists. An employee at an "employer of choice" wants the group to succeed and finds ways to make operations more competitive. Ideas come from all corners, without management-intensive idea systems, because we gather input by building a culture where people hold management accountable for considering their ideas. They—not just managers—are key members on the teams that decide what to do. This all adds up to a site becoming lean, versus doing lean events, lean things. It's vastly different.

Achieving this level of transformation requires bringing managers on board. From some, there is a natural "pull" because they've seen lean succeed; others (like me, initially) will be less interested because they have always succeeded by close, detail-oriented management. In any case, sustainment will fail if leaders are not properly prepared to lead in a lean environment. Many, if not most, Managers need support to develop a solid understanding of how to succeed within a lean culture. The shift to think in terms of paying the workforce to make improvements and eliminate waste versus "make a product" demands a culture of progressive thinking and the ability to resist the sometimes natural urge to avoid the uncomfortable transition to a lean culture. Many Managers approach the role with a typical "A" or "take charge" type mentality, but the transition will require a more "servant-like" style of leadership to become successful.

Since 2001, I've been responsible for leading eight different sites, and have provided background, avenues to improvement, and coaching. In this session I'll share my experiences and what I have learned along the lean journey about leadership and about getting other leaders on board (both up and down the hierarchy). I'll cover key components of developing successful lean behaviors and successful performance at both site and group levels, including:

- Establishing a plan
- Active sponsorship
- Gaining commitment from management at all levels
- Maintaining a patient and persistent attitude
- Teaching the methodology and laying out clear expectations for cultural and performance results
- Fostering a competitive and entrepreneurial spirit

→ Mark Schilling Biography

Mark's career includes operational leadership positions in the automotive, packaging, glass, and building products industries. His experience spans Manufacturing Management and Human Resource roles, as well as responsibility for implementing Lean systems and organizational development in change-laden environments.

Mark joined CertainTeed's Siding Products Group as Plant Manager of the Jackson, Michigan, facility in 2008. Over the next two years, Mark and his team achieved significant improvements in operational performance by developing a proactive and collaborative work environment, as well as expanded understanding and successful use of lean methodologies.

Today, Mark is responsible for CertainTeed's Fiber Cement Group operations. In this role, Mark leads all Fiber Cement manufacturing sites, leads product development activities, represents the Siding Products Group on the Executive Lean Leadership Team and participates on the Organizational Development teams within Saint-Gobain. Mark has been instrumental in formally organizing and facilitating the Lean effort within CertainTeed's Siding Products Group since 2009.

Mark holds a Bachelor's degree in Human Resources Management from Purdue University and an MBA from The University of Notre Dame.

Leadership Development Process Overview

OK, so over the past two days you have received the Lean download on meaningfully managing **change, projects, people and culture**. You've participated in discussions, heard what successful Lean leaders have been doing in their environments and gotten many of your questions answered. So, what's next?

Implementation planning of course! In this session we will assist you as you take the learning from the past two days and begin to build an implementation plan for your organization. Here is how we are going to help you to pull it all together...

In this simulation based session, you assume the role of consultant specializing in Lean leadership. Your mission is to reflect on and apply what you've learned, in context, by designing a high-level Lean leadership enhancement plan for your organization. In this highly structured, innovative and fun application session, you'll learn a leadership development process that will allow you to create Lean leaders and long-term culture change throughout your organization.

Workshop Highlights:

- Learn the 8 critical lean leadership principles
- Learn the 10 step implementation process for each lean principle
- Design your detailed deployment milestone plan
- Start the construction of your personal lean leadership skill enhancement journal
- "Interactions as teaching points"—developing the plan for how to teach the principles in the course of daily work

Outdoor Networking Activities

You know the old saying about all work and no play...well, we have found the perfect balance at this event. Built into the agenda is a four hour networking activity guaranteed to put the fun into learning. Spend a few hours with speakers and fellow attendees in a less formal environment sharing experiences, expertise and ideas. Choose from these activities:

GOLF: If you play golf, Kiawah Island Golf Resort is the place you want to be. Host of the 2012 PGA Championship, this resort offers courses for all playing levels. If you sign up for this activity, you will enjoy lunch and play 9 holes of golf with fellow attendees.

MARSH KAYAKING: If you are not a golfer, consider joining fellow participants for lunch and a kayaking trip through the marsh creeks.

FLY FISHING CLINIC: You won't be able to catch your lunch during this clinic but don't worry, lunch will be served as you and fellow attendees learn the art of fly fishing.



ABOUT PRODUCTIVITY

We help organizations grow...profitably.

Productivity Inc. is a leading consulting and training firm that helps organizations build new capabilities, save money, and grow. We focus on three progressive strategies: Operational Excellence, Strategic Innovation, and Leadership & Culture. Working together, these strategies provide the means to continually refresh a company's value proposition while making the organizational changes needed for daily improvement and sustainable growth.

Productivity Inc. has worked with the Global 1000 for more than 30 years. We pioneered the implementation of lean and TPM methodologies in manufacturing in the late 1970's. Since then we have extended these methodologies across a wide range of industries, including healthcare, finance, and other services.

LEAN LEADERSHIP FORUM REGISTRATION FORM

Please print. Copy this form for additional registrations.

| | | | |
|---------|-----|---|-----|
| NAME | | TITLE | |
| COMPANY | | | |
| ADDRESS | | | |
| CITY | | STATE | ZIP |
| () | () | | |
| PHONE | FAX | EMAIL (required to confirm reservation) | |

REGISTRATION FEE: \$2,795.00 PAYMENT MUST BE RECEIVED BEFORE THE EVENT. DUE TO THE INTERACTIVE NATURE OF THIS EVENT, SPACE IS LIMITED. WE CANNOT CONFIRM RESERVATIONS UNTIL PAYMENT IS RECEIVED.

Your registration fee includes daily continental breakfast, refreshment breaks, lunch and golf or nature activities on Tuesday and Wednesday. For those participating in golf, this activity includes nine holes on either the Osprey Point course (on Tuesday) or Turtle Point course (on Wednesday). Your fee includes tax, golf cart and range balls. You must bring (or rent) your own golf clubs and additional accessories. Equipment is available for rent at the Kiawah resort.

METHOD OF PAYMENT **Groups: 3-5 people from same site take \$50 off each registration.**
For larger groups please call for special rates 1-800-966-5423 or (203) 225-0451.

ENCLOSED IS MY CHECK FOR \$ _____ PAYABLE TO: PRODUCTIVITY INC., DRAWN ON A U.S. BANK.

CHARGE MY VISA MASTERCARD AMERICAN EXPRESS TOTAL PAYMENT _____

CARD # (INCLUDE 3 OR 4 DIGIT SECURITY CODE) _____ (/ /) EXP. DATE ____ / ____ / ____

NAME ON CARD _____

BILLING ADDRESS FOR CARD _____

CARD HOLDER SIGNATURE _____

Hotel Accommodations:

The Lean Leadership Forum will be held at the Kiawah Island Golf Resort, located at 1 Sanctuary Beach Drive, Kiawah Island, SC 29455. Kiawah Island is located on a beautiful barrier island just a few miles from historic Charleston. According to the resort website, *Golf World Magazine* voted the Kiawah Island Golf Resort the "#1 Resort in the U.S."

A block of rooms is being held for forum attendees at the reduced rate of \$129 per night (plus tax and 8% service fee) for the East Beach Scenic View Villas. This special rate will be available until January 17, 2012, after which the room rate will be subject to availability. To make your reservations please call 1-800-576-1570 or (843) 768-2121 and mention you are attending the Productivity Inc. Lean Leadership Forum.

For more information on the resort and Kiawah Island, visit our website or visit www.kiawahresort.com.

Cancellation Policy:

Registrations may be transferred to another colleague without charge. To be considered for a refund, we must receive notice of cancellation in writing no later than 21 business days prior to the event. Cancellations received within 21 business days are subject to the full registration fee and money will be held on account for up to one year for use at a future workshop or conference. If no notification of cancellation is provided, registration fees will be forfeited. There is a \$200 processing fee for all cancellations.

On rare occasions, circumstances may make it necessary to cancel or postpone an event. As such, we encourage attendees to book refundable/reusable airline tickets. We will not be responsible for incidental costs incurred by registrants. By registering for this event, you hereby acknowledge and agree that any photographs or videos taken during the event may be used in marketing efforts, including but not limited to news and promotions (web/print) without compensation to you.

Consultants are not eligible to attend.

TO REGISTER **CALL: 1-800-966-5423 or 203-225-0451**
FAX BACK TO: 203-225-0771
REGISTER ONLINE: www.productivityinc.com/conferences/leanleadership

