Orchestrating Change

LEAN LEADERSHIP FORUM

Orchestrating Change

A unique opportunity for senior managers and executives to engage with legendary lean leaders in a relaxed, intimate forum.

- Art Byrne
- Ray Floyd
- John Stewart
- David Hoyte and more!

March 5-7, 2013

Kiawah Island, SC
“In any business, the only element that is capable of true transformation is people.”
—Art Byrne, The Lean Turnaround

Two fundamental concepts drive true lean transformations:

1. Over the long haul, just about everything changes, continually.
2. Everyone must be involved

Guiding people to develop personally and to work in concert through changing expectations can be a daunting task. What can help?—learning how to orchestrate change from lean maestros.

The Lean Leadership Forum brings together renowned lean leaders who will share their knowledge on how to effect lasting change. Get expert advice on what it takes to lead and sustain a lean transformation. Most important, get feedback, direction and advice on your concerns and issues in small-group dialogue with your peers and top Lean leaders.

Learn more about how to drive change, use leader standard work, strategically manage projects, develop leadership skills at all levels, and create a problem-solving culture, through:

- Presentations and case examples
- Open dialogue and facilitated discussions with lean masters
- Outdoor networking activities that keep the conversation going
- Coaching to help you create your own framework for next steps

If you are charged with leading a lean transformation, this event is designed to put your concerns center stage, and help you take the right next steps for your organization.

Who Should Attend
This event has been designed for anyone responsible for leading a Lean transformation.
## Lean Leadership Forum at-a-glance
### March 5-7, 2013

#### Tuesday, March 5

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| 9:00am-10:00am | **Art Byrne**, Operating Partner at J.W. Childs Associates and former CEO of The Wiremold Company  
*Leading a Lean Turnaround* |
| 10:00am-10:30am | Refreshment Break                                                      |
| 10:30am-11:30am | **Ray Floyd**, Retired Senior Vice President, Suncor Energy and *Industry Week* Hall of Fame Inductee  
*Creating a Culture of Engagement* |
| 11:30am-3:30pm | **Luncheon & Networking Activity**  
Continue to share experiences, expertise, and ideas with your peers while you spend a few relaxed hours golfing, kayaking or fly fishing. |
| 3:30pm-7:00pm  | **Open Forum**  
Led by the morning speakers, this session puts your agenda center stage. Ask the hard questions, share perspectives, debate tough issues, and gain insight into what it takes to lead a lean effort. |

#### Wednesday, March 6

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| 8:00am-9:15am | **Breakfast Exchange**  
Moderated panel discussion on leading-edge issues with Tuesday’s speakers, Art Byrne and Ray Floyd |
| 9:30am-10:30am | **John Stewart**, former General Manager, Toyota UK, and Principal, Operations, Monomoy Capital Partners  
*The Kaizen Continuum* |
| 10:30am-10:45am | Refreshment Break                                                      |
| 10:45am-11:45am | **David Hoyte**, leader of lean implementations at Arvin Industries, Frigidaire and Cummins Engine  
*Strategy to Results—Using Metrics to Drive Culture Change* |
| 12:00pm-4:00pm | **Luncheon & Networking Activity**  
Continue to share experiences, expertise, and ideas with your peers while you spend a few relaxed hours golfing, kayaking or fly fishing. |
| 4:00pm-7:00pm  | **Open Forum**  
Led by the morning speakers, this session puts your agenda center stage. Ask the hard questions, share perspectives, debate tough issues, and gain insight into what it takes to lead a lean effort. |

#### Thursday, March 7

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| 8:00am-9:15pm | **Breakfast Exchange**  
Moderated panel discussion on leading-edge issues with Wednesday’s speakers |
| 9:30am-4:30pm | **“Next Steps” Workshop**  
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. Day includes luncheon and breaks. |

#### Friday, March 8

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| 8:00am-2:00pm | **Optional Networking Event**  
Add an extra day to play 9 or 18 holes on the 5-star Kiawah Island Golf Resort *Ocean Course*, rated by *Golf Digest* as one of the top U.S. public golf courses. Discounted rate is additional to registration fee. Space is limited; contact us for more details. |

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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.”
Lean is not just a “manufacturing thing” but a strategy that can be used by any company to drastically improve results. No one knows that better than Art Byrne, who has personally led lean transformations in dozens of companies globally, in both manufacturing and service environments.

Art will share his knowledge of how to leverage lean as a business strategy, focusing on the role of top-level leaders. Everything must change, and leaders need to be personally involved, do things differently and think differently, and focus on all stakeholders. How does that happen in practice? Hear what Art learned by doing, and his compelling perspectives on what you and your leadership team need to do, step-by-step, for an effective and strategic lean transformation.

Art Byrne began his lean journey as a general manager with General Electric. As a group executive at Danaher Corporation, he was instrumental in introducing lean and converting 13 companies to lean management. While there, he trained with the Shingi-jutsu consultants from Nagoya, Japan, all of whom worked directly for Taichi Ohno, the father of the Toyota Production System.

He went on to lead the lean transformation at The Wiremold Company as its CEO. In 10 years, Wiremold quadrupled in size, increased operating income by over 1300%, and increased enterprise value by almost 2500%. Because Art has always implemented lean from the effective position of CEO—in more than 30 companies or subsidiaries around the world—he understands how to leverage lean tools into a complete business strategy. For the past 10 years Art has been an Operating Partner with J W Childs Associates, a Boston-based private equity firm, where he has been successfully leading lean conversions in its portfolio companies. His recent book The Lean Turnaround: How Business Leaders Use Lean Principles to Create Value and Transform Their Company, is fast becoming a top-selling guide for lean leaders.

“With 30 years of accumulated experience, Art Byrne is one of the rare people who can speak with authority about the pitfalls of financial measurement systems, the importance of respect for people, the power of Lean in the marketplace, and the leverage from organizing people around value streams.”

—Masaaki Imai, bestselling author of Kaizen and Gemba Kaizen

Ray Floyd spent 24 years working at Exxon Mobil, where he led six businesses including some of the world’s largest and most complex single sites, as well as the world’s largest multisite petrochemical group. Each received third-party recognition for best-in-industry performance, including the Industry Week Best Plants Award.

Most recently Ray spent 4 years as senior vice president at Suncor Energy, the largest industrial company in Canada, with responsibility for mining, energy/utility, extraction, and upgrading assets. He is a pioneer in adapting lean for liquid process industries and in leading cultural change. Ray is the only person to have been designated one of “America’s Ten Best” in two separate industries; the only person in any of the capital-intensive industries to have received the Shingo Prize for Operational Excellence or to be inducted into the Industry Week Manufacturing Hall of Fame, and the only person to have received both the Shingo Prize for Operational Excellence as well as the Shingo Research Prize, for his book Liquid Lean: Developing Lean Culture in the Process Industries.

“The vast majority of people that work in a large organization are average. Whether or not you succeed depends entirely upon the system you create as lean leaders for those people to work in.”

—Ray Floyd, Industry Week Best Plants Conference presentation, April 2012
John Stewart on
THE KAIZEN CONTINUUM

Toyobo would be the first to dispute the common (and dangerous) assumption that implementing lean creates a utopian environment. John Stewart, who learned lean at Toyota, believes it is “the best way,” in that it is a system that continually searches for perfect production. But it is difficult to put into practice and causes problems in every organization that tries to implement it (including Toyota).

Correct management is essential; it requires leaders who do not just stand on the sidelines and cheer, but who are actively engaged in finding the way through impossible situations, who develop a relationship of trust with employees, and who cultivate an attitude of modesty rather than arrogance. Drawing on extensive personal experience leading lean transformations at Toyota and other companies, John will share a progressive process for implementing lean, along with pragmatic, hard-earned advice on how to coach and lead a lean effort and how to engage senior managers, board members, and other stakeholders.

John Stewart is an operating partner with the private equity firm Monomoy Capital Partners in New York, where he manages companies in the portfolio and an elite team of operating professionals. John spent 18 years with Toyota Motor Corporation in operational and executive positions, working his way from a role as an assembly line team member to general manager of the Vehicle Assembly Division for Toyota’s largest European operation in the United Kingdom.

An expert at using the Toyota Production System (TPS) to effect change, John was selected for some of the toughest assignments, culminating in the turnaround of the UK operations. He spent more than 88 weeks at Toyota in Japan, where he was trained by some of Toyota’s most talented senseis. He was named one of the top 10 automotive executives by Automotive News in 2007, and he serves as a senior advisor to manufacturers across the globe. He is the author of The Toyota Kaizen Continuum: A Practical Guide to Implementing Lean.

“The real improvement is not realized getting to Z [the end]; it is the process of getting to Z that has the real value.”  —John Stewart, The Kaizen Continuum

David Hoyte on
STRATEGY TO RESULTS—
USING METRICS TO DRIVE CULTURE CHANGE

An effective business strategy creates competitive advantage and value, but the successful implementation of any new strategic direction requires leadership. Orchestrating such fundamental change demands the alignment of culture and management systems to nurture lean thinking and behavior as a way of working every day throughout the organization. Lean improvements create value in companies by enhancing engagement, profitability, and sustainability, but those gains can be diminished and sub-optimized by profit erosion forces hidden behind traditional ways of measuring performance. Lean transformation must make all waste visible.

Combining lean thinking and good business practice, Lean Financial Analysis provides a visible roadmap for directing improvement efforts to maximize “wins” and provide a catalyst and direction for further lean success. Similarly, performance metrics at every level of the organization not only signal a cultural shift, but create real sustainable change by defining, without ambiguity, what is important. David will share from his experience in several lean transformations how behavioral, process, and results metrics define the business culture; how they are reinforced on a daily basis; and how, combined with Lean Financial Analysis, they facilitate the implementation of an effective business strategy.

David Hoyte was one of the fortunate few to have experienced the transformation in the 1980s of a dismal GM Fremont automotive plant to the successful NUMMI joint venture between Toyota and General Motors. Learning lean from NUMMI, David went on to lead lean transformations at Cummins Engine Company as VP Worldwide Manufacturing, AB Electrolux as Executive VP North American Operations, and Arvin Industries as President of the Ride and Motion Control Division. In a major turnaround assignment, David was appointed President and CEO of JL French Automotive Castings, Inc., a leading manufacturer of complex high-pressure die cast components for the automotive industry. As CEO he was responsible for nine factories in North America and Europe.

After joining JL French in January 2001 he led a major financial and operational turnaround of the company, increasing EBITDA by 33% and secured $190M of new financing. David then spent 8 years in private equity, first in turnaround of distressed companies, and later in building value in successful middle market companies. In 2011 David founded Transformation Management LLC, a Florida based management consulting firm focusing on business assessment, process improvement, profit erosion analysis, and product rationalization. Acquisition advisory services, lean training, interim management, turnarounds, and special situation management are also provided.

Dr. Peter Ward, will be our special guest moderator for the daily Breakfast Exchanges with the speakers. Peter is Professor of Operations Management, holding the Richard M. Ross Chair in Management at Ohio State University’s Max M. Fisher College of Business. He chairs the Department of Management Sciences at Fisher and serves as Academic Director of its Master of Business Operational Excellence program.

Peter is also Co-Director of the Center for Operational Excellence at Ohio State, a consortium of 30 companies dedicated to excellence and thought leadership in operations. He has served as a member of the advisory board of Ford Motor Company’s Lean Resource Center and as a judge for Industry Week’s America’s Best Plants Program. His research focuses on gaining competitive advantage through operations. Among many awards, he was a 2004 recipient of the Shingo Research Prize.
INTERACTIVE SESSIONS

- **Open Forums**—these facilitated afternoon sessions, led by the morning speakers, put your agenda center stage. You’ll advance the conversation by asking hard questions, sharing perspectives, debating tough issues, and gaining insight into what it takes to lead a lean effort.

- **Breakfast Exchanges**—moderated panel discussions during which the speakers will air out their views on leading-edge issues of concern to you.

“NEXT STEPS” WORKSHOP

Okay, 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 have 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

These 4-hour activities build in time to network with speakers and your peers and share experiences and ideas. Choose from:

- **Golf**—Kiawah Island Golf Resort is the place to be for golf. Host of the 2012 PGA Championship, this resort offers courses for all playing levels. This activity includes lunch and 9 holes of golf with fellow attendees.

  If you want even more golf, sign up to play 9 or 18 holes on the world-famous **Kiawah Island Golf Resorts Ocean Course** on Friday, March 8th, at a special discounted rate. The Ocean Course is rated by **Golf Digest** as one of the top U.S. public golf courses. Sign-ups are first come, first served. Contact us for more details.

- **Marsh Kayaking**—Join 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 and practice 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, Leadership & Culture, and Strategic Innovation. Together, these strategies 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 1970s. Since then we have extended these methodologies across a wide range of industries, including healthcare, finance and other services.
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.

Hotel Accommodations:
The Lean Leadership Forum will be held at the Sanctuary Hotel, located at the Kiawah Island Golf Resort, 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 Kiawah Island Golf Resort the #1 Resort in the U.S.

A block of rooms is being held at The Sanctuary for forum attendees at the reduced rate of $209 per night (plus tax). This special rate will be held until February 9, 2013, after which the room rate will be subject to availability. To make your reservations please call 1-800-576-1570 or (843) 768-6000. Ask to be connected to Sanctuary Reservations and mention you are attending the Productivity Inc. Lean Leadership Forum.

For more information on the resort and Kiawah Island, visit the website at 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.

REGISTRATION FEE: $2,895.00
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.

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.