Across European Business, leaders must develop responses to global competitiveness challenges that will help ensure the survival and growth of their organisations into the future.

The European approach to business and society means that we need to be highly competitive if we are to maintain our positions on what is not always a level playing field. This programme is designed to cover the extent of the enterprise, both the company itself and its supply chain. Participants will be able to focus on building the capability and capacity of their senior people and key processes in order to drive business improvement.

The primary focus of this programme is to help senior managers and leaders develop their understanding of strategic and practical lean business concepts, to support their drive to build sustainable and constantly improving competitiveness within their businesses, and to provide the opportunity to develop the next generation of leaders for their organisation. The programme will have a strong focus on engagement and interaction, facilitating discussion and the sharing of experience between participants and faculty.

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“For the last 15 years Richard has shared best practice insights with the Kostwein World Class circle group of leading European machine makers. This programme brings these insights and best practice to participants and their organisations”

Hans Kostwein, Chairman, Kostwien Machinefabu, Austria

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**Taught Modules**

**THREE DAY MODULE**

- Principles, Rules, Tools and Questions of Lean Practice
- Look, See, Understand, Think and Do – Practical approach and Tools for operational diagnostics
- The Five Rings of Lean Business Excellence
- Principles and Practice of Benchmarking – Qualitative and Quantitative
- Case Study Examples - Used to illustrate, share and challenge with a high level of engagement

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**Applications Welcome from**

- Managers with the desire to improve performance within their organisation
- Leaders who wish to develop the operational and strategic knowledge of their managers
- Aspiring managers who wish to develop their capacity to add value to their organisation
Who should do this course:
This programme is designed to support companies and managers who want to take on the challenge of developing their people and processes to achieve Operational Excellence. The core “red thread” running through the programme is that of integrating different departments and sections into a coherent whole thereby delivering the full potential of the organisation into the future. The programme is designed for current and future leaders within a business.

Benefits:
Supporting understanding of how to develop people’s engagement with competitiveness improvement activities.
Helping develop understanding and ability to use Practical Lean Thinking and approaches.
Applicable for back office, creative areas, logistics and warehousing as well as shop floor activities.
The course will provide a practical understanding of why and how to use Lean Thinking, practices and tools to improve your business capability and competitiveness.

Faculty:
Richard Keegan is adjunct professor of Lean Operational Excellence at Trinity Business School, Trinity College Dublin. He is a specialist in the areas of Lean/World Class Business and Benchmarking.

Professor Richard Keegan
Manager, Competitiveness Department, Enterprise Ireland, encompassing Lean Business, Benchmarking and Sustainability.

What participants say:

“Practical, straightforward, challenging and simple- this course provides a depth of experience and expertise to those interested in improving operational capability and competitiveness”

Dr Alexander Ruestig, VP Schaeffler Gmbh, Germany

“In Toyota, Understanding comes from seeing: Learning comes from doing”

Carl Klemm, Chairman, Toyota Poland

“We as RATIONAL began our way to lean in 1995. Richard Keegan is since 10 years a partner, who shared his ideas with us, challenged our thoughts and helped us to go forward on our lean journey”

Peter Wiedemann, Chief Technical Officer, RATIONAL AG

Richard provided us with wisdom, experience, advice and very practical commercially focused support as we deployed lean principles and thinking in our business and for our clients.”

Ciara Jackson, AON Insurance

“The Five Rings concept was a real factor of success as we launched the new Crafter vehicle from the ground up.”

Dr Heiko Gierhardt, Project Manager, VW Poland

Fees
Course fees are €1,900

Apply
Applications are currently open for the 2019 course, which will run over 3 days taking place in Dublin on March 6, 7 and 8 or Leuven April 1, 2 and 3.

Email: trinity.exed@tcd.ie
www.tcd.ie/business/executive-education/