



# Virtual Summit 2023

# Exchange in a Digital World

REGISTER TODAY!



Thursday March 9, 2023: Conference using ZOOM

1pm GMT	Welcome – Peter Palmér, LPPDE & Juha Tammi, Lean Association of Finland
1:05pm-	<b>Joe Justice</b> , Agile Business Institute Inc – “Extreme manufacturing” – Scrum for hardware
1:45pm-	Short break
1:50pm-	<b>Christer Lundh</b> , Aufero – Extreme Ownership
2:30pm-	Breakout rooms - Reflections and interaction
2:40pm-	Reflections and questions to the speaker
2:50pm-	Break
3:05pm-	<b>Ingela Hofverberg</b> , Atlas Antibodies – Lean as an Integrated Part of your Business System
3:45pm-	Short break
3:50pm-	<b>Andreas Dörken</b> , Argo – The Lean Machine 7+1, coaching and the need of skilled help to succeed
4:30pm-	Breakout rooms - Reflections and interaction
4:40pm-	Reflections and questions to the speaker
4:50pm-	Final reflections and remarks
5:00pm	End



**Peter Palmér, LPPDE and Juha Tammi**, Lean Association of Finland

Peter and Juha represents the two organizations who organize these virtual events and will moderate the Virtual Summit.



What does “Digital self-management” - Taking out entropy mean? Joe will explain this and more. It is all about enabling 80% of people work on the product all the time. Eliminating waiting on decisions. Quality assuring every change and every car. All people are trusted and empowered. Joe will share his experience and lot’s of examples from his bank of knowledge.



**Joe Justice**, Authored Scrum Master (book), created eXtreme Manufacturing, founded WIKISPEED, Agile Business Institute – *“Extreme manufacturing” – Scrum for hardware*

“Extreme manufacturing” Scrum for hardware? Benefits establishing capability to be able to make builds instantly. To get instant feedback on hypothesis through small experiments. Builds and experiment are the transition cost driving the total product development cost (time).



Digital self-management - taking out entropy. Joe will talk about the system that enables 80% of the people to work on the product all the time. How Tesla eliminates waiting on decisions at the same time as the quality is assured in every change and every car. All people are trusted and empowered and work towards the same objective, every day.



**Joe Justice** is author of Scrum Master, published in 7 languages. Joe has worked with Bill Gates, the leadership team at Amazon, and operated the Agile program at Tesla for Elon Musk. Joe founded WIKISPEED which became an example of automotive design and production speed in a fun, egalitarian culture. Joe enjoys collaborating as a board member, writing, teaching, and running companies to make a good future arrive faster.

Joe works globally as an interim executive for Scrum in Hardware, bringing multinational companies twice the work in half the time. His teams have held 3 world records. He is a TEDx speaker, guest lecturer at both MIT and Oxford University in England, featured in Forbes 5 times to date including as owner of a “Company to watch” by Forbes Billionaire Club, cited in more than 5 business paperbacks and hardcovers, the subject of a Discovery Channel mini-documentary for his work creating the discipline Scrum in Hardware while working directly with the co-creator of Scrum, Dr. Jeff Sutherland.

Joe has worked with all of the top 3 military and defense contractors, autonomous and smart road technologies, ultra-lightweight structures, guest lectured at UC Berkeley, MIT, on behalf of Carnegie Melon, CU Denver, The University of Washington, spoken at Google, Microsoft, Zynga, Lockheed Martin, HP Labs, The Royal Bank of Canada, Pictet bank, and others. Joe’s work has been featured in Forbes, Harvard Business Review, CNN Money, the Discovery Channel, and others.



**Christer Lundh**, Founder and President at AUFERO – Extreme Ownership

The speed and pace of the global operating environment is only getting faster. Leaders and teams that win on any challenge, take “Extreme Ownership” of their continuous improvement while being agile. The effects of making faster decisions, based on just made learnings through customer collaborations, are both aligned to where the future unfolds and are cumulative.

Today’s fastest developing companies have taken the Lean Agile principle of “Test First” to a much higher-level, using machine learning, artificial intelligence and automated testing. Teams are trusted, based on their learnings they can make fast decisions. This embodies; looks at the future, small known errors and large positive gains (opportunities), little understanding is necessary, just rationalizing in comparing two outcomes, exercising and deploying the better option at once.

**Christer Lundh** has a long and deep understanding of lean product development. Over the past fifteen years, in different leadership positions, he has effectively implemented, and applied product development processes based on Flow and Knowledge Based Development (KBD) at several companies. To empower people, Christer has successfully adapted development teams around ‘Function / Value’ recognized by customers. Small cross-disciplinary 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 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 present leadership, challenging targets and empower of people, teams quantify and make gaps visible. To see–transparency–boost motivation. Applying “homing,” with multiple quantified countermeasures, teams together close their gaps, and the best – them owning the solutions.

**Ingela Hofverberg**, Chief Transformation & Quality Officer at Atlas Antibodies – *Lean as an Integrated Part of your Business System*

Having practiced Lean for more than 15 years in different industries, countries and environments, it still strikes me how something that should be so easy and based on common sense can be so hard. One of the most common mistakes in implementing Lean is that we take the copy paste approach where the methodology is taken out of its context and applied in a different one. What we should be doing is making sure we understand the problem we are trying to fix, the principles behind the method that can help us to solve the problem and then adapt the method so that it fits into the environment where we are trying to apply it. Having been in the vehicle production industry I have seen this multiple times when methods and tools are being lifted from a production environment into a service or admin environment – very seldom is this a success story. Lean cannot be implemented as a standalone structure

**Ingela Hofverberg** is a highly experienced, driven, and passionate leader with more than 15 years of working with business transformation. Ingela has designed and implemented management systems and structures founded on Lean principles and values in various different areas.



ATLAS ANTIBODIES



**Andreas Doerken**, Partner & SVP at Argo – *The Lean Machine 7+1, coaching and the need of skilled help to succeed*

Andreas has worked closely with Dantar Oosterwal and continued to develop their Product Development model 7+1. A central part in this Lean Product and Process Development system is Set Based Thinking. Andreas will walk us through the true Fundamentals of the Lean Machine and share his experience on coaching and the need of skilled help to succeed.

**Andreas Dörken** 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.



## THE SCIENCE OF IMPROVING INNOVATION

### Exchange

Following the spirit of Lean Product & Process Development EXCHANGE there will be good possibilities to Exchange knowledge with other attendees as well as with the speakers. After two presenters we have a session “Reflections and interaction” where you will reflect and interact on the learnings from the presenter.

Afterwards we hope the Exchange will continue on our LinkedIn site [The Science of Improving Innovation – LPPDE](#) and our LinkedIn group [LPPDE - The Science of Improving Innovation](#)

And our website [www.lppde.org](http://www.lppde.org)

# The Science of Improving Innovation



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