



Join the Knowledge Exchange!

## Develop Innovation Management

LPPDE Europe 2022 in Helsinki

Workshops May 3 and 6

Conference May 4-5

Location: Scandic Park Helsinki



May 3, Pre-conference workshops / masterclasses:

Full-day: **Norbert Majerus**, norbert majerus consulting – *Lean Product and Process Development basics-101*

Half-day: **Pascal Papatthemelis Martin von Weissenberg**, Agile 42 – “Culture Eats Strategy for Breakfast”

Half-day: **Pascal Papatthemelis Martin von Weissenberg**, Agile 42 – *What is Flow and How to Improve It?*

May 4-5 Main conference keynote speakers:



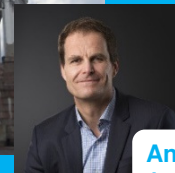
**Norbert Majerus**  
norbert majerus consulting



**Johanna Lentonen  
Vaisala**



**Mirette Kangas**  
Kone



**Andreas Dörken**  
Argo

May 6, Post-conference workshops / masterclasses:

Full-day: **Andreas Dörken**, Argo – *Set Based and Creating Re-usable Knowledge*

Half-day: **Miia Humalajoki and Elli Kalliokoski**, Kone Corporation – *Lean Portfolio Management*

Half-day: **Norbert Majerus + Arnoud Herremans**, norbert majerus consulting + Y47 consultancy – *Lean Creativity*

REGISTRATION FEE: Workshop Day: 499 € + VAT / Conference: 999 € + VAT

Registrations through Lean Association of Finland: <https://www.lyyti.in/LPPDE2022> More information: [www.lppde.org](http://www.lppde.org)

The Lean Product and Process Development Exchange, Inc. is a nonprofit organization created to foster opportunities to grow and share the knowledge, expertise and experiences that help organizations use lean product development to dramatically improve product development performance.



LPPDE Europe 2022 Helsinki, May 3-6 – <i>Develop Innovation Management</i>		
Tuesday, May 3, 2022 Pre-Conference Workshop		
09:00-	<b>Norbert Majerus</b> , norbert majerus consulting – <i>Lean Product and Process Development basics - 101</i>	<b>Pascal Papatthemelis + Martin von Weissenberg</b> , Agile 42 – <i>“Culture Eats Strategy for Breakfast”</i>
12:00-	Lunch	
13:00- 16:30	<i>continued</i>	<b>Pascal Papatthemelis + Martin von Weissenberg</b> , Agile 42 – <i>What is Flow and How to Improve It?</i>
Wednesday, May 4, 2022: Conference Day		
09:00-	Welcome by <b>Peter Palmér and Juha Tammi</b> , Conference chair LPPDE and General Manager at Lean Association of Finland	
09:10-	<b>Keynote: Norbert Majerus</b> , norbert majerus consulting – <i>Making the Case for Lean Driven Innovation</i>	
10:10-	Break	
10:15-	<b>Keynote: Mirette Kangas</b> , Kone – <i>It’s an Ultramarathon. 10 Key Lessons Learned About Lean – Agile Transformation as a Change Leader</i>	
11:15	Break	
11:20	<b>Matti Posti</b> , Lappset – <i>On the Way to Speed Up Prototyping</i>	
12:00-	Networking Lunch with Open Space and A3 Hall of Fame	
13:30-	<b>Mikko Kaijärvi</b> , ABB – <i>A Practical Approach to Apply Agile to Hardware Projects</i>	
14:10-	Break	
14:15-	<b>Mikko Koho</b> , Ponsse – <i>Continuous Improvements in Processes</i>	
14:55-	Networking Break	
15:25-	<b>Jukka Borgman</b> , Neles – <i>Valve Sprints</i>	
16:05-	Break	
16:10- 17:00	<b>Pascal Papatthemelis</b> , Agile 42 – <i>Good Intentions But Weak Results, Cases of Static Flow - It Does Not Need to Be This Way</i>	
Thursday, May 5, 2022: Conference Day		
09:00-	Welcome back and reflection by <b>Christer Lundh</b> , Conference co-chair, LPPDE	
09:10-	<b>Keynote: Johanna Lentonen</b> , Vaisala – <i>Lean Leadership in Real Life</i>	
10:10-	Break	
10:15-	<b>Keynote: Andreas Dörken</b> , Argo – <i>Developing LPPD and the Challenges with Agile</i>	
11:15-	Break	
11:20-	<b>Jarno Poskela</b> , Neste – <i>Lean Driven Process Development</i>	
12:00-	Lunch and A3 Hall of Fame	
13:20-	<b>Christer Lundh</b> , AUFERO – <i>Mission Command in Technology Development Context</i>	
14:00-	Networking Break	
14:30- 17:00	<b>Arnoud Herremans</b> , Y47 consultancy – <i>How the Brain Works</i>	
Friday, May 6, 2022: Post-Conference Workshops		
09:00-	<b>Andreas Dörken</b> , Argo – <i>Set Based and Creating Re-usable Knowledge</i>	<b>Miia Humalajoki and Elli Kalliokoski</b> , Kone Corporation – <i>Lean Portfolio Management</i>
12:00-	Lunch	
12:45- 16:00	<i>Continued</i>	<b>Norbert Majerus + Arnoud Herremans</b> , norbert majerus consulting + Y47 consultancy – <i>Lean Creativity</i>



## LPPDE EUROPE 2022 IN HELSINKI MAY 3-6

*Conference theme: Develop Innovation Management*

Welcome to the 24<sup>th</sup> LPPDE Conference. LPPDE Europe 2022 conference in Helsinki, two days full of learning and knowledge exchange. Many qualified presenters telling their stories about what worked and what didn't. Meet peers and speakers during the breaks and learn even more! Read more: [www.lppde.org](http://www.lppde.org)

The conference hosts speakers from the following organizations:



## ***LPPDE Europe 2022 in Helsinki is approaching!***

*Dear participant at our Conference!*

*First of all, we would like to thank you for attending the conference, we see You as our highly esteemed customer. We depend on You to create great exchanges of knowledge. Curiosity and willingness to share and learn are central for the Exchange.*

*We would also like to thank all speakers for volunteering to tell their story and to participate in the conference.*

*We were really glad to have this conference in Helsinki after having two digital events 2020 and 2021 due to the pandemic situation in the world, but now we are finally here in Helsinki!*

*The conference theme is an area which we believe is very important today and for the future. We focus on The Science of Improving Innovation.*

*As well as presenting, most speakers will also participate during the conference days so we can continue chatting and interacting. We hope the EXCHANGE of knowledge will continue long after the conference and recommend our LinkedIn page as a good arena for this.*

*The slides from most of the presentations will be shared as a pdf after the conference and the speakers are normally very open to answering questions and to continue the EXCHANGE of knowledge.*

*Looking forward to a great conference and to meet you in Helsinki!*



*Peter Palmér*

*Christer Lundh*

*Juha Tammi*

*Chair*

*Co-chair*

*Partner*

*LPPDE*

*LPPDE*

*Lean Association of Finland*

<https://www.lppde.org>

<https://www.leanyhdistys.fi/>

<https://www.linkedin.com/company/lppde> <https://www.linkedin.com/groups/1898827/>

## LPPDE Europe 2022 in Helsinki

*Conference theme: Develop Innovation Management*

Tuesday, May 3, 2022 Pre-Conference Workshops

09:00 – 16:30 EEST Full day workshop

**Norbert Majerus**, norbert majerus consulting – *Lean Product and Process Development basics – 101*



**LEAN-DRIVEN  
INNOVATION**

This workshop introduces participants to the foundational principles of lean product and process development. It is targeted specifically for newcomers to the community to help get them up to speed on some of the basic concepts so they can get the most from the main conference.

The workshop examines the five stages of the “Lean Wheel,” which represents a proven path for starting and/or improving a lean initiative:

- Identification of customer value and waste
- Understanding the value stream through gemba observations
- Application of flow methods to create a stable and faster process
- Application of pull techniques (e.g., kanban) and standardization
- Continuous improvement of the lean process and striving for perfection

The workshop also addresses other lean concepts related to lean product and process development and subjects such as organization forms and knowledge management.

The workshop focuses on the following topics:

- The prerequisites of a good lean product development process
- Five stages of the Goodyear Wheel that guide a lean initiative
- Implementing a continuous improvement system
- Basic principles of knowledge management and other lean product development tools
- Lean tools and principles, including the Goodyear Wheel, value-stream mapping, advanced knowledge management, lean project management, flow management, Little's Law, cadence, visual planning and visual management, pull, kanbans, and continuous improvement
- Many hands-on activities and simulations

By attending this workshop, what will attendees be able to do upon returning to work on Monday?

- Efficiently roll out a lean R&D initiative
- Re-energize an existing lean R&D initiative
- Communicate and engage others in a proven roadmap for the improvement
- Who should attend this session:
- Leaders, managers, and practitioners in R&D organizations
- People engaged in non-manufacturing processes (banks, insurances, healthcare, etc.)

**Norbert Majerus** is a highly experienced man. Beginning in 2005, Norbert implemented a principles-based lean product development process at the three Global Innovation Centers of The Goodyear Tire & Rubber Company. For more than a decade he was Goodyear's lean champion in research and development.

Norbert, born and raised in Luxembourg, has a Master's degree in Chemistry from the Universitaet des Saarlandes, Saarbruecken, Germany. He joined Goodyear in Luxembourg in 1978, transferred to Akron in 1983, and has worked most disciplines in the Goodyear innovation centers in Luxembourg and Akron.

In 2016, Norbert published his first book, *Lean-Driven Innovation* (Norbert Majerus, CRC Press, 2016), which received the Shingo Research Award. Also in 2016, with Norbert's guidance the Goodyear R&D organization applied for and received the AME Excellence Award. Norbert has spoken at many conferences in the United States and other countries. Since retiring from Goodyear in 2017, he continues to share his extensive lean expertise via [norbert majerus consulting](#).

Professional profile:

- Holds several Goodyear chairman and CTO awards
- Holds 60 U.S. patents and trade secrets, as well as numerous international patents
- Master blackbelt six sigma and master blackbelt in lean
- Featured speaker and popular teacher at many lean and innovation events
- Fluent in English, German, French, and Luxembourgish
- Work experience — innovation, new product design, equipment design, manufacturing, new product marketing and launch, new tire design, original equipment tire design, activity-based accounting, TQM, project management, ISO 9001 and other global OE quality standards, tire design standards, six sigma, lean innovation and lean product development

09:00 – 12:00 Half day workshop

**Pascal Papathemelis + Martin von Weissenberg**, Agile 42 – “Culture eats strategy for breakfast” – How to measure and visualize your organizational culture and improve your working environment



"Well, that's the way we do things around here." Organizational culture can be a source of comfort and stability in uncertain times... or it can be the stone wall that prevents fresh ideas and much needed change. Having the best agile frameworks and mechanics in place will not help much if the organizational culture is fragmented and misaligned.

Unfortunately, most companies are not even aware that they have a company culture. If they are, their main tool for improving the culture tends to be motivational posters.

Considering that culture eats strategy for breakfast, we think it's high time to take a sharp look at how people do things around there. In this workshop we will look at the importance of having a well understood and coherent culture, explore various ways of visualizing it, and finally see how the impact of improvement actions can be observed and tracked.

**Pascal Papathemelis** has worked as an agile project manager/scrum master/facilitator of various developments in size and type for almost two decades. His focus is on people and practical approaches in order to deliver value. Currently, Pascal is working at agile42 as an agile coach and ICF certified coach on a journey to help organizations and individuals grow, improve and become more efficient in a sustainable way. Since 2014 a co-organizer of Agile Finland's coaching circle in Helsinki and an active member of the Agile Finland community.

Twitter: [@papathemelis](https://twitter.com/papathemelis)

LinkedIn: <https://www.linkedin.com/in/pascal-papathemelis/>

Webpage: <https://www.agile42.com/en/training/trainer/105/pascal-papathemelis/>

**Martin von Weissenberg** has worked across the software industry for over 20 years, in startups as well as multinationals, as a senior developer, sysadmin, sales engineer, project manager, process developer and partner. Since 2006 he's worked exclusively with agile and lean methods. Today Martin works with companies large and small, helping them organize themselves for improved collaboration and communication, so that they can develop better software faster. A PhD on agile organizations is in the making.

Twitter: [@mvonweis](https://twitter.com/mvonweis)

LinkedIn: <https://www.linkedin.com/in/martinvonweissenberg>

Webpage: <https://www.agile42.com/en/training/trainer/23/martin-von-weissenberg/>

13:00 – 16:30 Half day workshop

**Pascal Papathemelis + Martin von Weissenberg**, Agile 42 – *What is Flow and How to Improve It? Let's use Pizza to Discover it in a Fun Way*



In this workshop we will try to understand what is flow and how to visualize it in a fun way. Come, become active and take some concrete lessons back in order to improve the flow at your own work.

This will be probably the most engaging & creative (we will use paper, scissors, glue, pens, glue, post-its & flipcharts) of the conference.

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# LPPDE Europe 2022 in Helsinki

*Conference theme: Develop Innovation Management*

Wednesday, May 4, 2022 Lean Innovation Conference –  
Day one

09:00AM – EEST

Welcome by **Peter Palmér**, Conference chair, LPPDE and **Juha Tammi**, General Manager at Lean Association of Finland



09:10 – 10:10

Keynote: **Norbert Majerus**, majerus consulting inc – *Making the Case for Lean Driven Innovation*



**LEAN-DRIVEN  
INNOVATION**

Why should we change? Why should we invest in a Lean Driven Innovation way of working? This is many times the question management asks before starting the journey towards a new way of working. Norbert will teach us his way of thinking and share his vast experience of the subject.

Most companies cite the following main problems in their product development:

- Lack of leadership presence and support
- Too high workload
- Too optimistic time schedules
- Late on everything
- Too much firefighting and panics

Norbert reflects on these and gives his opinion of the true problems and goes through the foundational principles of lean product and process development.

He also goes through the way of thinking for Lean Driven Innovation in the different parts of Product Development like idea creation, technology creation and product creation.

During Norbert's 40 years at Goodyear, he had the possibility to start and lead this journey for the company. The change really made a difference with some staggering results: safety and quality are central, and the company reached an all-time high and the company delivered! 1500 projects, on time and on budget!

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10:10 – 10:15

## Break

10:15 – 11:15

Keynote: **Mirette Kangas**, Kone – *It's an Ultramarathon. 10 Key Lessons Learned About Lean – Agile Transformation as a Change Leader*



Mirette has been working at KONE for half a year and before that, 15 years at Yle (Finnish Media Company) and will focus on learnings she has had during her transformation journey.

**Mirette Kangas** is responsible for the Lean and Agile operating model at KONE and she promotes agile thinking, leadership, and ways of working across the organization. She is also a member of KONE's Strategy Transformation Office.

Mirette Kangas is a recognized leader and expert in the Lean-Agile business culture in Finland. She founded Yle (Finnish Media Company) Lean-Agile Culture Accelerator and was the key influencer and leader of Lean-Agile transformation at Yle during the last 10 years. Agile Influencer of the Year 2020 Award by Nitor. The Lean Award of the Year 2016 by the Finnish Lean Association. Director and Curator of Yle Lean Culture Toolkit, Yle Agile Demo and Yle Lean Culture Event. Mirette's work has inspired dozens of companies across industries to an agile corporate culture. She is a well-known speaker and workshop facilitator both in Finland and abroad. Co-founder of Yle Areena. Background as a project director and manager in the digital industry e.g., Nokia and Sanoma Group and various digital service design companies. Amateur violinist.

11:15 – 11:20

**Break**

11:20 – 12:00

**Matti Posti**, Lappset – *On the Way to Speed Up Prototyping*



This will be a case presentation from Mattis ongoing work where Lappset is on the way to speed up the prototyping. It touches the Lappset Lean journey and the work with speeding up the prototyping - learnings and challenges.

**Matti Posti** is Group Innovations Manager at Lappset Group Oy. Matti has been at Lappset Group Oy for 15 years starting as a R&D Engineer, advancing to head designer, team Leader and R&D Manager. Matti has also been projects & Innovation Manager at Lappset.

12:00 – 13:30

**Networking Lunch with Open Space and A3 Hall of Fame**



BILDER!!

13:30 – 14:10

**Mikko Kaijärvi**, ABB – *A Practical Approach to Apply Agile to Hardware Projects*



Many companies struggle with how to apply agile mindset and methods to the hardware part of the company. The basic approach we have is organic growth of Agile practices in HW development. Topics will be engineering practice changes for faster feedback loops, self-organization with HW teams and production as part of HW development. Other important parts are management, culture, psychological safety and managing complexity. Mikko will present how this has been done at ABB, which approach they have chosen and what worked and what didn't work so well.

**Mikko Kaijärvi** has, during his past twenty years in new product creation, had the chance to work in Global environment with both industrial and consumer products. Growing from individual contributor to project management to team leading to line management has given him a well-rounded view on many aspects of NPD (new product development). Taking an idea and running with it all the way to the customer is the most fun he has ever had.

Having been designing products that sell in millions a year is something to be proud of for sure but just as great has been able to help and support teams to reach similar goals and to see them flourishing with great challenges and turning them to opportunities.

New inspires him. Mikko likes finding new ways of doing things better, be it at design or team management or cultural change in organization. He feels that at this point even though he feels he has accomplished a lot there are still many new challenges to be overcome in the future. He hopes to continue working with skilled, competent and motivated colleagues with whom to drive results.

14:10 – 14:15

**Break**

14:15 – 14:55

**Mikko Koho**, Ponsse – *Continuous Improvements in Processes*



“Continuous improvement in production processes and capacity” is a good topic for any conference. Mikko will share practices of and experiences and learnings from developing Ponsse’s production and supply chain. Presentation covers both continuous improvement and bigger improvements and investments, e.g., factory expansion, and provides an overview of improving production processes, capacity and capability continuously.

**Dr. Mikko Koho** currently has the role of Project Manager, Supply Chain. His previous position, Ponsse Production System Manager, have provided a broad perspective on developing production and supply chain at Ponsse. Prior to Ponsse, Mikko worked as Senior Scientist at VTT and as Researcher at Tampere University of Technology in the field of production system and process development, and he has a doctoral degree in Production Engineering and Industrial Management. His areas of interest and expertise include supply chain management, production systems and processes, Lean production, and related IT solutions.

14:55 – 15:25

**Networking Break**



15:25 – 16:05

**Jukka Borgman**, Neles – *Valve Sprints*



Valve Sprints is a global process for planning, prioritizing, allocating, and reporting product development work. The process is inspired by Agile and Lean principles.

Are your product development projects late? Have you missed a release deadline? Are your internal product development customers happy? Are your product development engineers overloaded? If you would answer yes to some of the questions, Valve Sprints may inspire you in developing your own processes around product development work.

**Jukka Borgman** is responsible for global innovation and Technology Development. Part of his job is to develop product development processes. He is also a member of Lean Association of Finland.

He is boosting innovation and product development efficiency by utilizing Lean and Agile methods, and Robotic Process Automatization (RPA).

16:05 – 16:10

**Break**

16:10 – 17:00

**Pascal Papathemelis**, Agile 42 – *Good Intentions but Weak Results, Cases of Static Flow - It Does Not Need to Be This Way*



In many organizations the teams work effectively but overall, the organization struggles to get results out to the customers. Managers engage with good intentions but make things worse. As a result, it feels the organization is not moving forward as little value is generated and the business is stagnating.

Does it sound familiar? You are not alone. I will share some of my experiences on how good intentions had the opposite effects. What were the lean and agile values lacking and what could be done to fix this? How to create a culture of continuous improvement on the portfolio of ongoing initiatives and value delivery?

Many organizations have a lot of ongoing work and become paralyzed. How do you start getting an overview of it? How do you improve the coordination and prioritization of work? How do you improve communication towards stakeholders and the teams? How can you learn and improve to become more effective and create more value?

**Pascal Papathemelis** has worked as an agile project manager/scrum master/facilitator of various developments in size and type for almost two decades. His focus is on people and practical approaches in order to deliver value. Currently, Pascal is working at agile42 as an agile coach and ICF certified coach on a journey to help organizations and individuals grow, improve and become more efficient in a sustainable way. Since 2014 a co-organizer of Agile Finland's coaching circle in Helsinki and an active member of the Agile Finland community.

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17:00 –

**End day one**



# LPPDE Europe 2022 in Helsinki

*Conference theme: Develop Innovation Management*

Thursday, May 5, 2022 Lean Innovation Conference  
– Day two

09:00AM – EEST

Welcome back and reflection by **Christer Lundh**, Conference co-chair, LPPDE



09:10 – 10:10

Keynote: **Johanna Lentonen**, Vaisala – *Lean Leadership in Real Life*



# VAISALA

Good leadership can be a great catalyst for success.

Great products need innovations, innovations need inspirational environment; right frameworks and good leadership to unleash the potential of smart people.

Johanna's passion is to build great products and make a difference to this world. Ever since 2009 she has been fascinated by Lean Product Development, including Product Management, and consequently reflecting and applying the principles of LPDE in the leadership domain already 12 years.

During this session she will share both her personal insights and experiences on LEAN leadership and practical LPDE implementations in Vaisala, with intention to provide food for thought and excitement for all those interested in becoming even better leaders.

In addition to theory/philosophy, there are concrete examples how to get everybody on board, how to avoid sub-optimization and focus rather on customer value streams.

**Johanna Lentonen**, Director of Weather Instruments, has been leading Weather Instruments global product business since Nov 2016 for Vaisala. Vaisala is a global leader in weather, environmental, and industrial measurements headquarter in Vantaa, Finland.

Johanna is a strong professional of Product and Technology development, including Project Management and Product Management. She has over 20 years of experience in creating and mastering state-of-art offering for demanding weather applications.

Johanna has been applying LPPD for over 10 years, and now-a-days is also a board member of Finnish LEAN association.

10:10 – 10:15

Break

10:15 – 11:15

Keynote: **Andreas Dörken**, Argo – *Developing LPPD and the Challenges with Agile*



Andreas has worked closely with Dantar Oosterwal and continued to develop their Product Development model 6+1. During the latest years Agile has increased in the market and challenges the known methods in Lean Product and Process Development. Andreas will reflect on the challenges that comes with agile and how to build an even stronger system.

We will explore various aspects of LPD and Agile, such as:

- where do they say the same with different words
- where and why are they applied
- how can companies take advantage from both aspects

**Andreas Dörken**, Sr. Vice-President, has over 25 years of experience working in industrial firms and consulting. He began his career in the petrochemical industry (British Petroleum, PdVSA), where he re-engineered the production processes of medium and heavy oil. He then started to implement lean manufacturing best practices in various process and discrete production environments, spreading from food processing and chemical to automotive suppliers, agricultural equipment, metalworking and industrial hardware. He was CEO of a lighting equipment manufacturer, before returning to consulting. He managed local and global footprint strategy developments and deployments.

Furthermore, he co-leads the product innovation & value management practice at Argo. In that capacity he has led several long-term engagements related to value engineering and Lean Product Development in the valves, pumps, agriculture, automotive, electronic goods and chemical industries in Europe, as well as in US, and Asia. Andreas manages Argo's European private equity portfolio, thus getting involved in numerous operations due diligences (ODD) across a wide industry spectrum every year.

11:15 – 11:20

**Break**

11:20 – 12:00

**Jarno Poskela**, Neste – *Lean driven process development at Neste Innovation*



# NESTE

Innovation Excellence unit includes competence teams for Portfolio & Program Management, IPR, and Development & Processes. Development & Processes team drives effectiveness and efficiency across Innovation organization, especially focusing on innovation capability, process development, continual improvement and digitalization. He has his background in the fields of innovation, supply management, business and data analytics, and team sports.

**Jarno Poskela**, Head of Development and Processes, leads process development and digitalization in the Innovation organization of Neste. His responsibilities cover the following key areas:

- 1) Innovation capability – ensuring capabilities to achieve growth targets through innovations
- 2) Processes and management system – enabling value creation and efficiency in innovation operations
- 3) Digitalization – taking full advantage out of digital enablers in research, development and innovation operations
- 4) Quality and continual improvement – becoming better in all operations day by day.

Jarno has over 20 years of experience in innovation management. Before joining Neste, he worked several years as Innovation management consultant in the industry and service sector in Finland and Europe. He holds a PhD degree in Innovation management.

12:00 – 13:20

**Lunch and A3 Hall of Fame**



13:20 – 14:00

**Christer Lundh**, AUFERO – *Mission Command in Technology Development Context*



The target audience is primarily leaders driving innovation and technology development. Speed has become an increasingly important foundation for successful innovation and technology development. To achieve speed and full potential of Agile and Lean in technology development, leaders have a lot of valuable learnings to make from the leadership philosophy of Mission Command. Its origin from Auftragstaktik while proven its worth for over two centuries, it is still a modern leadership principle.

Auftragstaktik is a German expression describing a rapid military tactic, designed to dismantle enemy forces through the use of mobile forces.

Those who recognize the turbulent nature of innovation and technology development at speed, Mission Command principles provides for fast, flexible, and decisive action in a complex environment characterized by uncertainty, fluidity, and rapid change.

Leader's that apply Mission Command, informs what his/ her intention is, sets clear achievable objectives. It is the leader's responsibility to specify the objective and the framework within which the subordinates have to accomplish the mission. The leader provides all resources required to carry out the mission. Acting based on an intent empowers subordinates' decision-making, decentralized execution and provide room for initiatives appropriate to the situation. The planning and execution itself become the executor's responsibility. Together the leader and their teams represent the strong bond and mutual trust, built through shared values and experiences of overcoming adversity. Hereby the whole organization attain speed and start creating outcomes beyond the means.

Successful leaders within this organization foster an environment of experimentation, mistakes and uncertainty, giving room for rapid adaptation. Since the world is fundamentally complex and uncertain, organizational change is non-linear. Mission Command enables to comprehend, shape, adapt to, and in turn be shaped by an ever-changing, uncertain and complex environment that creates mismatches and new opportunities.

Mission Command can provide the leader applying Agile and Lean for innovation and technology development the best means to succeed. As Mission Command leader you seek to exploit trust, cooperation, judgment, focus, and implicit understanding to lessen the effects of uncertainty, fluidity, and rapid change. As leader you rely on Mission Command to provide the flexibility and responsiveness to deal with uncertainty and to generate the speed which is recognized as a key element of success in innovation and technology development.

Differences in 'Mission Command' and 'Command and Control,' and reflect them in a Technology Development context will be covered.

**Christer Lundh** has over the past fifteen years, in different leader positions effectively implemented, and applied product development process based on Flow and Knowledge Based Development (KBD) at multiple companies.

To empower people, Christer has successfully adapted development teams around 'Function / Value' recognized by customers. Small interdisciplinary Function Teams, applying Cadence and Flow on two-to-three-weeks takt, using Kanban Flow Boards and Daily Stand-up. And training and mentoring leaders and engineers, on the job training, of A3 process for problem solving / gap closing.

Christer has worked in lean set-up as Entrepreneurial System Designer leading a new venture Lean start-up. With speed and focus, rapid and valuable customer feedback and great sense of urgency, the development teams swiftly improved on every new prototype. Enabled teams to learn about customers' true needs. With servant leadership, aspirational targets and empower of people, teams quantify and make gaps visible. To see, boost motivation, and create focus. Applying homing (gap-closing), with multiple quantified countermeasures, teams together close their gaps, and the best – them owning the solutions.

At Kongsberg Automotive, Christer initiated a companywide transformation implementing Knowledge Based Development in 2008. He led that strategic transformation during 2009 working together with Michael Kennedy (TCC). Thereafter Christer led the pilots as trainer that pioneered a full global roll out during 2010-2013.

Christer, owner and consultant AUFERO AB. Embedded, as a transformational "catalyst", he offers help to leaders to succeed with Agile and Lean Product Development.

14:00 – 14:30

### **Networking Break**



14:30 – 17:00

Mini-workshop: **Arnoud Herremans**, Y47 consultancy – Brain Work Ahead



Creating the environment



where people can flourish

Arnoud Herremans, founder of Y47-consultancy, will take us on a journey he calls BRAIN WORK AHEAD - The Challenge of Developing Continuous Improvement Behavior! An interactive mini workshop where we can dive deep into the mysteries with our brain.



## The Challenge of Developing Continuous Improvement Behavior

**Arnoud Herremans** is a positive, open minded, creative and inspiring person. He is able to create a culture where taking responsibility, ownership and initiative go hand in hand with a profound respect for people. Personal feedback and positive coaching are his main tools. He actively looks for what makes people tick and incorporate that personal drive in reaching the goals of the organization.

He uses his psychological knowledge and inter-personal skills to shape a team culture that fosters ownership and initiative. Concepts he works with are: empowerment, self-awareness, positive mind set, involvement and personal feedback.

17:00

**End day two and of the conference**

## LPPDE Europe 2022 in Helsinki

*Conference theme: Develop Innovation Management*

Friday, May 6, 2022 Post-Conference Workshops

09:00 – 16:30 EEST Full day workshop

**Andreas Dörken**, Argo – *Set Based and Creating Re-usable Knowledge*



**ARGO**  
CONSULTING

Andreas has worked closely with Dantar Oosterwal and continued to develop their Product Development model 6+1.

During this interactive workshop we will learn more about Set Based thinking in theory and practice as well as how to create re-usable knowledge in your product and process development flows.

**Andreas Dörken**, Sr. Vice-President, has over 25 years of experience working in industrial firms and consulting. He began his career in the petrochemical industry (British Petroleum, PdVSA), where he re-engineered the production processes of medium and heavy oil. He then started to implement lean manufacturing best practices in various process and discrete production environments, spreading from food processing and chemical to automotive suppliers, agricultural equipment, metalworking and industrial hardware. He was CEO of a lighting equipment manufacturer, before returning to consulting. He managed local and global footprint strategy developments and deployments.

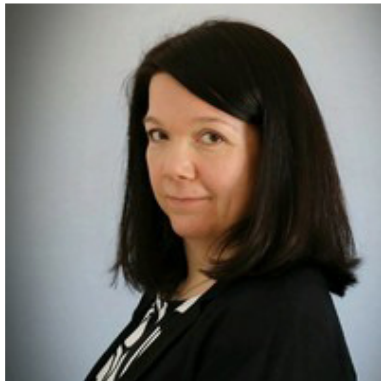
Furthermore, he co-leads the product innovation & value management practice at Argo. In that capacity he has led several long-term engagements related to value engineering and



Lean Product Development in the valves, pumps, agriculture, automotive, electronic goods and chemical industries in Europe, as well as in US, and Asia. Andreas manages Argo's European private equity portfolio, thus getting involved in numerous operations due diligences (ODD) across a wide industry spectrum every year.

09:00 – 12:00 Half day workshop

**Miia Humalajoki** and **Elli Kalliokoski**, Kone Corporation – *Lean Portfolio Management*



During the last years at Kone, a global leader in the elevator and escalator industry, Miia Humalajoki and Elli Kalliokoski developed a new method for portfolio management.

The goal was to create: “A dynamic process through which organizations select the priorities that align with their corporate strategy and will yield the highest return on investment and customer value through optimal resource allocation” – Gartner

During this mini-workshop Miia and Elli will guide us through how they did it and what major problems they encountered.

**Miia Humalajoki** works as Portfolio Manager since a couple of years and is a process development and supply chain professional with versatile experience in demanding positions in different industries. By nature, she is open, active, determined, and inspired by challenges. Miia has been thanked for being an iron-clad professional with positive energy, and ability to bring people along on projects and change, also in challenging times. Her experience has shaped her leadership style as understanding larger entities, yet managing hands-on.

She is a process development and supply chain professional with versatile experience in demanding positions in different industries.

**Elli Kalliokoski** is an experienced organizational and change leader. She has experience of leading R&D teams, product development projects and programs and developing organizational capabilities in large, global firms. As a leader she has the ability to create business cases from strategic point of view with hands on operational details.

She is strongly oriented to continuous development. Elli is a determined person and is home in using systematic and organized working methods. She is also a community builder who believes in growing knowledge by active sharing. Elli believes that the best results can be created with collaborative teams.

Elli has previously held different managerial positions in the field of Lean, R&D and processes at Kone and ABB. Elli is a former member of the board at Lean Association of Finland.

13:00 – 16:00 Half day workshop

**Norbert Majerus + Arnoud Herremans**, norbert majerus consulting + Y47 consultancy – *Lean Creativity*



Norbert and Arnoud will present a brand-new workshop on Lean Creativity. Lean creativity is a more unique subject and certainly something very unique to LPPDE. We believe it is very important and are now presenting it for the first time to the LPPDE community.

Norbert with his proven creativity through 60 patents and Arnoud with his deep knowledge about behaviour and what happens in our brain. This will surely be a creative workshop.

**Norbert Majerus** is a highly experienced man. Beginning in 2005, Norbert implemented a principles-based lean product development process at the three Global Innovation Centers of The Goodyear Tire & Rubber Company. For more than a decade he was Goodyear's lean champion in research and development.

Norbert, born and raised in Luxembourg, has a Master's degree in Chemistry from the Universitaet des Saarlandes, Saarbruecken, Germany. He joined Goodyear in Luxembourg in 1978, transferred to Akron in 1983, and has worked most disciplines in the Goodyear innovation centers in Luxembourg and Akron.

In 2016, Norbert published his first book, *Lean-Driven Innovation* (Norbert Majerus, CRC Press, 2016), which received the Shingo Research Award. Also in 2016, with Norbert's guidance the Goodyear R&D organization applied for and received the AME Excellence Award. Norbert has spoken at many conferences in the United States and other countries. Since retiring from Goodyear in 2017, he continues to share his extensive lean expertise via norbert majerus consulting.

Professional profile:

- Holds several Goodyear chairman and CTO awards
- Holds 60 U.S. patents and trade secrets, as well as numerous international patents
- Master blackbelt six sigma and master blackbelt in lean
- Featured speaker and popular teacher at many lean and innovation events
- Fluent in English, German, French, and Luxembourgish
- Work experience — innovation, new product design, equipment design, manufacturing, new product marketing and launch, new tire design, original equipment tire design, activity-based accounting, TQM, project management, ISO 9001 and other global OE quality standards, tire design standards, six sigma, lean innovation and lean product development

**Arnoud Herremans** is a positive, open minded, creative and inspiring person. He is able to create a culture where taking responsibility, ownership and initiative go hand in hand with a profound respect for people. Personal feedback and positive coaching are his main tools. He actively looks for what makes people tick and incorporate that personal drive in reaching the goals of the organization.

He uses his psychological knowledge and inter-personal skills to shape a team culture that fosters ownership and initiative. Concepts he works with are: empowerment, self-awareness, positive mind set, involvement and personal feedback.

LPPDE Europe 2022 Helsinki, May 3-6 – <i>Develop Innovation Management</i>		
Tuesday, May 3, 2022 Pre-Conference Workshop		
09:00-	<b>Norbert Majerus</b> , norbert majerus consulting – <i>Lean Product and Process Development basics - 101</i>	<b>Pascal Papatthemelis + Martin von Weissenberg</b> , Agile 42 – <i>“Culture Eats Strategy for Breakfast”</i>
12:00-	Lunch	
13:00-16:30	<i>continued</i>	<b>Pascal Papatthemelis + Martin von Weissenberg</b> , Agile 42 – <i>What is Flow and How to Improve It?</i>
Wednesday, May 4, 2022: Conference Day		
09:00-	Welcome by <b>Peter Palmér and Juha Tammi</b> , Conference chair LPPDE and General Manager at Lean Association of Finland	
09:10-	<b>Keynote: Norbert Majerus</b> , norbert majerus consulting – <i>Making the Case for Lean Driven Innovation</i>	
10:10-	Break	
10:15-	<b>Keynote: Mirette Kangas</b> , Kone – <i>It’s an Ultramarathon. 10 Key Lessons Learned About Lean – Agile Transformation as a Change Leader</i>	
11:15	Break	
11:20	<b>Matti Posti</b> , Lappset – <i>On the Way to Speed Up Prototyping</i>	
12:00-	Networking Lunch with Open Space and A3 Hall of Fame	
13:30-	<b>Mikko Kaijärvi</b> , ABB – <i>A Practical Approach to Apply Agile to Hardware Projects</i>	
14:10-	Break	
14:15-	<b>Mikko Koho</b> , Ponsse – <i>Continuous Improvements in Processes</i>	
14:55-	Networking Break	
15:25-	<b>Jukka Borgman</b> , Neles – <i>Valve Sprints</i>	
16:05-	Break	
16:10-17:00	<b>Pascal Papatthemelis</b> , Agile 42 – <i>Good Intentions But Weak Results, Cases of Static Flow - It Does Not Need to Be This Way</i>	
Thursday, May 5, 2022: Conference Day		
09:00-	Welcome back and reflection by <b>Christer Lundh</b> , Conference co-chair, LPPDE	
09:10-	<b>Keynote: Johanna Lentonen</b> , Vaisala – <i>Lean Leadership in Real Life</i>	
10:10-	Break	
10:15-	<b>Keynote: Andreas Dörken</b> , Argo – <i>Developing LPPD and the Challenges with Agile</i>	
11:15-	Break	
11:20-	<b>Jarno Poskela</b> , Neste – <i>Lean Driven Process Development</i>	
12:00-	Lunch and A3 Hall of Fame	
13:20-	<b>Christer Lundh</b> , AUFERO – <i>Mission Command in Technology Development Context</i>	
14:00-	Networking Break	
14:30-17:00	<b>Arnoud Herremans</b> , Y47 consultancy – <i>How the Brain Works</i>	
Friday, May 6, 2022: Post-Conference Workshops		
09:00-	<b>Andreas Dörken</b> , Argo – <i>Set Based and Creating Re-usable Knowledge</i>	<b>Miia Humalajoki and Elli Kalliokoski</b> , Kone Corporation – <i>Lean Portfolio Management</i>
12:00-	Lunch	
12:45-16:00	<i>Continued</i>	<b>Norbert Majerus + Arnoud Herremans</b> , norbert majerus consulting + Y47 consultancy – <i>Lean Creativity</i>