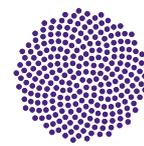




# Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry  
NFQ Level 9



**Irish Medtech**  
Association  
**ibec**

[irishmedtechskillnet.ie](http://irishmedtechskillnet.ie)

## Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry NFQ Level 9

Irish Medtech Skillnet have developed a 8.5 day Lean Leadership Programme in conjunction with LBSPartners and the Irish Medtech Association End-to-End Advanced Manufacturing Working Group. The programme – now in its seventh year – focuses on hands-on learning and will be delivered as an introductory half day session followed by four two-day sessions with practical immersions in industry settings.

### ABOUT THE COURSE

With this programme, Irish Medtech Association are offering an opportunity for you to develop and support a strategy for successful implementation within 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 the point of view of many key thought leaders. It will look at the relationship of the principles/philosophy of lean with other improvement approaches such as Six Sigma, BPR and TQM.

The strategic, operational and people aspects will be covered in detail with the primary focus on Lean Leadership and sustainability and encompass the application of Lean in a service/ mixed service-production environment. The course will also incorporate the MÓR™ benchmark model which has been devised by members of the Irish Medtech Association End-to-End Advanced Manufacturing Working Group with the goal of developing an Op Ex Framework to allow all Irish Medtech Association member companies to adopt a standardised Op Ex Programme.

### COSTS

€1,750 per delegate

For more information contact Michelle Reinecke Quain at: [michelle.reinecke-quain@ibec.ie](mailto:michelle.reinecke-quain@ibec.ie) or telephone +353 (0)61 431802

# Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry NFQ Level 9

## PROGRAMME SCHEDULE

Duration: 8.5 days

### 11th September

The Pavilion, University of Limerick.

### 2nd / 3rd October

The Pavillion, University of Limerick.

### 23rd / 24th October

Mater Lean Academy, Dublin.

### 13th November

Knockranny House Hotel, Westport.

### 14th November

Allergan, Westport.

### 4th / 5th December

The Pavillion, University of Limerick.

## COURSE AIMS & OBJECTIVES

The aim of the course is to introduce delegates to the critical element of Lean Leadership and to explore the leadership skills required in driving lean transformation. The course content will follow four themes.

1. The development & philosophy of Lean Thinking covering key concepts and methodologies, encompassing detailed exploration of Value Stream Mapping, Hoshin Planning and introducing the use of benchmarking through the MÓR™ model to develop and drive the Lean vision.
2. An exploration of tools and methods used in executing Lean improvements, incorporating specific Lean and best practice problem solving methodologies, within the context of continuous improvement.
3. The specific role of Leaders in embedding Lean Thinking through coaching and the application of Leaders Standard Work.
4. The critical role of Leaders in understanding organisational dynamics/behaviour and in leading people through organisational change



# Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry | NFQ Level 9

## KEY METHODOLOGIES FOLLOWED BY MANY COMPANIES ARE:

- Lean
- 6 Sigma
- Shingo

Incorporating elements & best practices from all these methodologies, The Irish Medtech Association End-to-End Advanced Manufacturing Working Group 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 introduces you to The MÓR™ Benchmark Model and focuses on application and consequent Lean Transformation within your own organisation.

## WHO SHOULD ATTEND?

The course is designed for leaders including general managers, plant managers or site leaders involved in implementation of change through Lean. It is also very relevant to senior management/executive leaders, key influencers and high potential individual contributors within the industry across a broad range of disciplines: Operations, Supply Chain, Finance & Quality, Service & Support.

The tutors are Jim Collins, Eddie O’Neill and Gene Leonard with guest lecturers with experience in implementing Lean in multi-national organisations.

## ACCREDITATION

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

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

## PROGRAMME DETAILS

### Session One

#### Introduction

This session focuses on introducing delegates to the Irish Medtech Skillnet MÓR™ Benchmark Model

#### Key Learning:

- Discussion on the integration of the Irish Medtech Skillnet MÓR™ Benchmark Model with Lean Thinking and Practice.
- Exploration of the process for evaluating existing levels of competence in relation to Lean best practice to promote self-directed future learning and identify the most appropriate strategy.

### Day One: 11th September 2019

<b>Venue:</b>	The Pavilion, University of Limerick Campus	
<b>8:30 – 9:30</b>	Welcome & Registration <ul style="list-style-type: none"> <li>• Opening Addresses Irish Medtech Skillnet</li> <li>• Session Learning Objectives</li> </ul>	Eddie O’Neill / Pauline O’Flanagan / Gene Leonard
<b>9:30 – 12:30</b>	The Irish Medtech Skillnet MOR™ Benchmark Model <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Demonstration &amp; Application of the MOR™ Benchmark Model</li> </ul>	Gene Leonard
<b>12:30-13:00</b>	Review and Wrap up	



# Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry | NFQ Level 9

## PROGRAMME DETAILS

### Session Two

#### Introduction

This session focuses on the evolution of Lean Thinking, understanding of the principles and methodologies.

#### Key Learning:

- The Key concepts of Lean Thinking - background, development and the perspectives of key thought leaders.
- The development of the concept of the “Lean Enterprise” and its philosophy and principles and applying that knowledge to different environments.
- Exploration of the potential benefits and challenges of Lean.
- Understanding how other improvement approaches link or integrate with Lean (specifically Six Sigma, BPR, & TQM).
- A deep dive into problem solving methodologies and A3 thinking within the context of Operational Excellence.

### Day One: 2nd October 2019

**Venue:** The Pavilion, University of Limerick Campus

8:30 – 12:30	Welcome	Eddie O’Neill	
	<ul style="list-style-type: none"> <li>• Session Learning Objectives</li> <li>• Lean History and Philosophy (Keynote address)</li> <li>• Lean Principles</li> <li>• Lean Simulation Round 1 (incl. Lean Concepts &amp; Principles)</li> </ul>	Jim Collins	
	12:30 – 13:30	Lunch	
	13:30 – 17:00	Lean Simulation Round 2 to 4 (Flow & Pull) • Lessons Learned and Discussion	Eddie O’Neill / Jim Collins

### Day Two: 3rd October 2019

**Venue:** The Pavilion, University of Limerick Campus

8:30 – 12:30	Recap on Day 1/Day 2 Learning Objectives	Eddie O’Neill
	<ul style="list-style-type: none"> <li>• Problem Solving: Context of Operational Excellence</li> <li>• Lean Transformation Model</li> <li>• Problem Solving approaches</li> <li>• DMAIC &amp; PDCA</li> <li>• A3 Methodology &amp; Thinking</li> </ul>	
12:30 – 13:30	Lunch	
13:30 – 17:00	Problem Solving tools & application • Leadership role: Organisational sponsorship and support • Lessons Learned & Discussion	Eddie O’Neill

# Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry | NFQ Level 9

## PROGRAMME DETAILS

### Session Three

#### 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: 23rd October 2019

<b>Venue:</b>	Mater Lean Academy, Dublin	
<b>9:00 – 9:30</b>	Site management presentation <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Lean Programme</li> </ul>	Sean Paul Teeling
<b>9:30 – 12:30</b>	Hoshin Planning <ul style="list-style-type: none"> <li>• The process of developing strategy and deploying the strategic plan to be delivered by each department</li> <li>• Case Study</li> </ul>	Eddie O’Neill / Jim Collins
<b>12:30 – 13:30</b>	Lunch	
<b>13:30 – 16:00</b>	Introduction to Value Stream Mapping <ul style="list-style-type: none"> <li>• Mapping Process</li> <li>• Case Study</li> <li>• Value Stream Exercise: Construction of a Value Stream Map</li> <li>• Analysis of Current State</li> </ul>	Eddie O’Neill
<b>16:00 – 17:00</b>	Lessons Learned & Discussion	Eddie O’Neill / Jim Collins

### Day Two: 24th October 2019

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

# Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry NFIQ Level 9

## PROGRAMME DETAILS

### Session Four

#### 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 management promotes standardisation and drives problem solving.
- How to monitor the achievement of plans using short interval intervention.
- How Gemba aligns the organisation.
- How a manager coach in a learning organisation can make problem solving a habit.
- The Visual management of the workplace, to empower people and enable “Management by Sight”

### Day One: 13th November 2019

**Venue:** Knockranny House Hotel, Westport

<b>8:30 – 12:00</b>	Session Learning Objectives <ul style="list-style-type: none"> <li>• The Manager as a Coach</li> <li>• Kata Coaching Cycle</li> </ul>	Eddie O’Neill / Gene Leonard
<b>12:00 – 13:30</b>	Lunch & Intermission	
<b>13:30 – 16:30</b>	Leaders Standard Work <ul style="list-style-type: none"> <li>• Gemba Walk</li> <li>• Lessons Learned &amp; Discussion</li> </ul>	Eddie O’Neill / Gene Leonard
<b>16:30 – 17:30</b>	Intermission	
<b>17:30 – 18:30</b>	Participant A3 presentations/Peer Reviews	All
<b>18:30 – 20:00</b>	Dinner	
<b>20:00 – 20:45</b>	Round Table A3 coaching feedback	All

### Day Two: 14th November 2019

**Venue:** Allergan Westport

<b>8:30 – 12:15</b>	Site Introduction <ul style="list-style-type: none"> <li>• Manage by Sight: Visual Control</li> <li>• PIT Process</li> <li>• 6S Workplace Organisation: Purpose &amp; application</li> </ul>	Site Champion/Eddie O’Neill
<b>12:15 – 13:15</b>	Lunch	
<b>13:15 – 15:15</b>	Best in class site tour <ul style="list-style-type: none"> <li>• Lean Implementation</li> <li>• Tool Application</li> <li>• Cultural Change</li> </ul>	Site Champion
<b>15:15 – 15:30</b>	Wrap up	Eddie O’Neill

# Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry | NFQ Level 9

## PROGRAMME DETAILS

### Session Five

#### Introduction

The key focus of this session is the role of the Lean leader in providing direction, developing people and driving culture change.

#### Key Learning:

- An introduction to Organisational 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: 4th December 2019

**Venue:** The Pavilion, University of Limerick Campus

**8:30 – 12:30** The Right mind for Change Jim Bradley

---

**12:30 – 13:30** Lunch

---

**13:30 – 17:00** Leadership Concepts 1 Jim Bradley

- Enabling the Organisation
- Lessons Learned & Discussion

---

### Day Two: 5th December 2019

**Venue:** The Pavilion, University of Limerick Campus

**8:30 – 12:30** Leadership Concepts 2 Jim Bradley

- Empowerment
- Motivation

---

**12:30 – 13:30** Lunch

---

**13:30 – 17:00** Leadership Concepts 2 (continued) Jim Bradley

- Delegation
- Emotional Intelligence for Leaders
- Next steps and Wrap up

---

## Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry | NFQ Level 9

### 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.

---



#### **Eddie O'Neill**

Eddie O'Neill is a Lean consultant and coach, and is the Training and Education lead within LBS Partners. He has vast expertise in coaching, mentoring and consulting across multiple sectors and also specialises in development and delivery of education programmes ranging from Leadership Development, through Lean Project management, Lean Green Belt, and effective Problem Solving.

He has vast experience in delivering process improvements in a wide spectrum of environments spanning Manufacturing, Engineering, Food industry, Pharma, Medical Devices, Services & Back office. He has over 20 years' experience in leading Lean & Six Sigma activities, consistently delivering stand out results. This includes over 10 years' experience within Dell Computers leading high performance Engineering teams spanning New Products, Process Engineering & Quality Engineering.

In a consultancy role he has coached client organisations through extensive change programmes, and continuous improvement strategy development and deployment activities. As an educator he has focused on developing capability within client organisations through people development, training delivery, mentoring and coaching from Yellow Belt to Masters level.

---

## Driving Operational Excellence through Lean Leadership

Developed by Industry for Industry | NFQ Level 9

### SPEAKERS



#### **Dr Jim Bradley**

Prior to his current role, 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.

---





**Irish Medtech Skillnet**

Gardner House, Bank Place,  
Charlotte Quay, Limerick

T: + 353 (0)61 431802

E: [michelle.reinecke-quain@ibec.ie](mailto:michelle.reinecke-quain@ibec.ie)

[www.irishmedtechskillnet.ie](http://www.irishmedtechskillnet.ie)

Irish Medtech Skillnet is co-funded by Skillnet Ireland and member companies. Skillnet Ireland is funded from the National Training Fund through the Department of Education and Skills.



An Roinn Oideachais  
agus Seiceanna  
Department of  
Education and Skills

