HIGHLIGHTS

**DAY ONE - 8TH NOVEMBER 09:00-17:30**
- Culture change leadership keynotes to inspire your own cultural journey
- Best practice case studies on building a culture for continuous improvement
- Practical workshops enabling delegates to share and learn
- Networking dinner (19:00-21:30)

**DAY TWO - 9TH NOVEMBER 08:45-16:30**
- Factory Tour, Jaguar Plant, Castle Bromwich
- Best practice case studies focused on sustaining and guiding the change
- Practical workshops
- Individual Roadmap Creation – attendees focus on their own next steps

**LOCATION:** THE JAGUAR VISITOR CENTRE - CASTLE BROMWICH, CHESTER ROAD, CASTLE VALE, BIRMINGHAM B35 7RA

Fees include networking dinner on the 8th November and factory tour of Jaguar on the morning of 9th November.
DISCOVER HOW TO CREATE SUSTAINABLE CULTURE CHANGE AND HARNESS AN ENGAGED AND INVOLVED WORKFORCE ON YOUR JOURNEY TO OPERATIONAL EXCELLENCE.

THE PROBLEM

Lean transformations and Operational Excellence programmes have a high failure rate, with McKinsey finding that over 70% of such major change programmes become unsustainable and fail. Corresponding to the failure is the actual engagement and involvement of employees in the workplace. In the UK, less than 24%* of employees are emotionally invested in the company they work for.

A strongly engaged workforce is critical to any transformational or change programme. A disengaged workforce can prevent acceptance and restrict the progress and success of your journey to operational excellence.

THE SOLUTION

A two-day programme is to help you create the cultural change required to drive Operational Excellence and sustain its journey for success. Through case studies and workshops it will help you develop an involved and engaged workforce and discover solutions to many of the challenges faced by leaders and managers.

You'll hear insight, ideas and experience hands-on learning to help you create an actively engaged workforce. It's more than just applying tools; it's about shaping your company's culture and engaging your workforce. It's about creating excitement, involving all your employees in the decision-making process, and taking everyone, at every level, on the journey with you.

KEY HIGHLIGHTS:

- Best practice case study presentations from leaders who have driven cultural change for operational excellence and continuous improvement
- Two hands-on practical workshops to help shape your own cultural change programme
- Inspirational keynote presentations from world renowned experts to help you accelerate your own transformation programme
- Meet your peers and build new connections at a networking dinner on day one
- Best practice site tour of the Jaguar Operations at Castle Bromwich, Birmingham
WHO SHOULD ATTEND?

• Leaders and managers serious about implementing proven cultural change strategies including:
  • Transformational Leaders
  • Operational Directors
  • HR Directors
  • Plant Directors and Managers
  • Manufacturing and Functional Managers

• People in search of real-life examples, ideas and inspiration to increase:
  • Productivity and profitability
  • Retention, loyalty and advocacy
  • Customer satisfaction
  • Proactivity and innovation

AT THE END OF THE TWO DAYS YOU WILL:

• Have acquired best practice in engaging your workforce to create a culture of continuous improvement

• Understand the key elements of leadership and management which are vital to get the most from your employees in a productive, purposeful and sustainable way

• Recognise the signs of disengagement and understand the steps you need to take to become world-class

• Know the Four Gaps to engagement and what you can do to bridge them

• Have witnessed how leading companies are transforming disengaged employees into actively engaged employees, and driving business performance more sustainably than their competitors as a result

• Have learned best practice methods in influencing and communicating with disengaged employees

YOU WILL ALSO HAVE THE OPPORTUNITY TO CREATE YOUR OWN CULTURE CHANGE FOR IMPROVEMENT ROADMAP, WHICH WILL SUPPORT YOU TO:

• Engage employees on your lean and continuous improvement journey, enabling them to understand and agree with the vision, aims and objectives of your business

• Transform your employees into people who are actively involved in the organisation, implementing and driving continuous improvement

• See your people take ownership and actively participate in driving change

DAY TWO FACTORY TOUR
9TH NOVEMBER 2016

On the morning of day two the delegates will tour the Jaguar manufacturing plant at Castle Bromwich. Delegates will visit the production areas to see and learn the entire production process of making one of the most technologically advanced cars in the world. We will observe production personal and have the opportunity to discuss and reflect on the learnings after the tour.
**AGENDA**

### DAY ONE: TUESDAY 8TH NOVEMBER
09:00 – 17:00

- **09:00** Welcome: Jon Tudor, Managing Director, True North Excellence
- **09:05** Morning Keynote: Leadership and Change – engaging the workforce in the change process  
  Jon West, Director, Manufacturing HR & Employee Relations at Jaguar Land Rover
- **09:40** Leadership Keynote: Leading Engagement: Practical Engagement for Profit  
  John Oliver OBE
- **10:45** Networking - Tea coffee break
- **11:00** Practical Workshop: Creating Change Within your Own Organisation  
  Facilitated by John Oliver OBE
- **11:35** Manage to Engage... The role of managers in driving change  
  Neil Lewin, Learning and Development, Festo
- **12:10** Culture Change Case Study  
  Guy Jones, Vice President CDT. A380. Airbus UK
- **12:45** Lunch
- **13:30** Co-Creation and the Power of Engagement for Operational Excellence  
  Eilish Henry OBE, Director Europe, SISU
- **14:30** Group Exercise: The Four Gaps to Engagement, Dig Woodvine, MD, XCL International
- **15:00** Tea/Coffee Break
- **15:30** Group Exercise Continued
- **16:30** Philip, details to be confirmed
- **17:00** Close
- **19:00** Networking dinner

### DAY TWO: WEDNESDAY 4TH NOVEMBER
09:00 – 17:00

- **08:45** Factory Tour, JLR Castle Bromwich
- **11:00** Tea Coffee Break
- **11:15** Review and reflection of Factory Tour – Workshop group and individual exercises  
  Bill Tiplady, Lead Practitioner, True North Excellence
- **12:30** Lunch
- **13:15** Moving cultures on the Operational Excellence journey  
  Padraig Garvey, Operational Excellence, Boston Scientific, Galway
- **13:50** Workshop – Accelerating Culture and System Change Simultaneously  
  Frank Devine, Managing Director, Accelerated Improvement
- **14:45** Tea Coffee Break
- **15:15** Individual Exercise: Creating Your Own Culture Change for Lean Transformation Roadmap
- **16:00** Summing up and close
CASE STUDY AND WORKSHOP INFORMATION

LEADERSHIP KEYNOTES

LEADERSHIP, ENGAGEMENT AND THE BOTTOM LINE – PRACTICAL APPROACHES FOR ENTERPRISE LEADERS

The former CEO of Leyland Trucks will illustrate simple, low cost approaches that leadership can implement, which result in bottom line benefits via “radical” employee engagement. John will address the leadership aspect of engagement and include:

• How leadership’s role in employee engagement can create the safest, quickest and cheapest route to High Performance.
• Leadership’s requirement to understand how their companies work culture is positioned and their involvement in the six cultural elements.
• The five quick wins that leadership need to embrace for employee engagement.
• Vital steps in developing a sustainable and effective engagement culture.

Guy Jones
Vice President CDT. A380, Airbus UK

EMPLOYEE ENGAGEMENT KEYNOTE

LEADERSHIP AND CHANGE – ENGAGING THE WORKFORCE IN THE CHANGE PROCESS

Jaguar Land Rover is the UK’s largest automotive manufacturing business, built around Land Rover, a leading manufacturer of premium all-wheel drive vehicles and Jaguar, one of the world’s premier luxury sports saloon and sports car marques. In Jon’s presentation he will illustrate Jaguar Landrover’s astonishing change journey and how understanding the key drivers to engagement has been crucial to its transformation and success. Full details to be confirmed.

Jon West
Director, Manufacturing HR & Employee Relations at Jaguar Land Rover

CULTURE CHANGE KEYNOTE

CO-CREATION TO DRIVE A CULTURE OF OPERATIONAL EXCELLENCE

Eilish Henry OBE
Director Europe, SISU

Eilish was the first Shingo Prize for Operational Excellence Global Coach appointed in Europe. In 2004 was awarded the OBE for her work in leading large cultural change programs in the UK public sector. In this presentation Eilish will illustrate implementation approaches to creating a culture for operational excellence. Using the ‘Shingo Prize for Operational Excellence’ and ‘Own the Gap’ methodology, Eilish provides practical insight and roadmap that you can bringing into your own cultural journey to operational excellence.
CASE STUDY AND WORKSHOP INFORMATION

MANAGE TO ENGAGE....THE ROLE OF MANAGERS IN DRIVING CHANGE

Neil Lewin
Learning and Development, Festo

Ask managers why their latest change initiatives fail to sustain themselves or why they looked great on paper but only achieved half of their projected benefits and you may get the response – “its them not me, they just don’t get it!!!”. The truth is most of us are predisposed to be against change – both managers and employees alike. At Festo we recognised people’s reaction to change was driven by three key factors and that these factors manifested themselves in to eight key profiles. In this workshop we will seek to identify these profiles, understand what drives them and look at management strategies that will provide the momentum for change. Festo are a global manufacturer of industrial control and automation with 17,000 employees, annual turnover over £2billion operating in over 60 countries.

MOVING CULTURES ON THE OPERATIONAL EXCELLENCE JOURNEY

Padraig Garvey
Operational Excellence, Boston Scientific (Galway)

This case today consists of over two years of work on the continuous effort to connect with a 3,000 employee workforce. Padraig will describe this model of a mass engagement as being 1 of them part of the ladder on the journey to operational excellence. You will see and hear a practical case study of the transformation in mindset of a factory on a journey to operational excellence.

WORKSHOP LEADER: FACTORY TOUR REFLECTION AND REVIEW

Bill Tiplady
Lean Expert, True North Excellence

Bill is a trail blazer for process thinking and Lean management and is regarded as a highly practical international Lean trainer and coach. His career started in the 1980’s as an engineer at Rolls-Royce, he became Business Improvement Leader before joining management where he developed into a strategic and practical leader of improvement. For the past 20 years he has dedicated his career to developing the skills and behaviours required for people in both the manufacturing and service sector to transform and sustain Lean management within their organisations. Bill has gained vast experience in the Automotive, Engineering, Textile, Chemicals, FMCG, Food and Drink, Electronics and Photonics Industry, both in the UK, Europe, China and North America.

He is passionate about his local football team, Burnley Football Club (we can’t all be perfect).
To compete in today’s manufacturing marketplace, organisations need to embrace change and transform their business in the process. This creates gaps between process and people as the workforce respond to what is required. This is what we call the “Engagement Gap”.

In this experiential workshop you will explore a whole systems approach to gaining greater clarity on what the organisational engagement gaps are. During the session you will identify your gaps and use methodology to help transform your manufacturing business by bridging the gap between process and people. You will leave with a road map of how to avoid falling into this gap.

**Purpose**

To develop your understanding of how to bridge the engagement gap between process and people.

**Outcomes**

Participants will learn:
- What the four gaps are to a fully engaged workforce
- How an engaged workforce supports change
- How graphic facilitation and meaningful conversations can support change

Participants will achieve:
- An understanding of their engagement gaps
- An understanding of the key steps to closing their gaps
- An insight into how to engage people in change

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**DAY TWO**

**LEVERAGING CULTURE CHANGE VIA RAPID, MASS ENGAGEMENT, LEADERSHIP DEVELOPMENT AND CONTINUOUS IMPROVEMENT**

Some Lean experts argue (e.g. John Seddon, 2012, who argues that “culture change comes free with the …… method”) that to create a High Performance culture we only need the right Continuous Improvement process, because “if you change the process, you change the behaviour”. In this presentation and workshop, Frank will illustrate that it is much quicker if Continuous Improvement is implemented in an already positive and receptive culture (the purpose of Mass Engagement) sustained by a specific approach to leadership.

**Facilitated Session**

“Why rely on changing systems to change culture when you can accelerate culture and system change simultaneously?”

**Learning Outcomes**

1. Exploration of the learning from the sub groups’ analyses
2. Testing of the argument that to create a High Performance culture we only need the right Continuous Improvement process, because “if you change the process, you change the behaviour”.
3. Exploration of the dynamic system effects of the relationship between rapid, mass engagement, leadership development and continuous improvement.
4. Testing of the conventional wisdom that culture change is necessarily slow.
CULTURE CHANGE MASTERCLASS  
CREATING & SUSTAINING CULTURAL CHANGE FOR OPERATIONAL excellENCE  
8TH & 9TH NOVEMBER 2016  
JAGUAR, CASTLE BROMWICH, BIRMINGHAM

DELEGATE FEES

EARLY BIRD £695.00* +VAT/per delegate  
Register and pay before Monday 17th October.

LIST PRICE £845.00* +VAT/per delegate  
Register and pay after Monday 17th October.

Both fees include networking dinner on the 8th November and factory tour.

THREE WAYS TO REGISTER:

Telephone: +44 (0)161 298 5556  
Email: info@truenorthexcellence.com  
Post this form to: True North Excellence Ltd, 207 Knutsford Road, Grappenhall, Warrington, Cheshire, WA4 2QL

Delegate Details

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Partner Code | Sub Total (exc VAT) £ | Grand Total (exc VAT) £

Company Name

Company Address

Tel No. | Fax No. | Postcode

Email

Payment by BACs

Account Name: True North Excellence Ltd  
Bank: HSBC  
Account Number: 62549093  
Sort Code: 40-45-24

Payment by Card

Please find enclosed our cheque made payable to True North Excellence Ltd. for: £

Please debit (Please tick)  
Mastercard/Access  
Visa  
Debit Card

Name on Card

Card No.  
Security Code (CVC)  
Expiry Date

Cardholder’s Signature

Please invoice us quoting our purchase order No.

By signing this registration, I hereby confirm that I have and read understood and agree to be bound by the Terms & Conditions.

Signed  
Date  
Name  
Job Title

Terms and Conditions

Due to the sensitivity of hosting a company site visit, host sites reserve the right to deny access to any delegate if they feel it is in their interests to do so.

True North Excellence reserves the right to make changes to the programme, speaker or venue should this be necessary. Please note that we might film, record or photograph all, or part of our events. Footage, photography or audio may be broadcast after the event and used in a professional context.

Cancellation Policy: Should you be unable to attend, you are welcome to field a substitute delegate. The organisers (True North Excellence Ltd) should be informed up to three working days before the departure date. A full refund will be paid if the delegate or his company cancels in writing within 30-days of the event, minus a £100 per delegate enrolment and administration fee. Regrettably we do not provide refunds less than 30-days before the event.