

# AME CONFERENCE 2021

## PROBLEM SOLVING FOR EXCELLENCE

DIGITAL  
CONFERENCE  
MAY 17-21

**The 2021 AME conference will bring together like-minded practitioners to exchange and share their experiences and results on all aspects of critical thinking and problem solving.**

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Constant disruption has become a hallmark of the modern workforce and organisations want problem solving skills to combat this. Employers need people who can respond to change.

You can't afford to miss this opportunity to hear directly from some of the world's best lean organisations. For this special virtual event, AME has put together a world-class lineup of companies that will walk you through insights, best practices and tools that will enhance your problem solving mindset.

This is YOUR opportunity to connect with key industry leaders and network with like-minded practitioners who are on their Pathway to Excellence and know the value of coming together to Share, Learn and Grow.

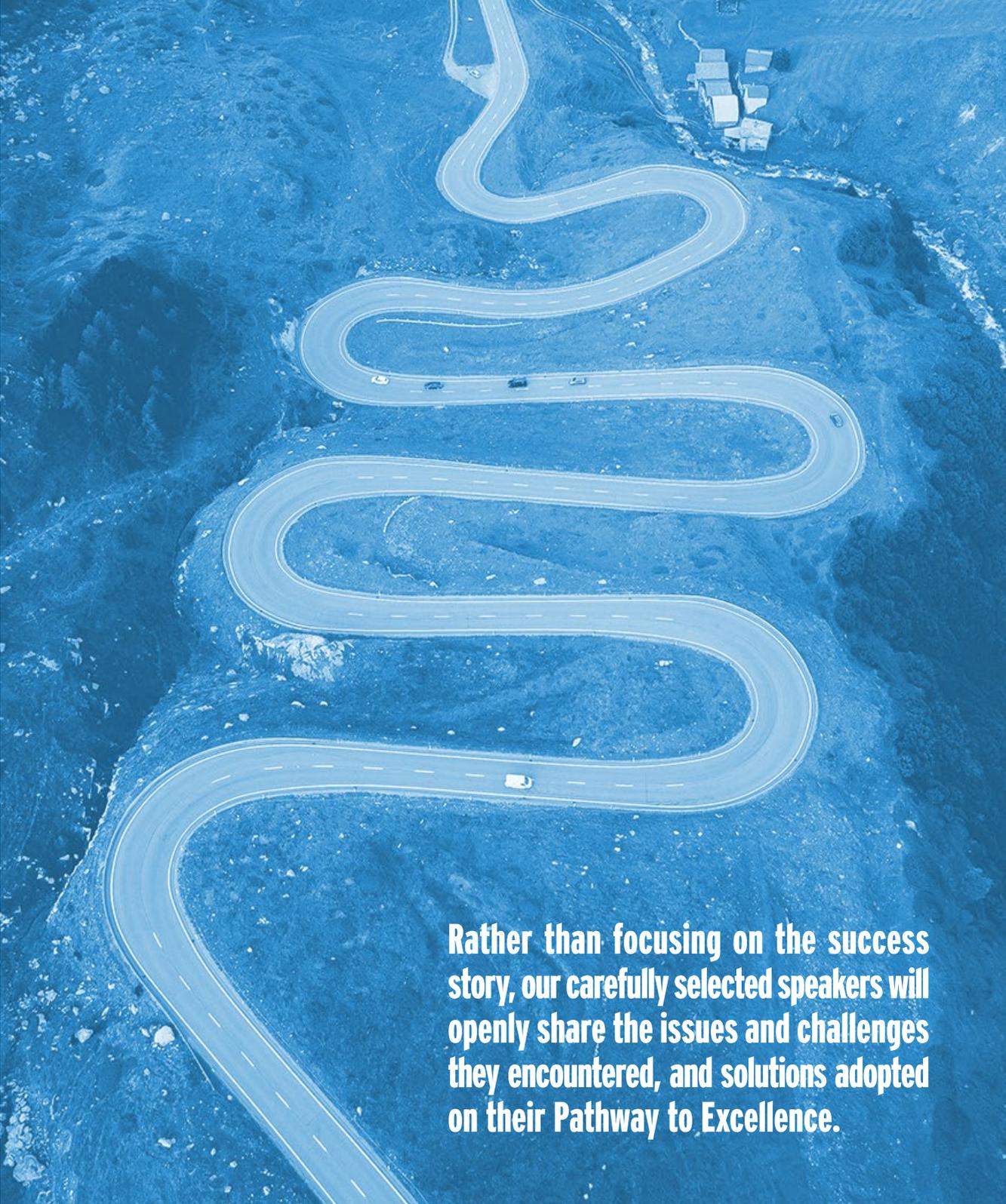
# WHAT MAKES US DIFFERENT?

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The AME Conference is an event by Practitioners for Practitioners. The conference will explore the problems and issues faced by operational excellence practitioners to facilitate change at all levels of the organisation.

It is a case study focused program exploring the problems and issues faced by operational excellence practitioners to facilitate change at all levels of the organisation. Rather than focusing on the success story, our carefully selected speakers will openly share the issues and challenges they encountered, and solutions adopted on their Pathway to Excellence.

The AME is a non-profit association which has succeeded as the premier source of Sharing, Learning and Growing through Excellence for over 20 Years. Run by Member volunteers highly-experienced in business excellence, they are passionate about helping organisations in manufacturing and other industries sustain success through proven continuous improvement practices.

An aerial photograph of a winding road on a blue-toned landscape. The road is a light blue color with white dashed lines, curving through a darker blue, textured terrain. In the upper right corner, there is a small cluster of white buildings. The overall image has a monochromatic blue color scheme.

**Rather than focusing on the success story, our carefully selected speakers will openly share the issues and challenges they encountered, and solutions adopted on their Pathway to Excellence.**

# WHY ATTEND?

## BE INSPIRED

Be inspired by operational excellence practitioners.



## LEARN STRATEGIES

Hear how practitioners manage issues and challenges in the workplace.



## CREATE YOUR TOOLBOX

Take away tools to drive problem solving and continuous improvement.



## GET SOCIAL

Build a social network of like-minded people who are passionate about sharing both their challenges and solutions.



## APPLY KNOWLEDGE

Reflect on what you have learnt and apply it to your workplace.

## RELIABLE

Support a volunteer based not-for-profit organisation that is a trusted source of enterprise-wide lean and continuous improvement knowledge.



## IN YOUR TIME

Access on demand content for 6 months after the event.



## GREAT VALUE

Low-cost and convenient access to continuous improvement content.

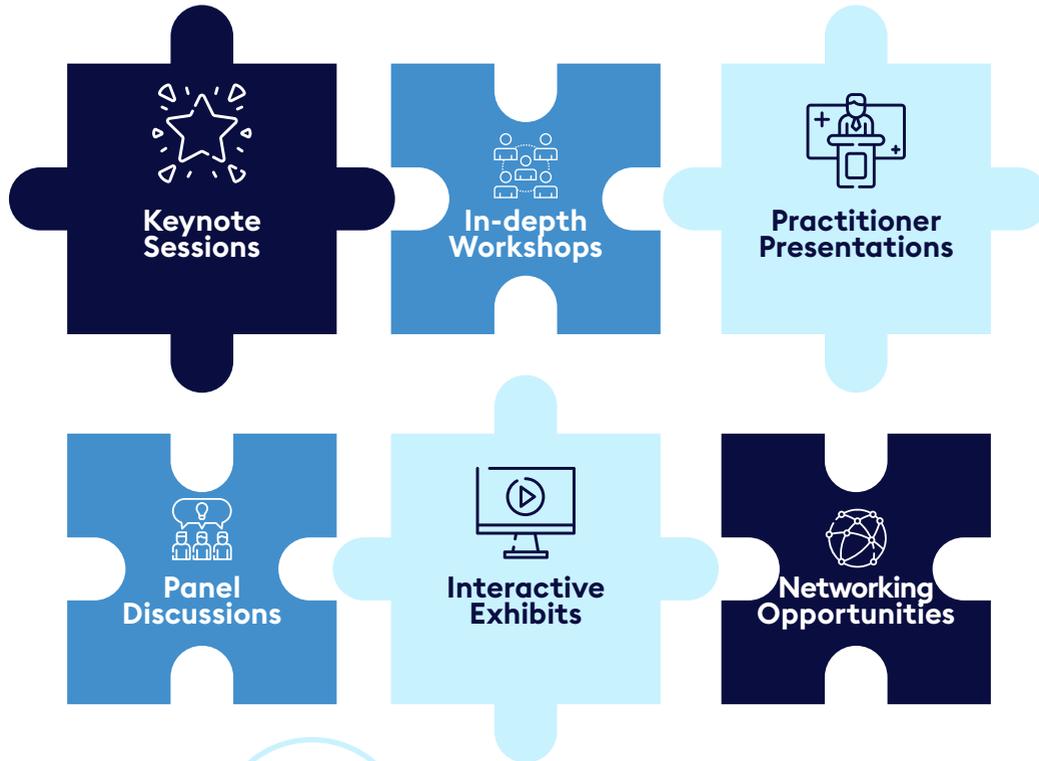


## CONNECT

Connect with Industry Leaders.



# WHAT'S ON?



**The conference will explore the problems and issues faced by operational excellence practitioners to facilitate change at all levels of the organisation.**

# KEYNOTE SESSIONS



**BOB EMILIANI**

Professor, author, researcher, and historian of progressive management.



**BILLY TAYLOR**

Business executive, dynamic speaker and leadership guru.



**KATIE ANDERSON**

Leadership coach, consultant and professional speaker.



**MICHAEL BREMER**

Author of *How to Do a Gemba Walk*, a Shingo Research & Professional Publication Award recipient.

# AME CONFERENCE 2021

## PROBLEM SOLVING FOR EXCELLENCE



# PROGRAM

Book Tickets at [ame.org.au](http://ame.org.au) 

**3** PRACTICAL PROBLEM-SOLVING WORKSHOPS TO SET THE SCENE

**5** INTERNATIONAL KEYNOTE SPEAKERS REVEAL THEIR SECRETS TO SUCCESS

**15** OPERATIONAL EXCELLENCE PRACTITIONERS SHARE THEIR PROBLEM-SOLVING JOURNEY

**20** HOURS OF ON DEMAND CONTENT FOR SIX MONTHS



niwaki



EPICOR

# DAY 1

MON 17 MAY 2021 • ☀️ DAY SESSION • ALL TIMES IN AEST

9.00 – 11.00am

**Workshop**  
**Critical Thinking is Not Something your Mind Does; it is Something you Do With your Mind.**

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.



**Errol Benvie**  
 Owner and Founder at WisdomLab  
 ➔ Australia

12.00 – 2.00pm

**Workshop**  
**Simple Problem Solving. Addressing Problems and Issues Raised at Daily Meetings.**

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.



**Ross Kennedy**  
 President and Founder at The Centre for Australasian TPM & Lean  
 ➔ Australia

3.00 – 5.00pm

**Workshop**  
**Complex Problem Solving. 12 Essential Elements to Supercharge Performance, Productivity and Profitability.**



**Ishan Galapathy**  
 Founding Director at Capability Unlimited  
 ➔ Australia

“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 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.

MON 17 MAY 2021 • 🌙 EVENING SESSION • ALL TIMES IN AEST

6.30 – 7.00pm

**Welcome and Opening Festivities**

Conference Chair: Barry McCarthy, AME National President

7.00 – 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.

# DAY 2

TUE 18 MAY 2021 • ☀️ DAY SESSION • ALL TIMES IN AEST

9.00 – 9.30am

**Welcome**

Conference Chair:  
Barry McCarthy, AME National President

9.30 – 10.30am

**Keynote Presentation**  
**Back to Basics. Understanding the Past State**



**Bob Emiliani**  
Professor, Author,  
Researcher, and  
Historian of Progressive  
Management

✈️ USA

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.

10.30 – 11.00am

**Break / Virtual Exhibitor Hall**

11.00 – 11.45am

**Practitioner Presentation**  
**Building Structure Amidst Disruption: A3 Thinking and Strategy Deployment**



**Bart Reimer**  
Vice President of  
Operations at Charter Steel

✈️ USA

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. >

11.45am – 12.15pm

**Break / Virtual Exhibitor Hall**

12.15 – 1.00pm

**Practitioner Presentation**  
**Managing Complex Business Challenge using a KPI Tree. A Practical Approach to “Divide and Conquer”**



**Kevin Bennar**  
Process Excellence  
Manager at Note Printing  
Australia

✈️ Australia

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.

1.00pm – 1.30pm

**Break / Virtual Exhibitor Hall**

1.30 – 2.15pm

**Practitioner Presentation**  
**The Hard Yards of Continuous Improvement**



**Jim Glover**  
Continuous Improvement  
at Visy

✈️ Australia

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.

Where to start? What that looks and feels like? and How to sustain improvement for stability first, then genuine and sustainable improvement thereafter?

2.15 – 2.30pm

**Closing Remarks**

Conference Chair:  
Barry McCarthy, AME National President

TUE 18 MAY 2021 • 🌙 **EVENING SESSION • ALL TIMES IN AEST**

5.30 – 8.30pm

**Networking at Note Printing Australia**

The Melbourne face to face networking event will be held at Note Printing Australia. The keynote presentation by **Steve Craig**, *Managing Director of Komori*, Japan's leading security printing machine manufacturer, will be live streamed.

Event drinks will be staged in NPA's new visitor experience, The Protectorate. This newly completed attraction is aimed primarily at high school students but also provides an interesting and fun experience for central bank customers and other interest groups such as AME Conference delegates. This will be a great night of networking and insight into high security manufacturing.

7.00 – 8.00pm

**Practitioner Presentation  
Kata and Problem Solving**

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 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.



**Iain Stewart & Steve Craig**

Manufacturing Manager at Tarmac Building Product, Managing Director at Komori

✈️ UK

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.

# DAY 3

WED 19 MAY 2021 • ☀️ **DAY SESSION • ALL TIMES IN AEST**

9.00 – 9.30am

**Welcome**

Conference Chair:  
Barry McCarthy, AME National President

9.30 – 10.30am

**Keynote Presentation  
Developing Enterprise Excellence in Problem Solving**

Enterprise Excellence focuses on bringing all aspects of an organization into the same improvement and management system. Operations, Sales, New Product Development, Finance, Human resources—even IT—need to embrace the skill of deliberate practice and exercise scientific thinking embracing standard problem-solving methodologies.



**Billy Taylor**

Business executive, author, dynamic speaker and leadership guru.

✈️ USA

Becoming an effective, confident, and competent problem solver is a complex process that requires a range of skills and experience. The keynote will demonstrate how leaders can support practical problem solving explicitly and repeatedly provide employees with opportunities to develop critical problem-solving skills.

10.30 – 11.00am

**Break / Virtual Exhibitor Hall**



11.00 – 11.45am

**Practitioner Presentation**  
**Digital home loan originations journey**

The home loan lending landscape is super competitive and rapidly changing. Banks and lenders must continue to invest big and find new ways to compete to stay relevant in a digital world.



**Sam Gosios**

Financial services and professional services executive at ME Bank

✈ Australia

Sam is strategically driving change in his bank so it becomes more competitive in home lending by leveraging automation that transforms the end to end loan originations processes bringing to life a digitally enabled lender of tomorrow.

This presentation will take you through our current journey where we are moving rapidly from tactical process improvements to strategic service enhancements through smart automation and digitisation in home lending.

11.45am – 12.15pm

**Break / Virtual Exhibitor Hall**

12.15 – 1.00pm

**Practitioner Presentation**  
**Embedding DMAIC Thinking: Improving our Identification and Management of Complex Problems and Key Projects**

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.



**Luke Maguire**

Process Engineering and Compliance Manager at Note Printing Australia

✈ Australia

1.00 – 1.30pm

**Break / Virtual Exhibitor Hall**

1.30 – 2.15pm

**Practitioner Presentation**  
**Improving Safety Through Breakthrough Methodology and Solutions**

With 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 & follow-up activities); including learnings (plus / deltas) , change management & results.



**Patrick Antoskiewicz**

Executive Manager, Planning & Transformation, NBN Australia

✈ Australia

2.15pm – 2.45pm

**Break / Virtual Exhibitor Hall**

2.45 – 3.15pm

**Sponsor Showcase**  
**Epicare Software**

**EPICOR**

3.15 – 3.30pm

**Closing Remarks**

Conference Chair:  
 Barry McCarthy, AME National President

WED 19 MAY 2021 •  EVENING SESSION • ALL TIMES IN AEST

7.00 – 8.00pm

**Practitioner Presentation**  
**Align Your Organisation - What's Your DNA?**



**David Stannard**  
Chief Visionary Officer at  
The Vision Guy  
✈ Australia / France

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.

## Become an AME Member

Your gateway to business excellence



Join today to explore the latest continuous improvement methods and best practices that will help you move your career, your company and your industry forward.



Annual Fee for an individual membership is \$200 inc GST Business.



Business memberships offer cheaper, more flexible membership for companies. *Maximise the opportunity to involve your people.*

# DAY 4

THU 20 MAY 2021 •  DAY SESSION • ALL TIMES IN AEST

9.00 – 9.30am

**Welcome**

Conference Chair:  
Barry McCarthy, AME National President

9.30 – 10.30am

**Keynote Presentation**  
**Learning to Lead, Leading to Learn: How Intentional Leadership Helps You Solve More Problems and Engage More People**

Too often our world is focused on generating more ... producing more output, generating more revenue, providing more service.

But what if 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?



**Katie Anderson**  
Internationally recognized leadership coach, consultant and professional speaker  
✈ USA

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.

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.

10.30 – 11.00am

**Break / Virtual Exhibitor Hall**

11.00 – 11.45am

**Panel Discussion**  
**Using Diversity to your Problem-Solving Advantage**

**MODERATOR:**  
**Kimberlee Humphrey**  
AME North America  
President and CEO

**PANELISTS:**  
**Billy Taylor**  
Business executive, author,  
dynamic speaker and  
leadership guru

**Katie Anderson**  
Internationally  
recognized leadership  
coach, consultant and  
professional speaker

**Barry McCarthy**  
AME National President

**Vanessa Harrison-  
Chambers**  
Director – Continuous  
Improvement, Nature's  
Path Foods

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”.

11.45am – 12.15pm

**Break / Virtual Exhibitor Hall**

12.15 – 1.00pm

**Practitioner Presentation**  
**Our TLSC Journey. Surface Understanding**



**Robert Cook**  
Note Printing Australia

✈ Australia

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.

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). >

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.

1.00 – 1.30pm

**Break / Virtual Exhibitor Hall**

1.30 – 2.15pm

**Practitioner Presentation**

Presentation details to come.



**Sogna Riley**  
Warehouse Superintendent,  
Asset Management Group,  
CBH Group  
✈ Australia

2.15 – 2.30pm

**Closing Remarks**

Conference Chair:  
Barry McCarthy, AME National President



THU 20 MAY 2021 •  EVENING SESSION • ALL TIMES IN AEST

6.00 – 8.30pm

**Networking and Book Launch**

The Sydney face to face networking event will be held at Rydges Paramatta. Join author, **Ishan Galapathy** to celebrate the launch of his new book, **ADVANCE: 12 Essential Elements to Supercharge Productivity & Profitability**.

There will be time for drinks, finger food and networking before Ishan’s presentation which will be live streamed to all conference delegates. This will be a great night of networking and will provide an insight into the 4 principal paradigms and 12 essential elements required to supercharge productivity and profitability.

7.00 – 8.00pm

**Sponsor Showcase**

**12 Essential Elements to Supercharge Performance, Productivity and Profitability**

**“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 to be solved, yet by hoping to solve many, you solve none. There is much data available, yet you fly blind without critical insights. Growing the business with confidence and capability is an issue.

Learn the missing ingredients to supercharge performance, productivity and profitability of your business. The **ADVANCE** framework will show you how to:

- Harness your limited resources to propel your business.
- Identify, prioritise and solve critical problems to unlock latent capacity.
- Take effective action, track vital progress and deliver real results.
- Develop the influential capabilities of your team.



**Ishan Galapathy**  
 Founding Director at  
 Capability Unlimited

 Australia

# DAY 5

FRI 21 MAY 2021 •  DAY SESSION • ALL TIMES IN AEST

9.00 – 9.30am

**Welcome**

Conference Chair:  
 Barry McCarthy, AME National President

9.30 – 10.30am

**Keynote Presentation**

**Be the Leader you are Capable of Becoming**

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).



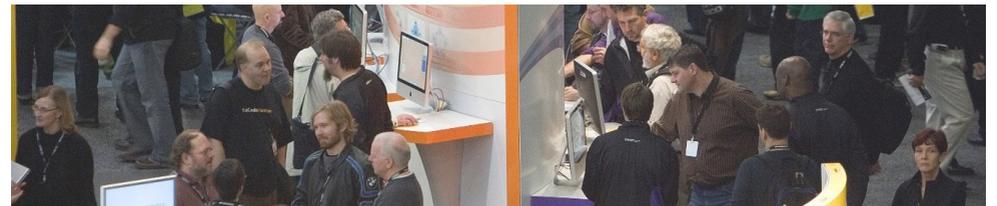
**Michael Bremer**

Author “How to Do a Gemba Walk” a Shingo Research & Professional Publication Award recipient

 USA

10.30 – 11.00am

**Break / Virtual Exhibitor Hall**



11.00 – 11.45am

**Practitioner Presentation**  
**The Tailed Fishbone: Add a Tail to your Root Cause Analysis to Solve Problems and Sustain Improvement Efforts**



**Mark Adams**  
 Director Customer Experience - Agility Business Group at Flex  
 ✈️ USA

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?

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.

11.45am – 12.15pm

**Break / Virtual Exhibitor Hall**

12.15 – 1.00pm

**Practitioner Presentation**  
**Engaging Front Line Staff in your Operational Excellence Journey**



**Paul Deane**  
 Business Improvement Lead QLD at Australia Post  
 ✈️ Australia

In our journey towards the goal of creating an operational excellence environment, we're collectively not short of the tools and how to deploy them but the real challenge is to engage our front line people in the journey. How do we "win the hearts and minds" of our most valuable asset, whereby they're eager to be part of the solution?

Working on this challenge over the years within global organisations, Paul will share from his experience, keys that will bring a new depth of engagement which will produce valuable momentum towards your OPEX goal.

1.00 – 1.30pm

**Break / Virtual Exhibitor Hall**

1.30 – 2.15pm

**Problem Solving when leading transformation**



**Yelitza Guerra**  
 GM Distribution ANZ & SEA Operations at Device Technologies

✈️ Australia

Part of leading through change is dealing with problems. Not all problems are created equal. Particularly, wicked problems. Developing the skill to diagnose a problem, learning to articulate a problem and adjusting the approach to solve it is a fundamental skill that unlocks potential to move faster and infuses empowerment in your teams. Not too far behind is the skill to anticipate a problem and develop mitigation plans to overcome it.

This session covers some practical learnings and two simple Problem solving frameworks that stand the passage of time across various practical examples of business challenges.

2.15 – 2.45pm

**Break / Virtual Exhibitor Hall**

2.45 – 3.30pm

**Practitioner Presentation**



**Jason Thelander**  
 Chief Technology Officer at Memjet

✈️ Australia

Presentation details to come.

3.30 – 3.45pm

**Event Close**

Conference Chair:  
 Barry McCarthy, AME National President

**A Big Thank you to our Sponsors**



# TICKETS

Conference Registration Type	Price
<b>Individual</b>	
AME Member	\$350
Non Member	\$450
<b>Team (Group of 3-5)</b>	
AME Member	\$1000
Non Member	\$1300
<b>Business (Group of 6+)</b>	
AME Member	\$2000
Non Member	\$2600

All pricing listed in Australian dollars and inclusive of GST and booking fees.

## Your Ticket Includes

### Workshops



### Keynote Speaker Sessions



### Practitioner Presentations



### Panel Discussions



### Site Tours



### Networking Events



### Virtual Exhibit Hall



On Demand Videos (all presentations will be available for 6 months post conference)

Online Conference Hub (for fuss free navigation and networking)

# AME CONFERENCE 2021

## PROBLEM SOLVING FOR EXCELLENCE

**DIGITAL  
CONFERENCE  
MAY 17-21**

## AME CONFERENCE OFFICE



PO Box 28, Avondale Heights  
VIC 3034



1300 AME AUS



ame@ame.org.au



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