

# AME CONFERENCE 2021

## PROBLEM SOLVING FOR EXCELLENCE

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### Day 1 – Monday, 17<sup>th</sup> May, 2021

#### Day Session

9.00am-11.00am	<p><b>Workshop: Critical Thinking is Not Something your Mind Does; it is Something you Do With your Mind.</b></p> <p><i>Errol Benvie, Owner and Founder at WisdomLab</i></p> <p>The Critical Thinking Workshop will be an education about one of the most valuable of all human mental capabilities – the ability to think about thinking. In essence the process of organising human beings needs to discourage too much thinking to enable convergence and reduce variability. The vast majority of people love the feeling of order; making critical thinking largely an unnatural act. Ironically that same majority will intuitively follow leaders who think better than they do and who they can trust to do all the hard thinking. We'll be exploring what critical thinking is and what it is not. How to learn how to do it and how to recognise whether people will or won't do it.</p>
12.00pm-2.00pm	<p><b>Workshop: Simple Problem Solving. Addressing Problems and Issues Raised at Daily Meetings Workshop</b></p> <p><i>Ross Kennedy, President and Founder at The Centre for Australasian TPM &amp; Lean</i></p> <p>At Daily Review Meetings we hear about problems or issues which have impacted on our ability to achieve our expected performance. As a result, we should initiate actions to firstly fix or contain the problem (if this has not already been done before the meeting), then most importantly, address how do we stop the problem or issue from happening again. The key is to develop your people and your daily review meetings to be able to address all scenarios.</p>
3.00pm-5.00pm	<p><b>Workshop: Complex Problem Solving. 12 Essential Elements to Supercharge Performance, Productivity and Profitability.</b></p> <p><i>Ishan Galapathy, Founding Director at Capability Unlimited</i></p> <p>“Solving day-to-day chaos doesn't improve your business year-on-year.” There is no shortage of ideas, yet implementation is a struggle. There are many problems and by trying to solve many, you solve none. You fly blind without critical insights, despite the data</p>

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available. Growing the business with confidence and capability is an issue. Learn what's holding back your business / team from punching through productivity and performance.

### Evening Session

6.30pm-7.00pm

#### Welcome and Opening Festivities

*Conference Chair: Barry McCarthy, AME National President*

7.00pm-8.00pm

#### Panel Discussion: Achieving Excellence through Embedding a Culture of Problem Solving.

*Moderator: Peter Ballas, Head of BEX at Note Printing Australia and AME VIC President.*

##### *Panelists:*

*Steve Craig, Managing Director at Komori*

*Barry McCarthy, AME National President*

*Seamus Power, Transformation Expert Advisor, Whitewater Transformations*

*Errol Benvie, Owner and Founder at WisdomLab*

In the early 1990's a Shift manager at a fast-paced manufacturing plant, would enthusiastically exhort "I want problem solvers, not problem givers!" The dynamic and fast paced nature of the business meant that they were forever on their toes, trying to solve problems and get the product out the door.

How do you create an organisation of problem solvers? Why do you need do? How do you ensure problems are solved once and for all? What is the role of management in driving problem solving? Why are there so many problem solving methodologies?

Join Peter Ballas and our Panel of thought leaders and take a deep dive in embedding a culture of problem solving.

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### Day 2 – Tuesday, 18<sup>th</sup> May, 2021

#### Day Session

9.00am-9.30am	<p><b>Welcome</b></p> <p><i>Conference Chair: Barry McCarthy, AME National President</i></p>
9.30am-10.30am	<p><b>Keynote Presentation: Back to Basics. Understanding the Past State</b></p> <p><i>Bob Emiliani, Professor, Author, Researcher, and Historian of Progressive Management</i></p> <p>Over the decades it has been proven to be difficult to move Lean forward from a niche management practice to one that is commonly found in organisations of all types. This presentation will highlight research conducted over the last 13 years to unravel the mystery of why most CEOs remain fully committed to archaic classical management. It is only by understanding the ways and means by which the past retains its grip on the present that greater progress in management thinking and practice can be achieved.</p>
10.30am-11.00am	<p><b>Break / Virtual Exhibitor Hall / Networking Lounge</b></p>
11.00am-11.45am	<p><b>Practitioner Presentation: Building Structure Amidst Disruption: A3 Thinking and Strategy Deployment</b></p> <p><i>Bart Reimer, Vice President of Operations at Charter Steel</i></p> <p>Businesses and Leaders are constantly challenged by external events and market disruptions. The year 2020 and the COVID pandemic has reminded us all that we are not in control of our external environment. We can, however, establish structure within our businesses that can provide our teams with familiarity and a solid foundation to weather the storms that that we experience. A3 Thinking and Strategy Deployment provide that foundation and build leaders even while operating amidst external uncertainty. This session will discuss the challenges and opportunities of establishing A3 and SD mindsets and processes during a disruptive environment.</p>
11.45am-12.15pm	<p><b>Break / Virtual Exhibitor Hall / Networking Lounge</b></p>
12.15pm-1.00pm	<p><b>Practitioner Presentation: Managing Complex Business Challenge using a KPI Tree. A Practical Approach to “Divide and Conquer”</b></p>

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	<p><i>Kevin Bennar, Process Excellence Manager at Note Printing Australia</i></p> <p>How often does your business want to tackle an issue but does not know where to start? If a team works on something, what would be the impact towards the overall business objective? How do you set coherent targets that cascade down, and then back up? In this user case, we are going to see how we can implement a sound structure in order to solve a complex problem and drive improvement one step at a time, by dividing, and conquering.</p>
1.00pm-1.30pm	<b>Break / Virtual Exhibitor Hall / Networking Lounge</b>
1.30pm-2.15pm	<p><b>Practitioner Presentation: The Hard Yards of Continuous Improvement</b></p> <p><i>Jim Glover, Group Manager - Continuous Improvement at Visy</i></p> <p>A significant part of the role of a Lean Leader is to create an environment whereby continuous improvement (kata) can be coached and performance visualised such that the extended team can engage fully.</p> <p>Where to start? What that looks and feels like? and How to sustain improvement for stability first, then genuine and sustainable improvement thereafter?</p>
2.15pm-2.45pm	<b>Break / Virtual Exhibitor Hall / Networking Lounge</b>
2.45pm-3.15pm	<b>Sponsor Showcase</b>
3.15pm-3.30pm	<p><b>Closing Remarks</b></p> <p><i>Conference Chair: Barry McCarthy, AME National President</i></p>
<b>Evening Session</b>	
7.00pm-8.00pm	<p><b>Practitioner Presentation: Kata and Problem Solving</b></p> <p><i>Iain Stewart, Manufacturing Manager at Tarmac Building Product and Steve Craig, Managing Director at Komori</i></p> <p>The Debden Printing site, where all English banknotes are manufactured, underwent significant transformation in the early 2010's. All the +20 year old printing machines were upgraded for</p>

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state of the art equipment; the banknotes changed from paper to polymer -based. Man, machines, materials – all had to undergo change. In this turbulent environment, problem solving became a daily, if not hourly, necessity.

This presentation will focus on how a problem solving culture was developed and embedded – the mistakes made and lessons learnt – and ultimately show how two key techniques were able to unlock employee engagement and ingenuity.

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### Day 3 – Wednesday, 19<sup>th</sup> May 2021

#### Day Session

9.00am-9.30am	<p><b>Welcome</b></p> <p><i>Conference Chair: Barry McCarthy, AME National President</i></p>
9.30am-10.30am	<p><b>Keynote Presentation: Be the Leader you are Capable of Becoming</b></p> <p><i>Billy Taylor, Business executive, author, dynamic speaker and leadership guru.</i></p> <p>Presentation overview details to come.</p>
10.30am-11.00am	<p><b>Break / Virtual Exhibitor Hall / Networking Lounge</b></p>
11.00am-11.45am	<p><b>Practitioner Presentation</b></p> <p><i>Sam Gosios, ME Bank</i></p> <p>Presentation overview details to come.</p>
11.45am-12.15pm	<p><b>Break / Virtual Exhibitor Hall / Networking Lounge</b></p>
12.15pm-1.00pm	<p><b>Practitioner Presentation: Embedding DMAIC Thinking: Improving our Identification and Management of Complex Problems and Key Projects</b></p> <p><i>Luke Maguire, Process Engineering and Compliance Manager at Note Printing Australia</i></p> <p>Without a robust system for identifying key improvement opportunities, substantial energy can be directed into solving complex problems and deploying projects that are perceived to be major contributors to waste and inefficiency, but won't result in significant benefits to the business. We will detail how the DMAIC process was set up from a zero base and utilised in concert with a visual management system to improve the identification of key projects, manage progress, and capture the benefits from implementation. You will get an insight on the lessons learned, successes and failures and where next.</p>
1.00pm-1.30pm	<p><b>Break / Virtual Exhibitor Hall / Networking Lounge</b></p>

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1.30pm-2.15pm	<p><b>Practitioner Presentation: Improving Safety Through Breakthrough Methodology and Solutions</b></p> <p><i>Patrick Antoskiewicz, Executive Manager, Planning &amp; Transformation, NBN Australia</i></p> <p>Mark Adams, Director Customer ExpWith a goal to reduce injuries by half, a mining operation took a unique approach to safety improvements. Through collaboration, a diverse team applied a ‘Define, Measure, Analyze, Improve and Control’ Kaizen business improvement methodology, a well-proven methodology typically used for production and cost projects, to identify 20 high-risk manual handling and tooling-related activities. As a result, the site has sustained over 12 months without any recordable hand injuries and reduced its All Injury Frequency Rate by 65 per cent. The session will discuss the Kaizen approach; (the preparation, the Event &amp; follow-up activities); including learnings (plus / deltas) , change management &amp; results.</p>
2.15pm-2.45pm	<b>Break / Virtual Exhibitor Hall / Networking Lounge</b>
2.45pm-3.15pm	<b>Sponsor Showcase</b>
3.15pm-3.30pm	<b>Closing Remarks</b>
<b>Evening Session</b>	
7.00pm-8.00pm	<p><b>Practitioner Presentation: Align Your Organsiation - What's Your DNA?</b></p> <p><i>David Stannard, Chief Visionary Officer atThe Vision Guy - Paradise Rescued</i></p> <p>In the new post-pandemic business world of ‘working from anywhere’, traditional organisational alignment in shared physical workspaces is disappearing. Methods of communicating a common direction are fast diminishing. A new approach to alignment is called for, bringing together our human needs for purpose, clarity and creativity. Combining a little neuroscience and psychology – using our strongest human sense - provides a powerful way to define / align our organisational DNA for the future. Let’s Get Visual and ensure our passion, mission, and vision for the future is clearly visible to all our stakeholders.</p>

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### Day 4 – Thursday, 20<sup>th</sup> May 2021

#### Day Session

9.00am-9.30am	<p><b>Welcome</b></p> <p><i>Conference Chair: Barry McCarthy, AME National President</i></p>
9.30am-10.30am	<p><b>Keynote Presentation: Learning to Lead, Leading to Learn: How Intentional Leadership Helps You Solve More Problems and Engage More People</b></p> <p><i>Katie Anderson, Internationally recognized leadership coach, consultant and professional speaker</i></p> <p>Too often our world is focused on generating more ... producing more output, generating more revenue, providing more service.</p> <p>But what achieving more didn't come from doing more, but rather from the ability to learn more effectively how to solve problems and engage everyone at all levels?</p> <p>In this keynote you will discover the secrets to creating a people-centred culture of learning. Katie Anderson will highlight the fundamental practices of a leader, highlighted in her best-selling book Learning to Lead, Leading to Learn, and understand the importance of intention and reflection as the foundation of solving more problems and engaging more people.</p> <p>Be inspired to lead -- and live with greater intention. Walk away with three tangible practices that you can begin immediately to lead to learn, to solve problems, and support your people.</p>
10.30am-11.00am	<p><b>Break / Virtual Exhibitor Hall / Networking Lounge</b></p>
11.00am-11.45am	<p><b>Panel Discussion: Using Diversity to your Problem-Solving Advantage</b></p> <p><i>Moderator: To be announced</i></p> <p><i>Panelists:</i>  <i>Billy Taylor, Business executive, author, dynamic speaker and leadership guru</i>  <i>Katie Anderson, Internationally recognized leadership coach, consultant and professional speaker</i>  <i>Barry McCarthy, AME National President</i></p>



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	<p>Diversity is important in the workplace to enable innovative thinking. A benefit of diversity is the increase in creativity among teams, and the ability to have a more diverse set of solutions to specific problems. How do we create a more diverse workplace from the top down and the bottom up? Join the panel as they talk about all the different benefits and challenges of “Using Diversity to your Problem-solving Advantage”.</p>
11.45am-12.15pm	<b>Break / Virtual Exhibitor Hall / Networking Lounge</b>
12.15pm-1.00pm	<p><b>Practitioner Presentation: Our TLSC Journey. Surface Understanding</b></p> <p><i>Robert Cook, Note Printing Australia</i></p> <p>Having launched Australia’s newly upgraded banknotes, NPA’s people and process capability had to adapt to new and complex problems to improve our way of life.</p> <p>Through NPA’s Business Excellence drive, in late 2019 our Technical Services Team embarked on the reinvention of our process mapping. It wasn’t long until our understanding grew into the makings of an end to end product development process map for the business, known as a Total Link System Chart (TLSC).</p> <p>Through problem solving, the team were driven to surface enough understanding of the process to lead and liberate business-wide understanding on a number of levels. This presentation will take you through the journey that took us there.</p>
1.00pm-1.30pm	<b>Break / Virtual Exhibitor Hall / Networking Lounge</b>
1.30pm-2.15pm	<p><b>Practitioner Presentation</b></p> <p><i>Sogna Riley, Warehouse Superintendent, Asset Management Group, CBH Group</i></p>
2.15pm-2.45pm	<b>Break / Virtual Exhibitor Hall / Networking Lounge</b>
2.45pm-3.15pm	<b>Sponsor Showcase</b>
3.15pm-3.30pm	<p><b>Closing Remarks</b></p> <p><i>Conference Chair: Barry McCarthy, AME National President</i></p>

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### Evening Session

6.00pm-7.00pm

**Face to Face Networking Drinks**

7.00pm-8.00pm

**Sponsor Showcase: Hidden Growth Opportunities Book Launch**

*Ishan Galapathy, Founding Director at Capability Unlimited*

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### Day 5 – Friday, 21st May 2021

#### Day Session

9.00am-9.30am	<p><b>Welcome</b></p> <p><i>Conference Chair: Barry McCarthy, AME National President</i></p>
9.30am-10.30am	<p><b>Keynote Presentation: Be the Leader you are Capable of Becoming</b></p> <p><i>Michael Bremer, Author "How to Do a Gemba Walk" a Shingo Research &amp; Professional Publication Award recipient</i></p> <p>Most of us strive to become better at what we do. But there is a depressingly small number of leaders who are very good at passionately engaging people in highly effective improvement practices. What do they do differently from the rest? Is there a model we can use to help us get better? Based on my conversations and observations with some of these leaders I believe the answer is yes. In this talk I plan to share four behaviors these leaders practiced to become a better leader. They successfully improved their abilities to elevate both the magnitude and rate of improvement with their team, their peers and their organization (e.g., at getting better, at getting better).</p>
10.30am-11.00am	<p><b>Break / Virtual Exhibitor Hall / Networking Lounge</b></p>
11.00am-11.45am	<p><b>Practitioner Presentation: The Tailed Fishbone: Add a Tail to your Root Cause Analysis to Solve Problems and Sustain Improvement Efforts</b></p> <p><i>Mark Adams, Director Customer Experience - Agility Business Group at Flex</i></p> <p>Do you find your improvement efforts get bogged down in action items? Do improvement efforts fail to see actions completed? Are partially implemented improvements successful? Sustainable? Do you get nervous and/or struggle when it comes time to facilitate Root Cause Analysis?</p> <p>Let me introduce to you the Tailed Fishbone. A methodology at facilitating Root Cause Analysis that makes getting to Root Cause simpler and with greater clarity. A method that reduces the effort both for the facilitator and the team members allowing for a more successful and sustainable initiative.</p>

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11.45am-12.15pm	<b>Break / Virtual Exhibitor Hall / Networking Lounge</b>
12.15pm-1.00pm	<b>Practitioner Presentation</b> <i>Speaker to be announced</i>
1.00pm-1.30pm	<b>Break / Virtual Exhibitor Hall / Networking Lounge</b>
1.30pm-2.15pm	<b>Practitioner Presentation</b> <i>Speaker to be announced</i>
2.15pm-2.30pm	<b>Event Close</b> <i>Conference Chair: Barry McCarthy, AME National President</i>