

Lean Leadership and the Toyota Way

An Orientation to Developing "True North" Leaders

June 24 - 25, 2009 • Elk Grove Village, IL

"In over 90% of the successful lean implementations, there is a leader who understands the Toyota Way and is committed to making it happen over time."

Dr. Jeffery Liker

Author of The Toyota Way Series of Books

Led by Dan Prock, Ph.D.

Facilitated by Mike Funke of Panduit Corp.

Workshop Overview –

In past decades, many companies have pursued lean production or lean service operations, at times with success, yet at other times without lasting gains. According to Dr. Jeffery Liker, author of *The Toyota Way*, the big challenge is developing the deep understanding and commitment required of true lean leaders. This 2-day AME event will provide new models of Lean Leadership derived directly from Toyota in North America. This session will offer a clear understanding of how to develop operations leaders, teach Toyota values, and illustrate what leaders actually "do" to support lean work. The session will define the standard roles and spans of control of Value-Stream Operations Managers, Group Leaders, and Team Leaders. It will define 4 specific phases for developing successive "cadres" of lean leaders, beginning with "immersion" in the "gemba," the work process itself.

This training will also illustrate how lean leaders plan, set-up "daily management and kaizen," define their own manager "standard work," and coach others. Using presentation, dialogue, cases, skills practice and speakerphone interviews, this event will dramatically improve your understanding of how your organization can develop lean leaders and how you can be a better one yourself. Guaranteed.

Lean Leadership the Toyota Way delivers:

1. Clear definitions of roles and "span of control" for group leaders and team leaders
2. Concrete information on how to set-up "daily management and point kaizen"
3. Guidance for the Toyota Business Practice (TBP), using A3 Problem Solving
4. A 4-phase model to advance successive "cadres" of lean leaders to sustain lean
5. Realization that "true north" leadership is an intense personal commitment and requires a real-time focus on quality - in products, processes and leadership

Who Should Attend

"Lean Leadership the Toyota Way" is geared to value stream managers, operations managers, group leaders, experienced supervisors, and lean engineers and lean coaches or facilitators. The session is not a preliminary introduction to lean enterprise. Participants should have previously managed in a lean operation, led or participated in a lean initiative, attended kaizen events, or managed a lean-implementation project.

Topics of the Session

- Overview of the Toyota Way vs. the ordinary way
- Definition of "True North" lean operations
- Model of the 5 targets of leadership deployment
- Leading Breakthrough Process Redesign - Tipping Point or Quitting Point?
- Overview of Daily Achievement of KPIs
- Improvement with Toyota Business Process (TBP) - A3 problem solving
- Case of lean implementation that began with Lean Leadership training
- Toyota Way model of the 4 phases of Toyota Way leadership development
- Case review of lean leader development and coaching
- Understanding resistance and ending the "blame game" culture
- Coaching model with "live" practice for back-home coaching opportunities
- Developing a kaizen-mindset, so leaders do "Kaizen Everyday"
- Realize the essence of leading change, "here and now"
- Draft a Standard Lean Calendar for back-home use
- Define a "buddy" or Toyota Way coach to for on-going phone consultation

Daily Meeting Schedule

7:30 a.m - 4:30 p.m.

Speakers

Dan Prock, Ph.D. is a lean enterprise teacher and coach with over 20 years of experience. He has served as a quality engineer in construction, worked in leadership at Cummins Engine, on contract at GM in technology for 2 years, then as senior consultant for Kaizen Institute of America and currently for Optiprise Consulting and at the Toyota Way Academy. He has led lean projects, trained management teams and coached executives at Robert Bosch, Sony, Wells Dairy, Standard Products, Morris Material, Panduit, Hertz, Pointroll Web, Moog Aerospace, and Citco Financial. He is a graduate engineer with advanced degrees in psychology and is a long-time student of Toyota and of Japanese culture.

Mike Funke is Lean Implementation Manger for Panduit Corp. in Tinley Park, IL. As head of Panduit's Lean in Everything program, Mike has used Dr. Prock's Lean Leadership training as a first step in developing Panduit's cadre of lean leaders. With over 300 leaders in 20 global divisions and support groups trained, practicing and being coached in lean leadership skills, Panduit is witnessing the successes from developing the mid-level manager and leaders early in their lean journey.

Location / Hotel

Holiday Inn Elk Grove
1000 Busse Road • Elk Grove Village, IL 60007
PH: 847-437-6010

Registration

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(Non-Member rate includes a 1-year AME membership and a subscription to Target Magazine.)

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AME Payment Policy — Payment or purchase order must be received by the AME office five days prior to the event start date. If no payment or PO number is received, you will be asked to pay with a credit card or check at the event before entry.

Cancellation Policy — Enrollment fee less a \$100 non-refundable registration charge will be refunded up to one week before the event. Substitutions may be made any time prior to the start of the workshop. This event may be cancelled by AME for any reason. AME is not responsible for incidental costs incurred by registrants. Purchasing refundable airline tickets is recommended.