

**Lean and the working environment**  
Hotel Copenhagen Island, Copenhagen, Denmark  
03.04.2017 – 06.04.2017

Monday, April 3<sup>rd</sup> 2017

9.30 – 9.45	<i>Course registration</i>	
9.45 – 10.00	NIVA welcome and general information	<b>Linda Vänskä, NIVA</b>
10.00-10.15	Welcoming words and presentation of program	<b>Peter Hasle</b>
10.15-10.30	Presentation of participants and course leaders	<b>Peter Hasle</b>
10.30-11.15	<b>Historical overview – from Adam Smith to Lean and Sustainability (mass production, operations management, rationalization, etc.)</b>	<b>Peter Hasle</b>
11.15-11.30	<i>Coffee break</i>	
11.30-12.15	Discussion of lecture, background articles and placement of participant project in context	Group discussion
12.15-13.00	<i>Lunch</i>	
13.00-13.45	<b>What is lean – resource/process based, tools, genealogy</b>	<b>Anders Paarup Nielsen</b>
13.45-14.30	Discussion of lecture, background articles and placement of participant project in context	Group discussion
14.30-15.00	<i>Coffee break</i>	
15.00-17.00	Participant presentations and feedback from participants and lecturers	<b>Peter Hasle &amp; Anders Paarup Nielsen</b>
19.00 –	<i>Dinner at the hotel</i>	

Tuesday, April 4<sup>th</sup> 2017

9.00-10.30	<b>Socio-technical systems – primary tasks/job-design, psychosocial working conditions</b>	<b>Ole H. Sørensen</b>
10.30-10.45	<i>Coffee break</i>	
10.45-12.00	Discussion of lecture, background articles and placement of participant project in context	Group discussion
12.00-12.45	<i>Lunch</i>	

12.45-13.45	<b>Lean in healthcare (consequences for efficiency, patients and employees)</b>	<b>Lotta Dellve</b>
13.45-14.30	Discussion of lecture, background articles and placement of participant project in context	Group discussion
14.30-14.45	<i>Coffee break</i>	
14.45-16.45	Participant presentations and feedback from participants and lecturers	<b>Lotta Dellve &amp; Peter Hasle</b>
17.00 –	<i>Social program and dinner</i>	

**Wednesday, April 5<sup>th</sup> 2017**

09.00-12.30 (incl. transport)	Company visit (Post Nord Copenhagen, to be confirmed)	<b>Anders Paarup Nielsen &amp; Peter Hasle</b>
13.00-13.45	<i>Lunch</i>	
13.45-15.00	Discussion of visit	Groups and plenary
15.00-15.15	Coffee break	
15.15-17.15	Participant presentations and feedback from participants and lecturers	<b>Peter Hasle &amp; Anders Paarup Nielsen</b>
19.00 –	<i>Dinner at the hotel</i>	

**Thursday, April 6<sup>th</sup> 2017**

09.00-10.30	<b>Sustainable production development – human and economically</b>	<b>Peter Hasle</b>
10.30-10.45	<i>Coffee break</i>	
10.45-12.00	<b>What is lean in practice, risks and opportunities</b>	Groups and plenary
12.00-13.00	<i>Lunch</i>	
13.00-14.45	Perspectives on research and development of lean and sustainability, research gaps, publishing and dissemination	<b>Peter Hasle &amp; Anders Paarup Nielsen, groups &amp; plenary</b>
14.45-15.00	Concluding remarks and adjourn	Peter Hasle

15.00-15.15 Closing of the course and coffee

Linda Vänskä

**Participants**

For Ph.D. students, please enroll both at

1. NIVA: [https://www.lyyti.fi/reg\\_2016/Lean\\_and\\_the\\_working\\_environment\\_5828](https://www.lyyti.fi/reg_2016/Lean_and_the_working_environment_5828)  
and
2. Aalborg University PhD-courses: <https://phd.moodle.aau.dk/course/view.php?id=784>

*Participants are expected to make a short description of the reasons for their interest in lean and description of a possible project. The description is to be mail to the organizers shortly before the course. At the course there is time allocated for project presentations by participants and for subsequent feedback for participants and lecturers.*

**Lecturers**

**Peter Hasle**, Professor, Center for Industrial Production, Aalborg University Copenhagen

**Anders Paarup Nielsen**, Associate Professor, Center for Industrial Production, Aalborg University Copenhagen

**Lotta Dellve**, Professor, Department of Sociology and Work Science, Gothenburg University

**Ole Henning Sørensen**, Associate Professor, Center for Industrial Production, Aalborg University Copenhagen

**Key literature**

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Conti, R., Angelis, J., Cooper, C., Faragher, B., & Gill, C. 2006. The effects of lean production on worker job stress. International Journal of Operations & Production Management, 26, (9) 1013-1038.

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- Eriksson, A., Holden, R. J., Williamsson, A., & Dellve, L. (2016). A Case Study of Three Swedish Hospitals' Strategies for Implementing Lean Production. *Nordic Journal of Working Life Studies*, 6(1), 105.
- Hasle, P. 2014. Lean production - an evaluation of the possibilities for an employee supportive lean practice. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 24, (1) 40-53.
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- Holweg, M. 2007. The genealogy of lean production. *Journal of Operations Management*, 25, (2) 420-437.
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- Westgaard, R.H. & Winkel, J. 2011. Occupational musculoskeletal and mental health: Significance of rationalization and opportunities to create sustainable production systems - A systematic review. *Applied Ergonomics*, 42, (2) 261-296.
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