



Lean Immersion - Accelerating Operational Performance

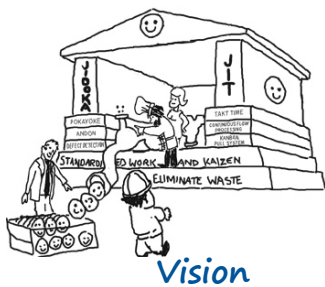


*I hear and I forget
I see and I remember
I do and I understand*

Lean Immersion is an old concept made new. Our experience working with hundreds of companies told us that attending seminars and viewing best practice can inspire and motivate, but to assist companies to carry out real change fast in an efficient and effective way, the most powerful approach is activity-based learning, supported by regular on site mentoring (Jishuken) from a Lean Sensei over a period of time. So we devised the Lean Immersion Program.

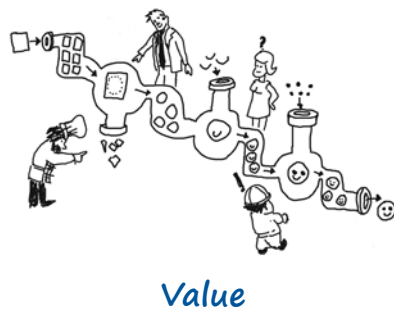
What is Lean Immersion?

A Lean Immersion is a 6 month Lean Action Learning project for your enterprise based on the highly successful Jishuken team based Kaizen program deployed by Toyota Supplier Development Teams. Its four intertwined and synergistic components are:



Action learning

Develop real knowledge and skills through actually 'doing' the change in a supported context, based on the Toyota "Learn, Try, Reflect" learning cycle.



Work in a collaborative group

Network regularly with like-minded non-competing businesses on the same change journey. Experience a Jishuken event making real change fast in your own enterprise and support up to 10 more Jishuken events at partner enterprises consolidating key learnings.

Use the contexts and views of others over a period of time to stimulate your thinking, gain perspective on your own context, and refine your strategies.

Access to best practice models

See firsthand how Lean has been successfully implemented in other enterprises, talk to the people who were directly involved - visits where you can discuss, question, take away real practices.

Regular mentoring from a Lean Sensei

A Lean specialist working with you in your own enterprise to make real change fast. The outcome will be the accelerated development of Lean skills and knowledge in your key staff, a well-supported change process, and real, sustainable improvements in your business.





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Visual Systems



Layout ... Flow



Kanban ... Takt



Engagement ... People

Who should do a Lean Immersion Program?

Most enterprises have a basic understanding of Lean but are at various stages of the journey. Companies who will get most benefit from the Lean Immersion Program are those who are beginning to deploy Lean practices.

Participating companies must be willing and able to:

- provide a Business Improvement resource for the group to work with
- accept and support visits from other Immersion group members
- support and implement actual Process Improvement and System Improvement opportunities.

Immersion will be available for between 5 and 8 Companies who each nominate 2 participants:

Business Improvement participant

This should be someone who plays an active role in their company's business improvement process. These participants work, with guidance from the Lean Sensei, to learn and apply Lean concepts and processes through shop floor based activity within their own companies.

Management/Leadership Team participant

This should be someone who is in a position to make or influence significant relevant company decisions. This participant acts as a sponsor/mentor and supports their Business Improvement participant to identify and implement appropriate Lean applications at both process level and system level as appropriate.

What will participants walk away with?

- Extended onsite/offsite mentoring by external Lean experts
- Development of your own Lean Subject Matter Expert
- Precise business performance objectives determined according to your company's opportunities
- Process Improvement and System Improvement implementation and Future Action Plans developed
- Membership of a functioning Lean Network - collaborative relationships established, synergies identified and leveraged within and outside the group.



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Who are the Program Facilitators?

Bonus extras

Access for 3 – 4 additional people per company to attend the initial 2 day Lean Workshop and the 1 Day customized workshop.

A library of current Lean Books provided by Lean Enterprise Australia (LEA)

Discounted participation at the 2011 Lean Enterprise Australia Summit. www.lean.org.au

Costs to Participating Companies:

All-inclusive cost of \$25,000 for the six month duration of the Program. Includes

- Lean Sensei consultation all training materials
- Lean library materials,
- Best Practice benchmarking visits
- Breakfast meetings as per the schedule attached

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Lean Enterprise Australia Inc www.lean.org.au

Lean Enterprise Australia, established by Peter Walsh, is a not for profit organisation whose mission is to promote and conduct research into the practice of Lean Thinking throughout Enterprises of all types in Australia and New Zealand. It is a member of the Lean Global Network.

Tony McNaughton worked for Toyota Motor Corporation for more than a decade, working within Toyota facilities as well as developing Toyota's Tier 1 supplier network with Toyota Production System (TPS) implementation. Tony was mentored by Toyota Japan's TPS experts, and is Toyota trained and accredited in Standardized Work, Kaizen and Job Instruction Training.

Tony has a global reputation as an expert in the implementation of Lean. He has been supporting companies outside of the Toyota network now for fifteen years, with major clients from the automotive, footwear, pharmaceutical, construction equipment and hospital sectors. He works with companies to transform themselves into lean enterprises based on the principles of the Toyota Business System, and helps managers and executives develop the leadership behaviours that sustain that transformation



Archie Cowan, Founding Director

Insights to Excellence www.i2e.org.au

Archie Cowan has 40 years of experience in engineering, change management and continuous improvement in the automotive, print and packaging industries across two continents. He now pursues his commitment to manufacturing excellence through the not for profit company Insights to Excellence (i2e), established in 2006 to foster and promote an awareness of excellence and best practice within the Victorian business community.

Archie worked with the Department of Business and Innovation delivering the Agenda for New Manufacturing and is now extending into the health and supply chain sectors. He firmly believes that real change comes from action learning. Accordingly he has a network of best practice host companies who share their expertise with others through site tours and Q&A sessions. Over 500 Insight events for 8,000 participants have enabled firms to accelerate learning, and streamline the adoption of sustainable best practice. The Lean Immersion Program takes this approach a significant step further, to the very powerful level of 'doing'.



Pilot Charter

(1) Introduction:

What:
Accelerate lean skills and knowledge through the concept of "Learning by Doing"
Leverage business improvement through **lean immersion** via an "active" regional lean network.

How:
Immersion Business Improvement participants from a selected group of companies with fellow collaborative lean application environments.

Based on the Toyota Model of "Learn, Try, Reflect cycles of learning."

Why:
Previous lean application experience reinforces the need for activity based learning with mentoring by a lean expert on a regular basis.

Current State:
Organisations are at various stages of lean application. Some have not yet started. Most companies have a basic understanding of lean.

(2) Background:

- Learning how to embed lean in a real environment with the appropriate support mechanisms enhances the effectiveness to the business as well as the knowledge / skill retention to the individuals.
- Core Lean Value #1: You cannot be successful at making things (mono-zukuri) without making people (hito-zukuri)
- Core Lean Value #2: Doing the work and continuously improving the way the work gets done

(3) Expected Benefits:

- Inclusive of a library of relevant Lean Books provided by LEA
- Discouraged Lean Enterprise Australia Summit participation
- Precise business performance objectives to be determined according to each member company opportunities.
- Extended on site / off site exposure to external lean experts.
- Development of internal lean Subject Matter Experts.
- Process Improvement and System Improvement implementation and future action plans defined
- Lean networking synergies established and leveraged
- Access for 3 - 4 people per company to attend Initial 2 day lean workshop plus 1 Day customized workshop.
- Leadership Breakfast meetings participation and Executive Leadership 1 Day customized Workshop

(4) Pre-Requisites

- Companies must be currently or about to commence lean application concepts
- Participating companies must be able to provide a Business Improvement resource for the set periods as per the schedule
- Participating companies can accept and support visits from other Business Improvement network candidates
- Capacity to support and implement actual Process Improvement and System Improvement opportunities.

(5) Proposed Method:

Nominated Business Improvement Candidates work within their companies to learn lean through shop floor based activity with guidance from an external lean expert. Host company sponsor / mentor supports their internal Business Improvement Candidate to identify and eliminate waste at both process levels and system levels as appropriate. Leadership involvement through regular follow up activities, Executive Meetings, Best Practice Visits and Customized Workshop forums.

Logistics:

Total of 6 Months Duration with a review at the conclusion for ongoing opportunities / repeat activities / kaizen
Approximately 5 - 8 Companies in each **Lean Immersion Network**
1 x Business Improvement Candidate nominated from within each Company
1 x Sponsor / Mentor (Management Level)

Commence with a **Two Day "Lean Immersion Launch Workshop"**

(Workshop Content: *Lean Manufacturing Simulation (4 Rounds)*, *Includes Value Stream Mapping, Application of Lean Tools overview, PDCA Problem Solving, A3 Report Writing, Lean Leadership, Preparation for factory activity*)
Immediate Site specific kick off workshops with Leadership Team and Business Improvement Candidates - Target areas identified
Regular External Lean Expert follow up visits on site commencing in week 2 of activity.
Cross Company Networking opportunities throughout the program as well as Best Practice Visits to reinforce and provide vision

(6) Proposed Schedule

Phase	Major Activities	Wks 1-4	Wks 5-8	Wk 9 - 12	Wk13 - 16	W17-20	W21-24
Plan	Launch Workshop (2 Days)	▲					
Do	-Immediate On Site support with lean coaches (Week 2 support on site)	▲					
Do	Company Activity: "Identify Hot Spots" -Current / Future State Mapping -Action Plan / Kaizen Activity Regular On site Follow up with lean expert coaches (Other company members can join at fellow network coach follow up visits)	▲	▲	▲	▲	▲	▲
Do	One Day Workshop with Business Improvement Participants (Timing TBC based on gaps and need) (Customized according to gaps.)		■				
Do / Check	Breakfast Meeting with Company Leadership to share status (2 Events)			■			
Do / Check	Private Best Practice External Visits customized based upon needs to leverage overall learning and vision				■		
Act	Reflection to determine next steps with leadership group and full network group company report out sessions						
Do / Act	Lean Leadership Executive Coaching 1 Day Workshop with Lean Experts						



(7) Costs to Participating Companies:

- Proposed between 5 to 8 Companies participate in the Lean Immersion Activity
- Each Company contributes \$25K to participate for the Six Month Duration of Activity (Total amount to cover Lean Expert Consultation, Training Materials, Lean Library Materials, Best Practice Benchmarking visits, Breakfast meetings, expenses, etc..)

(8) What's In It For Me?

- Action Learning - Learning By actually Doing - Learn, Try Reflect
- Network Group Collaboration
- Access to Best Practice Models
- Direct mentoring from a Lean Sensei
- Development of Internal Lean Business Improvement Capability
- Management clarity on correct application of Lean Application