

Supercharging Project Efficiency Thru'...

# LEAN PLANNING for PROJECT MANAGEMENT



4-5 AUGUST 2008 . JW MARRIOTT, KUALA LUMPUR

Developed By:



# The Fact .



The world economy is suffering from high inflation, stemming from overly expansionary monetary policy, as indicated by negative real interest rates and the rapidly depreciating dollars.

Organisations seeking to exploit the global market, will soon be feeling the 'tremors' of the colliding economic tectonic plates; hitting an 'invisible' but nonetheless debilitating wall; mounting complexity across the value chain and lackluster business performance.

As the economic pendulum swing on the opposite direction, **COST CUTTING** pressures are likely to put **PROJECTS** on the chopping board and measures to mitigate rising cost price will take its toll!

*"The government will review some of the mega projects to reduce the country's economic burden arising from the impact of the escalating global fuel price."*  
- YB Tan Sri Nor Mohamed Yakcop, Minister of Finance II

**"53% of all projects across all organisations are classified as 'CHALLENGED' while 18% as 'FAILED' outright."**

- The Standish Group -

Projects are an integral part of today's corporate environment but not every corporate environment is conducive to effectively running projects. Many companies today face out-of-control cost brought by projects that are full of changes, past deadline, over budget and that require more resources than originally projected.

**Underestimation** of Cost, Changes in Rate of Foreign Exchange, Spiraling Raw Material Cost, Escalation of Land Acquisition Costs, Changes in Project Scope, Monopolistic Pricing by Vendors, Change in Disturbed Conditions and Increase in Distribution Cost CAN prove fatal to your projects.

**How Can You Then Manage in This Difficult Times ...**

## LEAN PLANNING IN PROJECT MANAGEMENT

Lean Planning In Project Management Promises:

**ELIMINATION OF WASTE . MAXIMISATION OF VALUE . REDUCTION IN COSTS**  
**EFFICIENCY IN SCHEDULE . ENHANCEMENT OF SAFETY . DEFINED OBJECTIVES AND GOALS . REDUCED INVENTORY . ENHANCEMENT OF OVERALL PROJECT FLEXIBILITY . IMPROVED EMPLOYEE MORALE . IMPROVED QUALITY . ON-TIME DELIVERY**

**Lean Planning isn't an option any more - it's a necessity!**

**IN THIS GROUND-BREAKING WORKSHOP**

**YOU WILL LEARN HOW TO ...**

- **Recognise** what must be done to successfully implement and use Lean Principles in your projects
- **Deploy** Lean Thinking principles in the Project world and in the planning domain
- **Understand** the real reasons for failure of projects managed and planned with a "traditional" style
- **Employ** Lean Principles in Project Management to promote effective project planning, monitoring and control
- **Discover** the critical path to identify potential cost and schedule overruns
- **Trigger** a different thinking mechanism suited to focus onto crucial issues of the planning process
- **Exploit** lean ideas to see project works as a "flow process" and to think about improvement along the entire project life-cycle
- **Equip** your toolbox with lean planning tools, tips and techniques
- **Gain** clear understanding, from practical and realistic project planning experience, on the correct and best practice application of various project management
- **Exercise** Lean Project Management technique to analyse schedule and cost management performance of a project

*"Only 2.5% of the companies had 100% of their projects on time, within budget, to scope and delivering the right business benefits."*

- Survey of Senior Management and Project Managers, PricewaterhouseCoopers



Register today and receive  
One FREE E-CONSULTING  
advice from  
Dr. Carlo Scodanibbio

# Agenda .



## MODULE 1 "TRADITIONAL" PROJECT MANAGEMENT AND PROJECT PLANNING

- Overview of Basics Concepts and Core Principles

## MODULE 2 PLANNING, SCHEDULING, CONTROLLING PROJECTS

- The 'Traditional' Approach
- Basic Reasons for Planning
- The Traditional PBS (Project Breakdown Structure)
- PERT and CPM - Basics
- The Project Program
- Gantt (Bar) Diagram
- The Earned Value Method
- Traditional Project Risk Management

## MODULE 3 ANALYSIS OF THE WEAKNESSES AND FAILURES IN TRADITIONAL PLANNING

- Why So Many Projects are Completed Late, with Cost Overruns and Client's Dissatisfaction?
- Why Many Private Project-Driven Enterprises and Public /Semi-Public Organisations Don't "Perform"?
- The Root Causes of Poor Performance Dated Back to Over 2 Centuries Ago
- Is Our Industrial DNA Still Polluted by Those Obsolete Principles that Gave Birth to the First Industrial Revolution?

## CASE STUDIES

## MODULE 4 KEY TO WORLD-CLASS PERFORMANCE IN ALL INDUSTRIAL SECTORS

- Lean Thinking
  - Basic Core Principles

## MODULE 5 DEPLOYING LEAN THINKING PRINCIPLES IN THE PROJECT WORLD AND IN THE PLANNING DOMAIN

- Targets
  - Elimination of Waste
  - Establishment of Flow

## MODULE 6 WHAT IS A LEAN PROJECT AND LEAN PROJECT MANAGEMENT

- Where Does Waste Hide in Traditional Projects?
- How to Identify Waste?
- How to Reduce It Drastically?
- Why Projects Don't Flow?

## MODULE 7 THE STARTING POINTS

- How Should Project's Processes Be Planned for Subsequent Lean Implementation
- How to Conceive and Visualise Flow Project Processes

**GROUP EXERCISE** - *Traditional Planning vs. Lean Planning*  
– *Identifying the Differences*

## MODULE 8 ANALYSIS

- Why Do We Plan "By Impulse"?
- Why Don't We Have Enough Time to Plan "Lean"?
- Is It Really a Matter of Time or Rather of "Style of Thinking"?
- Why Do We Miss the "Crucial" Points and Overlook that "Something Really Important"?

## MODULE 9 THE ROLE OF CREATIVITY IN PLANNING

- The Relationship Between Creative Thinking and Lean Thinking
- The Difference Between Traditional "Automated", Reactive Thinking and "Lean", Proactive and Projective Thinking

## MODULE 10 LEAN PLANNING OPERATIONALLY - THE CONCEPT OF THE LAST PLANNER

- How to Eliminate All Waste in Project/Contract Works
- How to Make Project Work Flow, Work-Package After Work-Package
- How to Conceive "Realistic Assignments" and How to Plan Them
- How to Assure a High PPC (Percent Plan Complete)
- How to Improve the PPC Even Further by Using the 5Why Technique

## MODULE 11 APPLICATION OF LEAN PLANNING

- Application in All Project Stages:
  - Initial Negotiations, Engineering and Site Mobilisation
  - Execution of Works, Final Testing and Commissioning
- Application in Development of New Products and Services:
  - The "Concurrent Engineering" Against the "Over-the-Wall" Approach
  - Practical Principles for the Manufacturers, Banks and the Service Industry in General
- Application in Software Development
  - What Has Gone Wrong in the IT Sector and How It Should Be Reviewed to Cater for Lean

## MODULE 12 LEAN RISK MANAGEMENT VS. TRADITIONAL RISK MANAGEMENT

- The Benefits

**CASE STUDY** - *A World-Class Project - Driven Enterprise Deploying "Lean" Methods Operationally*

**GROUP EXERCISE** - *Lean Planning at Work - Test Your Skills! Do You See Any Improvement? Analysis of the Benefits*

## MODULE 13 LEAN PLANNING, LEAN PROJECT MANAGEMENT AND PEOPLE

- A New Breed of People is Required in the Modern Project-Driven World
  - The "Multi-Skill" and "Multi-Function" Factors
  - The "Empowerment" Factor
  - Self-Planning
  - Self-Control
- Should Everybody Be A "Last Planner"?

## HOW THE WORKSHOP WILL BE CONDUCTED

This dynamic and interactive two-day workshop would encompass practical models, best practices and case examples that will unquestionably benefit you in every aspect. Derived from Dr. Carlo's extensive insights on Lean Planning processes, this workshop will be conducted through a highly engaging, participative and result-orientated approach that gives you immediate and substantial results. This workshop will provide you with a unique opportunity to help break down silo-thinking and build consensus around common goals, along with methods to overcome internal and external challenges. This workshop is designed to be;

### • PRAGMATIC

Based on proven techniques and principles, the course material and concepts can be implemented as soon as participants return to the workplace.

### • PARTICIPATIVE

This workshop is designed to be interactive and participative. Class workshops, team projects and networking sessions contribute to the learning process.

### • SOLUTIONS ORIENTED

The hands-on exercises and consultative sessions provide a unique forum to address critical concerns and develop strategies that increase performance.



# The Expert .



Dr Carlo Scodanibbio is an internationally renowned Trainer, Speaker and Industrial Consultant with over 37 years of experience in Plant Engineering, Project Engineering, Project Management, Industrial Engineering and Operations Management. A free-lance Consultant since 1979, he has worked in a wide spectrum of companies and industries world wide including Mauritius, Cyprus, Italy, India, Saudi Arabia, Malta, Namibia, Kenya, Botswana, Malaysia, Romania, Lebanon and South Africa.

Carlo also co-operated, inter-alia, with several organisations such as Italian Chambers of Commerce and Industry, Cyprus Chamber of Commerce and Industry, Cyprus Productivity Centre, Malta Federation of Industry, Mauritius Employers' Federation, Romanian Paper Industry Association, United Nations Industrial Development Organisation, Federation of Kenya Employers and University of Cape Town.

**"An excellent course.... Fantastic Italian "Maestro"  
who takes you from zero to hero.... Thank you Carlo !!"**

- Stephen Van Rensburg, CTI South Africa



Enthusiastic, optimistic and a dynamic facilitator, Carlo has been a frequent instructor and speaker at seminars and courses attended by over 13,000 participants. Carlo, holds a doctorate degree in Electrical Engineering, and has written numerous articles and research papers which have been actively published in many manufacturing newsletters, bulletins and international magazines.

His illustrative list of clients include Baxter, ABI (Coca-Cola Bottlers), Air Malta, Aspen Pharma, De Beers, Kapa Oil Refineries, Nissan Diesel, Pretoria, Puma Jersey, Pioneer Foods, Hydro Tech, Nestle, University of Cape Town, Woolworths, Wonder Foods, Zamco, Colgate-Palmolive, Mahindra & Mahindra, Goodyear, General Motors, Trevor Abbott, Sara Lee, Tata Power Company, Malta Shipbuilding, Aventis, Union Steel, Coca-Cola Swaziland, Stalco, Eureka, Alco, Bharat Aluminium, Johnson & Johnson, Moser Baer, Ranbaxy, Al Khobar, Sunbeam, Gail India, Playmobil, Sarrat Group, BASF, Tapal Tea Pakistan, British American Tobacco, Owens Corning, Whirlpool, First National Bank and Afrox.

## FROM THE DESK OF DR. CARLO SCODANIBBIO...

Dear Delegate(s),

I am excited about bringing our **Lean Planning for Project Management** workshop to Malaysia. Lean thinking is changing the way organisations operate. No longer stuck in the paradigm of "mass" thinking, many organisations have tried to adopt some portions of the Toyota Production System (TPS), the Lean philosophy. Many have failed. Many have rushed off, taken a course and pronounced themselves 'LEAN'. Yet very, very few have tested the depths of overall performance enhancement and added competitiveness possible with a complete change of paradigms in the "lean" direction.

In the project world, 9 out of 10 projects have cost/time overruns. Overrun is typical in 30 nations on 5 continents. Overrun is constant for the past 70 years, estimates have not improved. Is this acceptable? My personal investigations have come to the conclusion that the construction sector, for instance, is polluted by an astonishing 65% of completely wasted labour. Can that be afforded any longer?

This course will be a shocking course for many of you, because it demystifies all traditional principles, on which a majority of organisations are built or operate until today. By presenting in rather great detail the philosophy of the second industrial revolution and the main tools and disciplines readily available to all organisations to perform in an "excellent" status, this workshop is a door-opener to lean project/construction practices for whoever is: ready to listen to message, prepared to abandon obsolete principles, formulas and approaches and willing to get to "lean" status.

We GUARANTEE that you will leave this workshop with the knowledge and tools to create the 'RIGHT CONDITIONS' to achieve continues performance !

See You Soon in Kuala Lumpur!  
Dr. Carlo Scodanibbio

**"Excellent course! Carlo is brilliant and liberates the mind  
from the chains of traditional thinking that inhibits any  
real progress in improvement in the workplace."**

-Yuri Mynhardt, Circuit Breaker Industries



# LEAN PLANNING FOR PROJECT MANAGEMENT

4-5 August 2008 . JW MARRIOTT, KUALA LUMPUR

## PAYMENT

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Two easy way to pay

### • Telegraphic Transfer

Bank : Maybank Berhad  
 Branch : Desa Pandan, Kuala Lumpur  
 Malaysia  
 A/C No : 514543111415  
 Swift Code : MBB EMY KL

### • Foreign Demand Draft in USD to be drawn in a MALAYSIAN Bank.

All payments by cheque should be made in favour of:-

**Intelligence Business Networks (M) Sdn. Bhd.**  
 160-3-1, Kompleks Maluri  
 Jalan Jejaka, Taman Maluri  
 55100 Kuala Lumpur  
 Malaysia

**Note: Payments must be received within 7 days upon issuance of invoice**

## HOTEL RESERVATION DETAILS

**JW Marriott Hotel Kuala Lumpur**  
 183 Jalan Bukit Bintang  
 55100 Kuala Lumpur, Malaysia  
 Tel : 603 2715 9000  
 Fax : 603 2715 7000



Room Reservation can be made by delegates directly with the hotel. To enjoy privileged room rates, please state you're attending an event organised by IBN International. Please call Ms. Ros at 603 2719 8210 or email at roseat@ytlhotels.com.my

## CANCELLATION POLICY

Due to contractual obligations, cancellation charges are as follow:

- \*20 to 10 days notice : 50% of the workshop fee
  - \*9 to 3 days notice : 70% of the workshop fee
  - \*2 days or less notice : 100% of the workshop fee
- (\* Based on working days only )

However, complete sets of documentation will be sent to you. Substitutions are welcomed at any time. All cancellations of registration must be made in writing.

**Note:** It may be necessary for reasons beyond control, to change the content and timing of the event, speaker(s) or venue, every effort will be made to inform the participants of the change.

## CERTIFICATE



Delegates who successfully complete this course will receive the prestigious IBN's Certificate of Achievement; a statement of Intelligence endorsed by world renowned subject matter experts.

## VISA REQUIREMENT

Delegates requiring visas should contact their Respective Embassies or High Commissions in their country of residence as soon as possible

## Investment Fee

**2 DAY WORKSHOP FEE  
 RM 5290**

**EARLY BIRD REGISTRATION  
 RM 4990**  
 (register before 29 June 2008)

**GROUP DISCOUNT  
 SAVE ADDITIONAL 10 %**  
 (for the 3rd and subsequent delegate from the same organisation)

**Please complete this form immediately and fax to  
 603 - 9200 7946**

## PARTICIPANT DETAILS

Name 1 Job title

Name 2 Job title

Name 3 Job title

(name in full)

## INVOICE SHOULD BE DIRECTED TO

Company

Business Address

Name Job title Dept

Email Tel No Fax No

Name of Authorising Manager Job title

Signature Date

**This Booking Is Invalid Without A Signature**

## INFORMATION

**For further information on this event,  
 please contact our Program Managers  
 at 603 9206 5800 or email  
 ibn@intel-biznet.com**

Workshop  
 Schedule

Registration	0830
Course begins	0900
Morning Refreshment	1030
Luncheon	1300
Afternoon Refreshment	1530
End of the day	1700

***“ The lean approach exploits what people learn as they perform. Planning continues throughout the project for refining, learning, innovating, and adjusting to the future that unfolds. The primary reason to do projects on a lean basis is for the ability to adjust as the always uncertain and unknowable future unfolds.”***

- Greg Howell and Hal Macomber, Institute of Industrial Engineers

## WHO SHOULD ATTEND

This course is designed for Chief Project Officers, General Managers, Operations Directors, Project Directors, Undersecretaries, Heads of Department, Managers and Senior Executives, from both public and private organisations, who are responsible for:-

- |                          |                                  |                        |
|--------------------------|----------------------------------|------------------------|
| • Project Management     | • Cost Analysis                  | • Financial Control    |
| • New Project            | • Project Risk Management        | • Schedule Control     |
| • Contract Planning      | • Project Scheduling             | • Engineering          |
| • Planning               | • Business Management            | • Construction         |
| • Operations             | • Management & Budget            | • Corporate Planning   |
| • Production             | • Strategy & Investment Analysis | • Business Development |
| • Quality Improvement    | • Subcontract Administration     | • Contract Performance |
| • Research & Development | • Finance                        | • Finance/Investment   |
| • Project Control        | • Business Analysts              | • Manufacturing        |