The Lean Management conference this year will focus on three current challenges faced by production and service companies:

» How to effectively involve managers in change
How to make managers - leaders of change in their areas? How to deal with situations where managers are not involved from the point of view of the Lean Manager and the head of the company?

» Lean in the era of the digital revolution
How do Industry 4.0, Big Data and RPA support the development of companies in the spirit of Lean?

» How to deal using Lean with the problems occurring when labour market belongs to employees and not to employers
How to recruit and induct employees? How to build commitment and loyalty in the era of Millennials (Generation Y) and foreign employees?

In the speeches of world-class experts and selected case studies of Polish companies, you will find proven solutions that you will be able to apply in your company and that will allow you to meet the above challenges. This year's conference includes not only speeches of experts and the most experienced practitioners and managers in plenary and parallel sessions, but also discussions in groups and visits in companies.

Each of the above challenges has its own colour in the program, so that you can easily find topics that are of particular interest to you in the agenda of the conference.

**SPECIAL GUESTS**

**MICHAEL BALLÉ**
guru Lean and the author of best-selling books about Lean, including “Lead with respect”, will talk about how to change the way managers think.

**TRACEY I ERNIE RICHARDSON**
the authors of “The Toyota engagement equation”, based on decades of work at Toyota Motor, will present Toyota’s recipe for effective employee engagement.

**JOHN BURTON**
former vice-president of Fiat Chrysler in China, previously CEO of several GM plants in Poland, will share his proven ways of engaging managers.

**CÉLINE SCHILLINGER**
the change management expert from Kotter International will talk about how to increase the “driving force” of change leaders.

**CASE STUDIES**

**CHALLENGE „LEAN IN THE ERA OF THE DIGITAL REVOLUTION”**

**CHALLENGE „HOW TO DEAL WITH LABOUR SHORTAGES USING THE LEAN APPROACH”**

**CHALLENGE „HOW TO EFFECTIVELY ENGAGE MANAGERS IN CHANGE”**

More information: www.leankonf.pl/2019
08:30 | CONFERENCE OPENING
Tomasz Koch, President LEI Polska / Governance Committee Chair Lean Global Network

08:40 | INTRODUCTION TO THE TOPIC LEAN IN THE ERA OF THE DIGITAL REVELOTION
Tomasz Koch

08:55 | HOW INDUSTRY 4.0 / BIG DATA CONTRIBUTED TO THE EFFECTIVENESS OF MANAGEMENT AND COMPANY DEVELOPMENT
Marcin Koldowski, Plant Manager, Chairman of the Board
Wojciech Wilczak, Vice President IT
Karol Komar, Continuous Improvement Leader

09:20 | INTRODUCTION TO THE TOPIC HOW TO INVOLVE MANAGERS IN CHANGE
Remigiusz Herbał, Board Member

09:35 | LEAN THINKING: THE REAL TRANSFORMATION IS IN THINKING
Michael Balle, author of bestsellers on Lean, Coach of Executives, Member of Editorial Board Planet-Lean, founder of Institut Lean France

10:00 | COFFEE BREAK

10:30 | HOW WE IN BSH DEVELOP THE LEAN CULTURE, EMPLOYEES' DEVELOPMENT SYSTEM, BEHAVIOR OF LEADERS
SO THAT WE ARE 1ST CHOICE OF OUR EMPLOYEES?
Harald Richter, Head of Business Administration
Joanna Biebowka, Head of Production System Department at BSH Poland with several years of professional experience comprising Magdalena Olaszewska, HR Process Specialist
Inga Tomczyk, Business Process Architecture Expert

11:10 | THE FORMULA FOR EFFECTIVE EMPLOYEE ENGAGEMENT, TOYOTA VETERANS REVEAL HOW TO BUILD CONTINUOUS IMPROVEMENT INTO YOUR COMPANY'S DNA
Tracey Richardson, author of “The Toyota Engagement Equation”, 29 years of working for/with Toyota North America plants
Ernie Richardson, author of “The Toyota Engagement Equation”, 25 years as a manager and director in Toyota North America plants/operations

11:35 | INTRODUCTION TO OPEN-SPACE SESSION

11:50 | LUNCH

12:50 | OPEN-SPACE SESSION

14:00 | COFFEE BREAK

14:30 | HOW INDUSTRY 4.0 / BIG DATA CONTRIBUTED TO THE EFFECTIVENESS OF MANAGEMENT AND COMPANY DEVELOPMENT
Extension of the plenary session
Marcin Koldowski, Plant Manager, Chairman of the Board
Wojciech Wilczak, Vice President IT
Karol Komar, Continuous Improvement Leader

15:30 | COFFEE BREAK

16:00 | RPA / ROBOTICS IN THE OFFICE - COMPEITION FOR LEAN, OR A COMPLEMENTARY AREA?
Łukasz Kubala, Leader of the Operational Excellence North & East, Operational Excellence North & East, Operational Excellence North & East

16:20 | HOW WE IN BSH DEVELOP THE LEAN CULTURE, EMPLOYEES' DEVELOPMENT SYSTEM, BEHAVIOR OF LEADERS
SO THAT WE ARE 1ST CHOICE OF OUR EMPLOYEES?
Extension of the plenary session
Harald Richter, Head of Business Administration
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16:40 | THE FORMULA FOR EFFECTIVE EMPLOYEE ENGAGEMENT, TOYOTA VETERANS REVEAL HOW TO BUILD CONTINUOUS IMPROVEMENT INTO YOUR COMPANY'S DNA
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Tracey Richardson, author of “The Toyota Engagement Equation”, 29 years of working for/with Toyota North America plants
Ernie Richardson, author of “The Toyota Engagement Equation”, 25 years as a manager and director in Toyota North America plants/operations

17:00 | LEAN THINKING: THE REAL TRANSFORMATION IS IN THINKING
Extension of the plenary session
Michael Balle, author of bestsellers on Lean, coach of Executives, Member of Editorial Board Planet-Lean, founder of Institut Lean France

17:20 | PEOPLE GET INTO THE COMPANY AND LEAVE THE BOSS - HOW A MANAGER CAN BUILD EMPLOYEE LOYALTY AND ENGAGEMENT USING LEAN
Agnieszka Zacher-Lanowska, Coach

17:40 | LEAN IMPLEMENTATION THROUGH REAL COMMITMENT OF LEADERS IN THE TRANSFORMATION OF THEIR TEAMS
Stefaník Kubia, Partner LEI Polska

18:00 | EVENING BANQUET
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Speaker(s)</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>09:00</td>
<td>Why people do not do tasks that are asked to do and what to do about that?</td>
<td>Jacek Masłowski, Psychotherapist, Coach</td>
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<tr>
<td>09:20</td>
<td>Go-Digital, how to boost continuous improvement with Industry 4.0 concepts</td>
<td>Paweł Pałubiński, Country Leader &amp; Site Leader LP1</td>
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<tr>
<td>09:45</td>
<td>Guiding principles for a successful culture change</td>
<td>John Burton, former Vice President of Fiat Chrysler in China, earlier former general manager of several GM plants</td>
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<tr>
<td>10:10</td>
<td>Engaging people into change using John Kotter’s approach</td>
<td>Céline Schillinger, a pioneering voice in Engagement Leadership, Kotter International expert, earlier senior director in Sanofi Pasteur for several years</td>
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<tr>
<td>10:35</td>
<td>Tough labor market vs. key people management principles in the lean environment</td>
<td>Małgorzata Jakubik, Partner LEI Polska</td>
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<tr>
<td>11:00</td>
<td>Coffee break</td>
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<td>Paweł Pałubiński, Country Leader &amp; Site Leader LP1</td>
<td>Extension of the plenary session</td>
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<td>11:30</td>
<td>How to effectively stimulate the real involvement of managers and employees in achieving the company’s goals thanks to the strategic approach of Hoshin Kanri</td>
<td>Paweł Krzatecki, GSE &amp; Lean Manager; Sylwia Dolestek, HR Manager</td>
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<tr>
<td>11:30</td>
<td>How to motivate for effectiveness in the tough labor market – case studies from the battlefields of Lean implementation</td>
<td>Małgorzata Jakubik, Partner LEI Polska; Sylwia Kulińska, Coach LEI Polska; Mądrycy Jakubik, Coach LEI Polska</td>
<td>Extension of the plenary session</td>
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<td>11:30</td>
<td>From the “employee for the system” approach to the “system for employee” approach - our response to the challenges of the present labor market</td>
<td>Andrzej Marcinek, Managing Director, Board Member</td>
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<tr>
<td>12:30</td>
<td>Lunch</td>
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<tr>
<td>13:00</td>
<td>Reducing the big data - the daily life of a ‘Lean’ manager in the digital world</td>
<td>Andrzej Marcinek, Managing Director, Board Member; Michał Franczak, SAP Team Leader</td>
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<tr>
<td>13:00</td>
<td>Psychology of change - how to use the achievements of modern science to increase the effectiveness in engaging people in the change process</td>
<td>Jacek Masłowski, Psychotherapist, Coach; Cemal Marczak, SAP Team Leader</td>
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<td>13:00</td>
<td>Leadership development or how to be a leader ready to take on the challenge of a tough culture change</td>
<td>John Burton, former Vice President of Fiat Chrysler in China, earlier former general manager of several GM plants</td>
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<td>15:40</td>
<td>Excellent company, perfect leader</td>
<td>Andrzej Korpak, Gliwice Plant Manager, Opel Manufacturing Poland</td>
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<td>16:20</td>
<td>Conference closing</td>
<td>Tomasz Koch, President LEI Polska / Governance Committee Chair Lean Global Network</td>
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**ADMISSION PRICE**

1st AND 2nd DAY ADMISSION: REGULAR PRICE: 3500 PLN
REGULAR PRICE STARTING APRIL 15th: 3900 PLN

FACTORY TOUR: 800 PLN
(a requirement for participating in the Factory Tour is participating in the 1st and 2nd conference day)