

North American Study Trip

MANAGEMENT SYSTEM FOR THE LEAN ENTERPRISE

Pre-Requisite (Required): Lean Leader Training

MULTIPLE CITY STUDY TRIP

MARCH 25-30, 2012 • JUNE 17-22, 2012 • OCTOBER 7-12, 2012

Lean Leaders are faced with many common issues.

- How do we make sense of the multiple priorities that compete for time, attention and resources?
- How do we sustain the gains from our improvement efforts?
- How do we foster everyday improvement at all levels of the organization?
- What is the standard work for managers and leaders of a lean enterprise?

This study trip will examine four North American companies to determine how each, as a lean enterprise, has addressed these questions. Our focus will be on Strategy Deployment, Cross Functional Management, and Daily Management Systems as practiced from the executive conference room to the factory or clinic floor.

Participants of this trip will be executive leaders with the responsibility for management systems in their organizations.

Study Tour Objectives

1. Understand how Toyota based management systems are fundamental for the success of a lean enterprise.
2. Observe first-hand how four different organizations utilize these powerful management systems to achieve success.
3. Develop action plans to transfer study tour lessons learned to participating organizations.

SAMPLE AGENDA

DAY ONE • SUNDAY

- Arrive in Grand Rapids, MI
- Orientation

DAY TWO • MONDAY

- Herman Miller visit, Zeeland, Michigan

DAY THREE • TUESDAY

- Nurture by Steelcase
- Fly to Salt Lake City, UT

DAY FOUR • WEDNESDAY

- Autoliv visit, Ogden, Utah

DAY FIVE • THURSDAY

- Optional observations of “Abnormality Escalation Meetings” at Autoliv
- Application Session
- Fly to Seattle, WA
- Celebration Dinner in Seattle

DAY SIX • FRIDAY

- Group Health Cooperative visit, Seattle, Washington
- Final Application Session and Group Report Outs
- Adjourn

TO REGISTER

*Please complete the JWA Healthcare Series registration form and mail with payment. Space is reserved once registration form and payment are received.
We apologize that we are unable to accept credit card payment.*

FEES: Call for Pricing*

**Price includes:*

- Coach class airfare *WITHIN* study trip week (M-TH)
- Ground transportation (excludes departing flight home)
- 5 nights hotel (Sun-Thurs)
- All tuition at host sites
- Dinner on Monday, Wednesday, and Thursday
- Prep meeting and post trip teleconference
- JWA trip support

**Due to the specialized arrangements required for this study trip, the registration fee is non-refundable.*

TRIP LEADERS

Joan Wellman has spent over thirty years consulting to large scale change initiatives in the aerospace, telecommunications, high technology, energy and healthcare industries. She pioneered the application of lean principles in healthcare starting in 1995. Her most recent healthcare clients include: Seattle Children's Hospital, Children's Hospitals and Clinics of Minnesota, Children's Hospital of Philadelphia, Harborview Medical Center, University of Washington Medical Center, The Fred Hutchinson Cancer Research Center, Overlake Hospital, The Everett Clinics and Jefferson General. Joan is a frequent speaker at national conferences, including Organization Development Network, American Society for Training and Development, Society of Pediatric Anesthesia, MGMA and the National Association for Healthcare Quality. She has served as a guest speaker for the University of Washington Executive MBA program and has served as adjunct to the faculty of the University of San Francisco Graduate School. Joan is also on the faculty of the Lean Enterprise Institute. She founded Seattle-based Joan Wellman and Associates in 2000 to bring lean consulting talent from industry to healthcare.

Colin L. Fox Jr. first visited a Toyota plant in Japan in 1982 and hardly understood what he saw. After co-founding a management consulting firm, he subsequently led over 40 study missions to Japan. He is well versed in the Toyota system approaches to achieving high quality, low cost, fast delivery, and accident free outcomes. In 1997, he was asked to join Genie Industries as VP of Operations where over a period of seven years implemented Genie's version of a lean system. Then in 2004 he became Senior Vice President of the Terex Corporation reporting to the CEO and responsible for implementation of a customer-centered lean system across five continents and over 45 locations. He officially retired in January, 2010. He has a PhD in management and has taught at the University of Oregon and at UCLA.

Lisa Williams has guided healthcare organizations through their unique challenges for over 15 years. Her successes include hospital and long-term care administration, organizational change, process improvement, survey preparedness, program development, quality improvement, and regulatory compliance. Lisa has taught management communications, research methods & statistics, and organizational theory & behavior at the college level. She also served on a governor-appointed state board providing regulatory oversight to nursing home administrators. Prior to her consulting career, Lisa served as the Hospital Administrator for Group Health Cooperative's two-hospital system and East King County Project Director, the Assistant Administrator of the University of Mississippi Medical Center, and Administrator at Jaquith Nursing Home. She has also worked with Overlake Hospital Medical Center, Group Health Permanente, Providence Health System, the Mississippi Department of Mental Health, The Joint Commission, Children's Hospitals & Clinics of Minnesota, MemorialCare Health System, The Everett Clinic, University of Washington, and Texas Tech University. Lisa holds a Masters in Public Policy and Administration, Nursing Home Administrator License, Bachelors in Business Administration, and Graduate of the John C. Stennis Institute for Government Executives.