

*Live Online Masterclass >*

# **Lean Transformation to Drive Business Performance: Leading and Sustaining an Enterprise-Wide Continuous Improvement Strategy**

*Unlocking the Potential of Lean to deliver Financial Impact across every Function and Business Unit*

*Led by Carolyn Lum and Jakob Brix Danielsen from Philips*

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**29 June 2021 (half day)  
30 June 2021 (half day)  
1 July 2021 (half day)  
10.5 hours of live online training**

## Masterclass Overview

Join this course and learn how to lead and sustain a truly enterprise-wide lean transformation which extends beyond operations, to every function and business unit in your company, and delivers real financial impact. Through a series of highly practical presentations, case studies and interactive peer-group exercises, Masterclass Tutors Carolyn Lum and Jakob Brix Danielsen from Philips will provide you with the tools and strategies to accelerate your lean transformation at all levels of your business.

**29 June 2021 (half-day)**

**Understand the biggest challenges when undertaking an enterprise-wide lean transformation and the best strategies to tackle these. Learn how to build real engagement with senior management and prepare them to lead the transformation.**

- Identify early bold moves you can take to accelerate your transformation for financial impact
- Discover how to structurally influence leadership and get them to play their part in the lean transformation
- Learn about top-down capability building and the changes in performance management that can help leaders to grow in their roles
- Discuss the elements of the Philips 5-day Executive Lean Leadership programme which has been successfully rolled out to over 1200 leaders so far

**30 June 2021 (half-day)**

**Learn how to be selective in your choice of lean tools to maximise their impact across the business. Put in place the right organisational structure, workforce coaching and incentives to ensure lean practices are sustained across the company.**

- Hear how focusing on just a few critical lean tools and applying them effectively as a system can deliver business performance improvements at all levels
- Learn how to implement a global training cascade which builds one common lean standard and develops coaches across all markets and business units
- Discover how to reboot workforce behaviours to ensure they are closely connected to and measured against core lean behaviours
- Explore how the Philips Business Transformation organisation is structured and aligned with business units to drive results

**1 July 2021 (half-day)**

**Choose the right business priorities to focus on with lean, aligned with optimal performance metrics to track impact. Explore the critical role of communication in sustaining enterprise-wide continuous improvement.**

- Learn how core lean tools can help the business prioritise improvement initiatives from fixing the foundations, to driving ambitious transformations and the company's strategic agenda
- Discover how high-performance teams can both perform and transform concurrently
- Ensure effective communication of best practice to drive up standards and maintain commitment to continuous improvement in all corners and at all levels of the organisation
- Discuss examples from Philips of some of their recent business challenges successfully tackled with lean

## Benefits of Live Online Masterclasses

At a time when business travel, factory site visits and even in-person collaboration amongst peers is severely restricted or not available due to the COVID-19 pandemic, our Live Online Masterclasses offer delegates continued, high-level content and learning. Our fully interactive real-time masterclasses create an online environment that is as near to the in-person experience as possible.

Attendance at one of our Live Online Executive Masterclasses can make a difference for you and your firm helping your manufacturing operations to thrive during these challenging times.

☀ **Learning that engages you through real-time interaction with expert course leaders and industry peers**

☀ **Save money and time with affordable pricing and no travel expenses**

☀ **Comprehensive course materials are included for your ongoing learning and development**

☀ **Choose your own learning environment where you are comfortable and can avoid distractions**

☀ **No setup required – all you need is access to high-speed internet**

☀ **Be one of the leaders who drives change at your organization**

## About your Masterclass Tutors

### **Carolyn Lum**

Carolyn is Senior Vice President, Business Transformation and Head of Continuous Improvement at Philips. She has more than 30 years of experience in the areas of Manufacturing Operations, Lean, Continuous Improvement, Product Engineering and New Product Introduction. Having joined Philips in 2014, Carolyn made a breakthrough in 2015 by bringing daily management, structured problem solving (PRIDE) and Kaizens into all of the company's Market and Business Group organisations. Previously, Carolyn was the Senior Corporate Director, Danaher Business System at Danaher Corporation with responsibility for North America, Europe and Japan. Prior to that, she held senior positions in manufacturing operations and lean at General Motors and PerkinElmer Optoelectronics.



### **Jakob Brix Danielsen**

Jakob is currently Senior Director, Group Continuous Improvement, part of Business Transformation at Philips. He is the Group Process Leader of Problem Solving, Daily Management, Hoshin Planning, Kaizen Events and Executive Lean Leadership. Jakob has more than 25 years of experience in the areas of Lean, Continuous Improvement, New Product Development, Management Systems and Leadership Development. Previously, Jakob was the Global Director of Danaher Business System at Radiometer Medical (a Danaher operating company). Prior to that, he was a Senior Consultant at the Confederation of Danish Industries with responsibility for lean leadership coaching."



# Masterclass Agenda

## Tuesday 29 June 2021 (half day)

Online registration opens: 1.45pm (UK)/2.45pm (Central Europe)/8.45am (US Eastern)

### *Introduction and Group Discussion*

#### **Session 1 – Unlocking the full Potential of Lean: Extending your Lean Transformation beyond Operations to every Function of the Business**

- Background to Philips' Lean Transformation: Why the lean strategy in Philips had to change from 2014 onwards
- Taking early bold moves to accelerate transformation for financial impact
- Driving lean at an enterprise-wide level: Understanding your major challenges/gaps and how to address these

#### **Session 2 – Changing the Culture from the Top-Down: Building real Engagement with Senior Management and Preparing them to Lead the Lean Transformation**

- Creating interest, getting access and gaining commitment from your leaders
- How to structurally influence leadership and get them to play their roles
- Top-down capability building and structural changes in performance management that can enable leaders to grow in their roles

Break (30 minutes)

#### **Session 3 – Lean Case Study: Overview of Philips 5-day Executive Lean Leadership Training**

- How the training programme is structured
- Lessons learned from its roll out to 1200+ leaders so far

#### **Session 4 – Group Breakout Exercise #1**

- Under the guidance of the Masterclass Tutors, delegates will be divided into working groups to discuss:
- Assess the current state of your Lean Transformation – identify the top business problems you are trying to address with lean and the biggest barriers to your success (business, organisational, cultural)
- Presentation of the results from the groups and discussion

End of session: 5.30pm (UK)/6.30pm (Central Europe)/12.30pm (US Eastern)

## Attend and Accelerate your Lean Transformation:

 **Join interactive discussions in a peer-to-peer learning environment during 10.5 hours of live online training**

 **Benchmark the current state of your company's continuous improvement initiatives with peers from different industries during guided group breakout exercises**

 **Discover how Philips successfully drives lean transformation globally across all functions and business units to deliver significant performance improvements**

 **Unlock the full potential of lean by extending it beyond manufacturing operations to every function and part of your business**

 **Take the strategic steps to embed lean behaviours in the fabric of daily work at all levels of your organisation**

 **Secure and maintain the interest, access and commitment from your leaders that is essential for a successful lean transformation**

## **Masterclass Agenda**

### **Wednesday 30 June 2021 (half day)**

Online registration opens: 1.45pm (UK)/2.45pm (Central Europe)/8.45am (US Eastern)

#### **Recap of Day 1 and Group Discussion**

#### **Session 5 – Less is More: Being Selective in your Choice of Lean Tools to Maximise their Impact across the Business**

- Moving from a phased deployment model with 100+ tools to a critical few focused 8-tool model
- Why Daily Management, Problem Solving and Hoshin Planning are at the forefront
- Understanding how the 8 fundamental tools form a system – and what about the remaining lean tools?

#### **Session 6 – Putting in Place the Right Organisational Structure and Workforce Coaching to Drive Lean at an Enterprise-Wide Level and Ensure it Sticks**

- Global training cascade to build one standard/language and develop coaches in all markets and businesses
- Rebooting workforce behaviours to ensure they are closely connected to core lean behaviours and measured in the People Performance Management System
- Implementing an OPEX Maturity Assessment KPI cascaded from the top and measuring lean capability growth from the bottom-up (Daily Management and Problem Solving maturity assessments)
- Structurally embedding Daily Management and Problem Solving in all business performance reviews

Break (30 minutes)

#### **Session 7 – Lean Case Study: Overview of the Philips Business Transformation Organisation**

- How the Philips BT team is structured
- How they are aligned with Business Units and incentivised to drive results

#### **Session 8 – Group Breakout Exercise #2**

- Under the guidance of the Masterclass Tutors, delegates will be divided into working groups to discuss:
- Taking the top barriers to your Lean Transformation identified in Exercise 1, discuss and list some possible solutions to overcome these
- Presentation of the results from the groups and discussion

End of session: 5.30pm (UK)/6.30pm (Central Europe)/12.30pm (US Eastern)

### **Who should attend?**

This Masterclass course is developed for business leaders, directors, strategic decision-makers and senior managers with responsibility for lean, continuous improvement and operational excellence. It will provide delegates with the tools, insights and strategies to help them accelerate their lean transformations across all functions and business units and drive significant performance improvements.

## **Masterclass Agenda**

### **Thursday 1 July 2021 (half-day)**

Online registration opens: 1.45pm (UK)/2.45pm (Central Europe)/8.45am (US Eastern)

#### **Recap of Day 2 and Group Discussion**

#### **Session 9 – Choosing the Right Business Priorities to work on with Lean and Aligning these with Appropriate Performance Metrics to Measure Success**

- How do core lean tools help the business prioritise improvement initiatives from fixing the foundations to driving ambitious transformations and the company strategic agenda?
- Concurrently performing and transforming is expected from high performance teams – how is this achieved?
- How to hardwire impact tracking of your continuous improvement initiatives and how this helps the C.I. organisation to focus on the right things

#### **Session 10 – The Critical Role of Communication in Sustaining Continuous Improvement across the Enterprise**

- Sharing successes (best practices) and central C.I. team methodology updates in a monthly Continuous Improvement Platform covering all time zones in addition to extensive Yammer activity
- How the Philips Excellence Competition yearly cycle drives excitement, raises the bar and drives standards in all corners and at all levels of the organisation
- Developing a C.I. Knowledge Management hub repository for knowledge and best practice sharing enables the connection of colleagues with relevant subject matter experts

Break (30 minutes)

#### **Session 11 – Lean Case Study: Examples from Philips of Recent Business Challenges Successfully Solved with Lean**

- Three Report-Out videos from the Philips Excellence Competition followed by Q&A

#### **Session 12 – Group Breakout Exercise #3**

- Under the guidance of the Masterclass Tutors, delegates will be divided into working groups to discuss: Identify the top lean priorities for your business and next steps to address these – Using the Impact
- Prioritisation Matrix provided on Day 2, share and discuss your prioritised solutions within your group and identify a few critical elements of your next steps post-training plan
- Presentation of the results from the groups and concluding discussion

End of session: 5.30pm (UK)/6.30pm (Central Europe)/12.30pm (US Eastern)

### **About the Smart Manufacturing Network**

The Smart Manufacturing Network's mission is to partner with manufacturers to unlock the vast potential of Industry 4.0 technology and digital innovation, helping them to realise new opportunities for sustainable business growth.

We work with industry-leading experts to deliver Executive Masterclasses both online and in-person creating dynamic high-level peer-to-peer learning and development environments. Our focus is on the connected pillars of digital strategy, technology implementation, operational excellence and workforce development helping manufacturers to succeed in highly competitive, fast-paced global markets.

## Membership Booking Form

### Event Details

Lean Transformation to Drive Business Performance:

Leading and Sustaining an Enterprise-Wide Continuous Improvement Strategy

29 June 2021 (half day)

30 June 2021 (half day)

1 July 2021 (half day)

10.5 hours of live online training

### Book Online

Please click the 'Book your Live Online Training Masterclass' button below and complete your details on our website.

**Book your Live Online Training Masterclass**

### Book using this form

Please complete this form and email to [team@smartmanufacturingnetwork.com](mailto:team@smartmanufacturingnetwork.com)

Title	Company Address
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