

Irish Medtech
Association
SKILLNET

Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry

NFQ Level 9



Driving operational excellence through Lean Leadership

Programme Schedule:

April – June 2017

Time: 8.30 – 5.00

Duration: 8 days

Venue: Castletroy Park Hotel, Mater Lean Academy,
Castlecourt Hotel, Allergan Westport



Irish Medtech Skillnet have developed an 8-day Lean Leadership Programme in conjunction with LBSPartners and the Irish Medtech Association Operational Excellence Working Group. The programme – now in its fifth year – focuses on hands-on learning and will be delivered as four two day sessions with practical immersions in industry settings.

To improve your chances of success, Irish Medtech Association are offering an opportunity for you to develop a strategy for successful implementation with in your company. The course **Driving Operational Excellence through Lean Leadership** is hands on and will guide you through the process of creating a strategic road map for your company. This course delivers key learning outcomes, providing delegates with the ability to explore the theory of Lean and the key concepts which constitute Lean from points of view of several key writers. It will look at the relationship of the principles/philosophy of lean with other improvement approaches such as Six Sigma, BPR, TQM, and Theory of Constraints. The strategic, operational and people aspects will be covered in detail with primary focus on Lean Leadership and sustainability and the implications of going Lean in a service/mixed service-production environment. The course will also encompass the MÓR™ benchmark model which has been devised by members of the Irish Medtech Association Operational Excellence Taskforce with the goal of developing an Op Ex Framework to allow all Irish Medtech Association member companies to adopt a standardised Op Ex Programme.

Driving Operational Excellence through Lean Leadership



Course dates and locations:

11th & 12th April

2nd & 3rd May

23rd May

24th May

20th & 21st June

Castletroy Park Hotel, Limerick

Mater Lean Academy, Dublin

Castlecourt Hotel, Westport

Allergan, Westport

Castletroy Park Hotel, Limerick

Costs

€1,750 per delegate

For more information contact Michelle Reinecke-Quain at michelle.reinecke-quain@ibec.ie or telephone 061 - 431802

To book a place on this course, visit www.irishmedtechskillnet.ie/0/lean_leadership

Course Aims & Objectives

The aim of the course is to introduce delegates to the importance of Lean Leadership and Lean operational transformation skills. The course content will follow four themes:

1. An introduction, covering some of the key concepts of Lean thinking and the use of benchmarking through the use of the MÓR™ model to drive the Lean vision.
2. The application of Hoshin Planning to decide the direction of the Lean Transformation.
3. Practical value stream mapping exercise at a health care facility, enabling delegates to understand how to best analyse and improve their system performance.
4. Highlighting the importance of people development in transitioning from an organisation “Doing Lean” to “Being Lean”.

The Irish Medtech Association MÓR™ Model Background

The Irish Medtech Association Operational Excellence Taskforce has devised an Operational Excellence Framework to allow all Irish Medtech Association member companies adopt a standardised Op Ex Programme.

To create a standard for the Irish Medtech Association the subgroup researched best practices implemented across a wide variety of industries to create companies who have achieved operational Excellence.



Key methodologies followed by many companies are:

- Lean
- 6 Sigma
- Shingo

Incorporating elements & best practices from all these methodologies the subgroup created a standard that has been used by a number of Irish Medtech Association member companies to measure their journey towards Operational Excellence. This course aims to introduce you to the model and demonstrate the application of The MÓR™ Benchmark Model within your own organisation.

Who should attend?

The course is relevant to General Managers, Plant Managers or site leaders involved in implementation of change through lean, it is also very relevant to senior management / executive leaders within the medical device industry across a broad range of disciplines: Operations, Supply Chain, Finance & Quality

The tutors are Jim Collins, Niall Tuite and Gene Leonard with guest lecturers with experience in implementing Lean in multinational organisations.

Accreditation

The course will be accredited by University of Limerick, to **NQF level 9** with 6 ECTS credits.

Note* Approximately 40 – 70 hours are required outside course work.

Programme Details

Session One

Castletroy Park Hotel,

Limerick

Jim Collins, Niall Tuite, Gene Leonard
11th & 12th April 2017
8.30 – 5.00 each day

Introduction

The evolution of Lean Thinking, Understanding of the principles and the application of Benchmarking.

Key Learning:

- The Key concepts of Lean Thinking and the points of view of several key writers.
- The development of the concept of the “Lean Enterprise” and its philosophy and principles and applying that knowledge to different environments.
- Identifying the potential benefits and challenges of Lean.
- Describing how other improvement approaches link or integrate to Lean (specifically Six Sigma, BPR, TQM, and the Theory of Constraints).
- Discussion on the integration of the Irish Medtech Skillnet MÓR™ Benchmark Model with Lean Thinking and Practice.
- Evaluation of existing levels of competence in relation to Lean best practice to promote self-directed future learning and identify the most appropriate strategy.
- How Lean Thinking is being interpreted and deployed in Product Design and Accounting.

Day One

Venue: Castletroy Park Hotel, Limerick

8:30 – 9:30	Welcome Opening Addresses Irish Medtech Skillnet Session Learning Objectives	Niall Tuite Pauline O’ Flanagan Gene Leonard
9:30 – 11:30	Lean History and Philosophy (Keynote address)	Niall Tuite / Gene Leonard
11:30 – 12:30	Lean Simulation Round 1 • Lean Concepts and Principles	Niall Tuite
12:30 – 13:30	Lunch	
13:30 – 16:00	Lean Simulation Round 2 to 5	Gene Leonard Niall Tuite
16:00 – 17:00	Lessons Learned and Discussion	Gene Leonard Niall Tuite

Day Two

Venue: Castletroy Park Hotel, Limerick

8:30 – 12:30	The Irish Medtech Skillnet MÓR™ Benchmark Model • Introduction, Demonstration and Application of The MÓR™ Benchmark Model.	Niall Tuite Jim Collins
12:30 – 13:30	Lunch	
14:00 – 16:00	Problem Solving Methodology • DMAIC and PDCA • A3 the tool and process	Jim Collins Niall Tuite
16:00 – 16:30	Lean Accounting	Niall Tuite
16:30 – 17:00	Lean Product Development	Jim Collins

Programme Details

Session Two

Mater Lean Academy, Mater Hospital, Dublin

Jim Collins, Niall Tuite & Gene Leonard
2nd & 3rd May 2017
8.30 – 5.00 each day

Introduction

This session focuses on introducing delegates to Hoshin Planning and Value Stream Mapping two tools critical in the translation of strategy to action and the wider implementation of Lean Thinking.

Key Learning:

- An opportunity to observe how Lean is implemented at the highest level and what has been achieved.
- How to use Hoshin (Kanri) Planning to convert strategy to action through focus and resource planning.
- How to use mapping tools to make interventions at a “systems” level in an organisation and why this is an important precursor to other mapping methodologies.

Day One

Venue: Mater Lean Academy, Mater Hospital, Dublin

9:00 – 9:30	Site management presentation <ul style="list-style-type: none">• Welcome• Lean Programme	Sean Paul Teeling
9:30 – 12:30	Hoshin Planning <ul style="list-style-type: none">• The process of developing strategy and deploying the strategic plan to be delivered by each department• Case Study	Gene Leonard
12:30 – 13:30	Lunch	
13:30 – 15:00	Introduction to Value Stream Mapping <ul style="list-style-type: none">• Mapping Process• Case Study• Value Stream exercise Construction of a Value Stream Map	Niall Tuite
15:15 – 16:00	Flow concepts and tools and their contribution to value stream improvement. <ul style="list-style-type: none">• The power of Single Piece Flow verse batching• SMED reducing setups time to increase flexibility• Poke Yoke getting it right first time to protect quality and output• Standardised Work - making the outcome consistent regarding quality and volume	Niall Tuite
16:00 – 17:00	Pull concept and tools and their contribution to value stream improvement. Kanbans placing the customer in the process <ul style="list-style-type: none">• Heijunka match the demand and the capacity Planning and Scheduling	Niall Tuite / Gene Leonard

Day Two

Venue: Mater Lean Academy, Mater Hospital, Dublin

8:30 – 9:30	Stoke Path Presentation <ul style="list-style-type: none">• Stroke and Outcomes• Stroke Path Value Stream	Sean Paul Teeling
9:30 – 10:30	Value Stream Walk In groups of 4-5	Sean Paul Teeling and Mater Lean Academy Staff
10:45 – 12:30	Construct Current State Map and Future State Map	Niall Tuite /Jim Collins
12:30 – 13:30	Lunch	
13:30 – 14:30	Construct Future State Map	Niall Tuite / Jim Collins
14:30 – 15:00	Future State Review Proposed v Actual	Sean Paul Teeling and Mater Lean Academy Staff
15:00 – 16:00	Assignments Details and Dates	Jim Collins

Programme Details

Session Three

Castlecourt Hotel, Westport

Allergan, Westport

Gene Leonard, Niall Tuite and Allergan Lean Champion Representative

23rd & 24th May

8.30 – 5.00 each day

Introduction

This session focuses on building engagement within the organisation through the application of the dual concepts of “Manage by sight” and “the Manager as a coach”.

Key Learning:

- How visual managements promotes standardisation and drives problem solving.
- How to monitor the achievement of plans using short interval intervention.
- How Gemba aligns the organisation.
- How to construct a current state map and the design of the ideal and future state maps.
- How a manager coach in a learning organisation can make problem solving a habit.
- How to derive a development plan from the value stream map and align to the strategic plan.
- The Visual management of the workplace, to empower people and enable “Management by Sight”

The concepts will be developed and case study materials will provide examples of the complete process.

Day One

Venue: Castlecourt Hotel, Westport, Co.Mayo

8:30 – 12:30	Participants presentations of A3 <ul style="list-style-type: none">• Peer review of benchmark driven A3	Niall Tuite Gene Leonard
12:30 – 13:30	Lunch	
13:30 – 17:00	Manage by Sight: Visual Control <ul style="list-style-type: none">• Workplace Organisation (6S Purpose and Approach)• PIT Process• Gemba Walk	Niall Tuite Gene Leonard

Day Two

Venue: Allergan, Westport

9:00 – 12:30	Best In Class site tour <ul style="list-style-type: none">• Lean Implementation• Tool application• Cultural Change	Site Champion
12:30 – 13:30	Lunch	
13:30 – 17:00	The Manager as a Coach <ul style="list-style-type: none">• Leaders Standard Work• Kata Coaching Cycle	Niall Tuite Gene Leonard

Programme Details

Session Four Castletroy Park Hotel, Limerick

Niall Tuite, Gene Leonard and Jim Bradley

20th & 21st June

8.30 – 5.00 each day

Introduction

The key focus of this session is the role of the Lean leader in “Providing Direction”, “Developing People” and “Change Culture”.

Key Learning:

- An introduction to Organisation Behaviour and how it relates to cultural change.
- Understanding the role of lean management and leadership in developing culture.
- The role of the leader in developing people both directly and systematically.

Day One

Venue: University of Limerick

8:30 – 12:30	Participant Presentation of Development Plan <ul style="list-style-type: none">• Peer review of the development plan	Gene Leonard Niall Tuite
12:30 – 13:30	Lunch	
13:30 – 17:00	Organisational Behaviour <ul style="list-style-type: none">• The organisational dynamics and structure• Respect for People• Cultural Change	Jim Bradley

Day Two

Venue: Castletroy Park Hotel, Limerick

8:30 – 12:30	Leadership <ul style="list-style-type: none">• Leading People• Leading Change	Gene Leonard Niall Tuite
12:30 – 13:30	Lunch	
13:30 – 17:00	Putting your Development Plan into action <ul style="list-style-type: none">• Understanding your improvement capacity• Developing the improvement Roadmap• Resourcing the development plan	Gene Leonard Niall Tuite

Speakers



Jim Collins

Jim has over 25 years engineering and leadership experience across the aerospace, medical, technology and consumer goods sectors. Over the last 8 years Jim has been engaged in Lean training and mentoring with his client base predominantly in the healthcare/medical devices sectors. Since 2006 Jim has been a Lean advisor to the University of Limerick where he developed the Lean curriculum for their distance-learning Lean Masters & Postgraduate Diploma programmes; he is also currently the University's Industry lecturer and healthcare student supervisor for these programmes. He has also presented to conferences and workshops and has lectured on Continuous Improvement, Lean & Six Sigma, Operations Management and Quality Assurance.

Jim has been engaged over the past seven years in the on-going development and assessment of the universities Lean Masters and post graduate Lean programmes. He is currently involved in lecturing, mentoring and the assessment of student projects on

these courses. The majority of the student projects supervised by Jim are in the healthcare and medical device sectors.

Jim has designed and delivered Lean Green Belt/Practitioner training programme (5 class days + 4 mentoring/support days). The objective was to enable the participants to develop and manage process improvement through the learning and application of a range of Lean and Six Sigma problem solving skills which would allow them to map, understand and improve complex business processes. The training programme is successfully delivered to participants who are mentored through improvement projects to demonstrate knowledge and the effectiveness of the acquired skills. The participants included business unit managers, business analysts, team leaders and professional staff (legal, marketing etc). Jim has also provided Lean coaching and mentoring support for company's senior management team.



Niall Tuite

As the co-founder of LBSPartners in 2002, Niall has been involved in the development of the LBSPartners Lean deployment framework. This represents a very significant body of knowledge developed over more than 10 years and deployed in a wide variety of organisations from smaller SMEs to larger multinational organisations. LBSPartners have been engaged in more than 100 lean improvement projects. The framework includes management system, skills and competence, standard processes and coaching and has been designed to include all levels of the client organisations. Niall has been particularly

engaged with value stream and process mapping and the subsequent development of improvement roadmaps. He has also mentored several teams through their projects and delivered significant saving to clients through these projects. Recent examples of Niall's engagements with training elements are in the designing and delivery of value stream mapping workshops over a number of days. Current state, ideal state and future state maps are produced along with a roadmap of projects required to achieve the defined future state. Significant savings are identified and delivered by the teams.



Jim Bradley

Prior to launching his training firm, Catalysis Consulting, Jim worked in the medical diagnostics/pharmaceutical sector where he gained practical experience in roles across the industry, including: R&D, new product introduction, international customer service, marketing, new business development, and technical/compliance based training.

Since 1998, Jim has been working as a consultant with Irish and multinational companies across a range of industry sectors, including: pharmaceutical, medical devices, education, health provision and insurance services. Jim has significant experience in the design and delivery of human capital development interventions - leading projects to deliver team and individual performance improvement across a range

of sectors. These elements of experience coupled with a pragmatic approach to project management, business excellence, lean 6 sigma, customer relationship management, innovation and performance management, enables Jim to understand, work with, develop and guide people from different functional areas, levels and cultures through strategic challenges to deliver operational success.

In his educational background, Jim is a Science/Business hybrid, having achieved academic qualifications in science up to doctoral level with a Ph.D. in Immunobiology. In business he has been awarded an M.B.A. with distinction from the Ulster Business School at the University of Ulster.



Gene Leonard

As a co-founder of LBSPartners in 2002 Gene has been involved in the development of the LBSPartners Lean deployment framework. This represents a very significant body of knowledge developed over more than 10 years and deployed in a wide variety of organisations from smaller SMEs to larger multinational organisations. LBSPartners have been engaged in more than 100 lean improvement projects. Gene has been particularly engaged with company strategy, policy deployment and governance structures and their roles in the successful rollout of lean programmes in larger organisations. Using the LBSPartners transformation framework Gene

designed, developed and delivered the necessary training programme (classroom and practical) to support management teams with their strategic planning and policy deployment activities. This consisted of training where each participant had a practical assignment to develop a plan for their own functional area. The outcomes of these programmes were company-wide Lean transformation plans and governance structures including the measurable project deliverables. Gene has led these projects since inception and provides key skills in strategic planning and policy deployment to support their Lean based improvement programmes.

About Irish Medtech Association

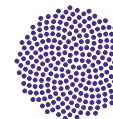
The Irish Medtech Association is a business sector within Ibec that represents the Medical Technology sector and is a proactive membership organisation with over 180 members located throughout Ireland. It works directly with government and policy makers nationally and internationally, to shape business conditions and drive economic growth. Led by a board of 18 industry leaders, and facilitated by a dedicated professional executive staff, our working groups, forums and task forces are the primary enablers of Irish Medtech Association's strategy.



Irish Medtech
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Ibec

About Irish Medtech Skillnet

Working in partnership with Skillnets Ltd and our contracting organisation, the Irish Medtech Association (Ibec sector), the Irish Medtech Skillnet has over the past number of years grown substantially in direct response to the training needs of Industry. Total expenditure (2008 - 2015) is over €4.2 million with 40% contribution from member companies and the remaining 60% funded by the State. Targets of over 6,000 trainees and 30,000 training days have been achieved.



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