

# The 1<sup>st</sup> European Lean IT Summit

13 & 14 october, 2011



**Cercle National des Armées**

8, Place Saint Augustin 75008 Paris  
FRANCE



Operae Partners  
Operational Excellence



Lean Enterprise  
Australia



Lean Institute  
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Academy



Lean Enterprise  
Institute



Israel Lean  
Enterprise

## > Value, Flow and Perfection

« Lean Thinking », written by D. Jones and J. Womack, is still the most important book in management of the last 15 years. It shows how some organizations outperform in many ways at once - cost, speed, innovation, service - and enjoy a level of profitability, efficiency and agility unmatched by rivals.

In 2011, it would be possible to write the same book with examples drawn from IT !

Join the 1<sup>st</sup> European Lean IT Summit :

- **Discover** the roadmap to lean : define value - establish a flow - aim to perfection explained by the leading lean experts,
- **Share** the success stories of the early practitioners,
- **Understand** the in-depth change required by managers who aim for financial returns on their efforts.

### > Guest of honor

**Dan Jones**  
Founder and Chairman of  
the Lean Enterprise Academy



Founder & Chairman of the Lean Enterprise Academy in the UK, Pr Jones and Jim Womack have co-written the best books about Lean. Pr Jones is also a member of the Shingo Academy. His work has inspired leaders and experts throughout the world for 15 years.

## > Lean Experts



**Michael Balle**  
Gemba Coach - Author and  
Lean Executive Coach



**Jean Cunningham**  
Founder and President of  
Jean Cunningham Consulting



**Steve Bell**  
Lean IT Strategies



**Mike Orzen**  
President of  
Mike Orzen & Associates



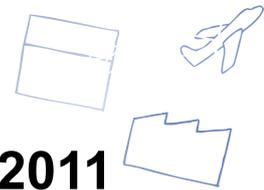
**Catherine Chabiron**  
Lean Office Manager  
Faurecia



**Mary Poppendieck**  
Lean Software Development  
Expert

Find out more about Keynotes, Workshops, Sessions and the program at :

<http://www.lean-it-summit.com>



## 13 october, 2011

*Applying Lean techniques in the IT World*

- 8:30 Welcome Coffee
- 9:00 **Marie-Pia Ignace**  
Partner, Operae Partners  
Senior Advisor, Institut Lean France  
*Introduction*
- 9:15 **Dan Jones,**  
Founder and Chairman of the  
Lean Enterprise Academy  
*Scoping the Lean IT Agenda :  
solving the right questions*
- 10:30 Morning Break
- 11:00 **Workshop**  
Ⓐ or Ⓑ or Ⓒ or Ⓓ  
C. Chabiron M. Striebeck R. Medina C. Vogel
- 12:30 Lunch
- 14:00 **Workshop**  
Ⓔ or Ⓕ or Ⓖ or Ⓗ  
P. Pezziardi J. Prochazka M. Orzen A. Jilani  
M. Chmelar R. Droog
- 15:30 Afternoon Break
- 16:00 **Jean Cunningham**  
Founder and President of  
Jean Cunningham Consulting  
*Information needs for the Lean  
organization*
- 17:00 **Yves Caseau**  
Executive Vice-President,  
Bouygues Telecom  
*Enterprise 2.0.*
- 18:00 Cocktail

## 14 october, 2011

*Managing IT projects of Lean*

- 8:30 Welcome Coffee
- 9:00 **Marie-Pia Ignace**  
Partner, Operae Partners  
Senior Advisor, Institut Lean France  
*Introduction*
- 9:15 **Michael Ballé**  
Gemba Coach - Author and  
Lean Executive Coach  
*Kaizen Spirit in Design Work*
- 10:30 Morning Break
- 11:00 **Workshop**  
Ⓘ or Ⓣ or Ⓚ or Ⓛ  
E. Chenu P. Cave & K. Poole C. Leclerc M. Poppendieck
- 12:30 Lunch
- 14:00 **Workshop**  
Ⓜ or Ⓝ or Ⓞ or Ⓟ  
D. Regnier S. Parry D. Joyce P. Middleton  
P. Jannez R. Medina
- 15:30 Afternoon Break
- 16:00 **Paul Thysens**  
CIO, Banca Nazionale del Lavoro  
*Deploying Lean in a  
bank IT Department*
- 17:00 **Steve Bell**  
Lean IT Strategies  
*Is "implementation" a naughty word?*
- 18:00

## > Plenary Sessions 13 October, 2011



### **Dan Jones, Founder and Chairman of the Lean Enterprise Academy**

*Scoping the Lean IT Agenda : solving the right questions*

- How can IT enable horizontal value streams to flow?
- How best to deploy IT resources to support value stream leaders?
- What can IT learn from lean visual project management?
- How can IT systems respond quickly to problems and changes?
- How to repair the broken business model with IT vendors?
- How to help consumers manage their data effectively?

### **Jean Cunningham, Founder and President of Jean Cunningham Consulting**

*Information needs for the Lean Organization*

The traditional cost statements and metrics will derail a lean transformation. Standard Cost systems drive production to capacity rather than customer demand. Providing simple, easy to understand information helps unlock the creative genius and aligns the targets throughout the organization.

### **Yves Caseau, Executive Vice-President, Bouygues Telecom**

*Lean Enterprise 2.0 - a paradigm shift in management and an answer to the complexities of the 21st century*

The 21st century world is becoming increasingly complex and enterprises tend to follow the same path. They need to exhibit new levels of flexibility, collaboration, innovation and collective learning. In this talk I propose a unified vision of "Enterprise 2.0" and "lean management" as two - distinct and separate - approaches to meet these challenges that share a number of values and "active ingredients". I explain the benefits of "Enterprise 2.0" from a "lean" and systemic perspective, with a focus on communication flows which are vital for knowledge workers. I then look at how a "2.0" culture may enrich the deployment of lean management. The focus is on knowledge workers, and their processes for software, product or project development. The goal is to introduce lean, not as an improvement project, but to make it part of a human-centered culture of continuous learning.

## > Plenary Sessions 14 October, 2011

### **Michael Ballé, Gemba Coach - Author and Lean Executive Coach**

*Kaizen Spirit in Design Work*

We've learned from the sensei twenty years ago that lean is not about applying lean tools to every process, but about developing the kaizen mindset in every person. How does this apply to design work? Every technical design decision has long-term impacts on the overall product's performance and cost, but designers are usually more focused on their own work and little aware of the muda they might be creating along the delivery chain.

### **Paul Thysens, CIO, Banca Nazionale del Lavoro (BNL)**

*Deploying Lean in a bank IT Department*

The Banca Nazionale del Lavoro (BNL), 900 agencies and 15 000 employees in Italy, started deploying a lean program in its back offices in 2006. Three years later, the program was considered a success, and its management decided to expand it to other areas of the company - in particular its IT departments. In this session, Paul Thysens, CIO of BNL, will share the story of his 18 months journey into lean - his ambitions, his experience, the feedback from his teams, the successes and the challenges.

### **Steve Bell, Lean IT Strategies**

*Is "implementation" a naughty word?*

What if there were a fundamental, underlying cause for the chronic project failures, sluggish change, and mis-alignment that many IT professionals experience on a regular basis? Would you recognize it if you saw it ?

Find out more about Keynotes, Workshops, Sessions and the program at :

<http://www.lean-it-summit.com>

**A** Catherine Chabiron, Lean Office Manager Faurecia  
*Make problems visible and users happy*

One of the foundations of lean is work standards, a concept not so easy to grasp outside the manufacturing world. The session shows very practical examples of how to define **work standards in IT**, make problems visible and users happy so as to spot any deviation versus those, and why they are the foundation on which to build continuous improvement.

**B** Mark Striebeck, Engineering Manager Google  
*Creating a testing culture*

Google's company philosophy is summarized in the Ten things we know to be true. We apply these core principles to all aspects of business, organization and of course software development itself. This talk gives an **overview of how we established a testing culture at Google by using these core principles**. From the early beginnings where a group of agile and lean-experience engineers spend their 20%-time on initiatives to raise the experience and awareness of Google engineers to testing. To serious engineering efforts to scale Google's testing infrastructure to our needs. And finally to apply these techniques and technologies to speed up development and release of our products.

**C** Régis Médina, Lean Coach Operae Partners  
*Lean IT in a nutshell*

Kanban, 5S, visual management, pull, flow... How can one make sense out of all this? What is the underlying model? How does it apply to IT activities such as support or projects? In this session, Régis Medina will present the fundamentals of Lean IT, and the key elements for a successful implementation.

**D** Chris Vogel, Senior Vice President Document Management Operations Wells Fargo  
*7 year Lean Journey at Wells Fargo*

Over seven years, fragmented departments were forged into an enterprise utility using the Lean principles, processes and tools. Chris will share experiences bringing Lean into the non-manufacturing financial services industry, the challenges of **where to start and how to grow Lean while aligning within a larger corporation**, how project management and IT aligned with operations, and the role of Leadership.

**E** Pierre Pezziardi, CIO Bred Banque Populaire  
*One year of lean as a bank CIO*

250 people are working every day, doing either development, operation or support in a classical organization structured around tasks. In one year we achieved several goals towards product responsibility, collective ownership, continuous improvement of processes & products, lead time optimization. This session will discuss concrete techniques, difficulties, and final limitations...

**F** Jaroslav Prochazka / Martin Chmelar , coaches Tieto  
*An approach to Kaizen workshop*

Current challenges in IT industry are related to flexibility of deliveries and creativity of the teams. **Kaizen workshop enable to stop this negative spiral, set up long term goals and boost improvement**. By Lean thinking (more specifically Kaizen) we also tackle the three issues: adding business value, proactive behavior of production teams and aligning vendors' goals with customers' goals.

**G** Mike Orzen, President Mike Orzen & Associates  
*Lean IT practices - From theory to application*

This new workshop presents the next level of understanding in Lean information and technology. It will show **you how to leverage the skills and knowledge of your IT staff to create sustained improvement**. Attend this session to discover: How organizations create millions in productivity gains and monetary savings leveraging Lean IT, how to build quality information into your process improvements, how to effectively engage IT staff to become key players in Lean, how to apply Lean Thinking to technology and people to speed the flow of value to the customer.

**H** Aslam Jilani, Lean Deployment Leader NE Europe & Roald Droog, Lean Deployment Leader SW Europe IBM  
*IBM Global Business Services case study*

The lessons learnt from the various stages starting from deployment planning to connecting Global IT value streams to sustaining Lean after the first rounds of improvements. Roald Droog and Aslam Jilani from the Lean Centre of Excellence leadership team will illustrate this further with specific examples: Lean IT Project 1, end-to-end value stream mapping helped connecting the client and IBM by optimizing a complex application services process ; Lean IT Project 2: **Quick resolution of a point problem in a defect management process by following the kaizen/PDCA cycle**.

Find out more about Keynotes, Workshops, Sessions and the program at :

# > Case Studies 14 october, 2011



**I** Emmanuel Chenu, Agile / Lean Software Development Coach Thales  
*Lean in avionic development*

Avionic product development suffers from many dependencies, late «big-bang» integration, grievous bug-correction phases and ever shorter milestones. Emmanuel will explain how Lean-oriented problem-solving and other **Lean practices efficiently help to install continuous product integration, bug-prevention** and quick deliveries.

**J** Philip Cave, Consultant & Kristin Poole, Solution Manager Microsoft  
*Transition to Lean Flow on the project Xbox IT*

Come hear the story of how the IT teams that support the Interactive Entertainment Business division at Microsoft (thinkXbox, Kinect and Zune) made a transition from an agile scrum model to a much more visible business centric flow model using Lean thinking and kanban practices. **Transition to Lean Flow at Xbox IT** : this talk will present a case study based on a few project teams within a portfolio of IT technology projects and cover the transition to a model based on Lean thinking, flow of business value, managing WIP and project buffer.

**K** Caroline Leclerc, Project manager Nokia Siemens Network  
*Lean Project Management with distributed teams*

Through this case study, you will see how Lean, applied on a permanent basis, enabled a Telecom service provider to gain valuable benefits for its IT department. Project teams in charge of testing and developing new projects managed to release more than 100 projects on 6 different platforms every year, bearing in mind that they work in 4 different distinct locations. Despite a complex environment, where there is no unique interlocutor, **project teams keep customer satisfaction a priority** and manage to maintain a good and close at hand relationship with them.

**L** Mary Poppendieck, co-author of «Implementing Lean Software Development»  
*Discovering Waste in Software Development*

When Taiichi Ohno identified the biggest waste in manufacturing as overproduction, he set out on a long journey to drive down set-up times and batch sizes so as to minimize this waste. So what is the moral equivalent of set-up time in software development? Think about it: we batch our code into long release cycles simply because there is so much overhead associated with each release. Typically a third of every release cycle is spent on integration testing and bug fixing. Is this a necessary waste? Certainly not ! In this workshop we will **hunt down the biggest wastes in software development and search for their root causes**. Prepare to be surprised !

**M** Damien Regnier Faurecia  
*Implementing SAP in Faurecia's lean manufacturing environment*

In the context of a company-wide lean approach, the implementation of the MM, PP and SD modules in Faurecia's plant required an open, customer oriented design, where lean manufacturing and logistics work standards are embedded in SAP, and possibly refined and enhanced with the support of the tool. **A hand in hand collaboration between the IT world and the manufacturing teams made this possible.**

**N** Stephen Parry, author of «Sense & Respond»  
*Lean IT strategy, Lean Measurement & Organizational Design*

This session will reveal how two IT departments from the public and private sectors (the Bristol City Council, and German Technology company SAP) planned their IT Lean strategy and aligned their IT Lean operating model to the organization's objectives. Lean IT strategy, Lean Measurement & Organizational Design : They had to re-think their whole approach to service design, roles & responsibilities and measurement. In addition they had to re-think their whole approach to change and those responsible for change.

**O** David Joyce, Lean & Agile Coach ThoughtWorks  
& Peter Middleton, Senior Lecturer in Computer Science Queen's University Belfast  
*Lean Software Management : BBC worldwide case study*

This case study examines **how the lean ideas behind the Toyota Production System can be applied to software project management**. It is a detailed investigation of the performance of a 9 person software development team employed by BBC Worldwide based in London. The evidence shows that over the 12 month period, lead time to deliver software improved by 37%, consistency of delivery rose by 47% and defects reported by customers fell 24%.

**P** Pierre Jannez, Lean Coach Operae Partners  
& Régis Médina, Lean Coach  
*Software Kaizen*

This workshop will show how kaizen and the rigorous problem solving approach used by lean practitioners can be used to drive the continuous improvement of a software product. Value, waste, performance management, PDCA, «genchi genbutsu», lead time reduction... you'll discover how to use all these principles to **build applications that delight your users !**

Find out more about Keynotes, Workshops, Sessions and the program at :

<http://www.lean-it-summit.com>

## > Lean Global Network

As a result of the success and impact that lean institutes led by Jim Womack (USA), Dan Jones (UK) and Jose Ferro (Brazil) had over the past 15 years, a community of lean thinkers and a network of education-oriented organizations gradually began to form around the globe. These lean practitioners and lean pioneers borrowed heavily from the thinking of Jim and Dan – and relied on them to support their startup institutes. Jim and Dan supported the new institute's events and shared the educational materials and books on deploying lean tools their institutes developed. The Lean Global Network (LGN) was formed to help the institutes accelerate the diffusion of lean knowledge throughout the globe. Today LGN consists of 17 member institutes.



You can learn more about LGN by visiting : <http://www.leanglobal.org/>

## > Institut Lean France

Founded in 2007, The "Institut Lean France" (ILF) is a non-profit making association. **Its main mission is to promote, defend and spread lean thinking principles to all human resources in organisations.** The Institut Lean France is an affiliate of the **Lean Global Network (LGN)**.



You can learn more about Institut Lean France by visiting : [www.institut-lean-france.fr](http://www.institut-lean-france.fr)

## > Operae Partners

Operae Partners helps service companies become more competitive. It teaches managers how to dramatically improve the operational efficiency of their teams, achieving durable improvements in customer satisfaction, revenue, and costs. Operae Partners closely collaborates with the French Lean Institute, and also sponsors several communities including the Agile Alliance.



You can learn more about Operae Partners by visiting : [www.operae.fr](http://www.operae.fr)

## > Registration online

Register online before the 12<sup>th</sup> october 2011 on [www.lean-it-summit.com](http://www.lean-it-summit.com)

## > Registration form by mail

Last Name ..... First Name .....  
Title ..... Company Name .....  
EIN ..... SIC ..... Address .....  
Zip Code ..... City ..... Phone .....  
Fax ..... Email .....

**My program « à la carte » (check only one box per column) :**

**13 october, 2011**

- |  |   |
|--|---|
| <input type="checkbox"/> A. C. Chabiron  | <input type="checkbox"/> E. P. Pezziardi              |
| <input type="checkbox"/> B. M. Striebeck | <input type="checkbox"/> F. J. Prochazka - M. Chmelar |
| <input type="checkbox"/> C. R. Medina    | <input type="checkbox"/> G. M. Orzen                  |
| <input type="checkbox"/> D. C. Vogel     | <input type="checkbox"/> H. A. Jilani - R. Droog      |

**14 october, 2011**

- |  |   |
|--|---|
| <input type="checkbox"/> I. E. Chenu           | <input type="checkbox"/> M. D. Regnier              |
| <input type="checkbox"/> J. P. Cave - K. Poole | <input type="checkbox"/> N. S. Parry                |
| <input type="checkbox"/> K. C. Leclerc         | <input type="checkbox"/> O. D. Joyce - P. Middleton |
| <input type="checkbox"/> L. M. Poppendieck     | <input type="checkbox"/> P. P. Jannez - R. Medina   |

**Price : 1200 € TTC**

For special requests or group registrations (3 for more), please contact Sandrine Olivencia at +33 (6) 18 16 78 85.

Registration fee include : access to all plenary sessions & workshops, the participant kit, refreshments, 2 lunches.

Send your registration form by mail before the 12<sup>th</sup> october 2011 (1 coupon per participant) to Operae Partners - 2 rue Saint-Just 93130 Noisy le Sec - France. Make cheques payable to Operae Partners or by transfer payment (contact us).

Find out more about Keynotes, Workshops, Sessions and the program at :

<http://www.lean-it-summit.com>

## > Venue



The Lean IT Summit will be held in a prestigious establishment in the heart of Paris : The Cercle National des Armées. Visitors will enjoy the many socializing and entertainment opportunities the area of Opera Garnier has to offer, all within walking distance : The famous Galeries Lafayette, the center of French “gastronomie” and the “Grands Boulevards”. The Cercle National des Armées is very accessible via taxi or rental car from the Airport Roissy Charles de Gaulle(CDG). There is adequate parking for drive-in day guests.

### Cercle National des Armées

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<http://www.cnaparis.com/>



Find online our list of hotels : [www.lean-it-summit.com](http://www.lean-it-summit.com)

## > Plan of access

### From « Roissy Charles de Gaulle Airport »



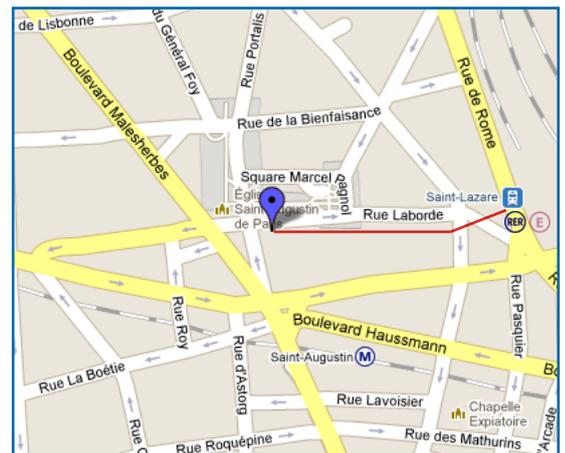
direction : Massy-Palaiseau  
from : Aeroport Charles de  
Gaulle 2 TGV  
to : Gare du Nord

direction : Haussmann St Lazare  
from : Magenta  
to : Haussmann St Lazare

### From « Gare du Nord »



direction : Haussmann St Lazare  
from : Magenta  
to : Haussmann St Lazare



28 32 43 80 84 94

9 Station : Saint Augustin

14 Station : Gare Saint Lazare

## > Information

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