

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

Monday, April 3rd 2017

9.30 – 9.45 *Course registration*

9.45 – 10.00 NIVA welcome and general information **Linda Vänskä, NIVA**

10.00-10.15 Welcoming words and presentation of program **Peter Hasle**

10.15-10.30 Presentation of participants and course leaders **Peter Hasle**

10.30-11.15 **Historical overview – from Adam Smith to Lean and Sustainability (mass production, operations management, rationalization, etc.)** **Peter Hasle**

11.15-11.30 *Coffee break*

11.30-12.15 Discussion of lecture, background articles and placement of participant project in context **Group discussion**

12.15-13.00 *Lunch*

13.00-13.45 **What is lean – resource/process based, tools, genealogy** **Anders Paarup Nielsen**

13.45-14.30 Discussion of lecture, background articles and placement of participant project in context **Group discussion**

14.30-15.00 *Coffee break*

15.00-17.00 Participant presentations and feedback from participants and lecturers **Peter Hasle & Anders Paarup Nielsen**

19.00 – *Dinner at the hotel*

Tuesday, April 4th 2017

9.00-10.30 **Socio-technical systems – primary tasks/job-design, psychosocial working conditions** **Ole H. Sørensen**

10.30-10.45 *Coffee break*

10.45-12.00 Discussion of lecture, background articles and placement of participant project in context **Group discussion**

12.00-12.45 *Lunch*

12.45-13.45	Lean in healthcare (consequences for efficiency, patients and employees)	Lotta Dellve
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	Lotta Dellve & Peter Hasle
Social program		
18.30-19.30	<i>Guided tour in the Royal Reception Rooms at Christiansborg Palace</i>	
20.00	<i>Dinner at restaurant Tårnet</i>	

Wednesday, April 5th 2017

09.00-12.30 (incl. transport)	Company visit (Post Nord Copenhagen, to be confirmed)	Anders Paarup Nielsen & Peter Hasle
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	Peter Hasle & Anders Paarup Nielsen
19.00 –	<i>Dinner at the hotel</i>	

Thursday, April 6th 2017

09.00-10.30	Sustainable production development – human and economically	Peter Hasle
10.30-10.45	<i>Coffee break</i>	
10.45-12.00	What is lean in practice, risks and opportunities	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	Peter Hasle & Anders Paarup Nielsen, groups & plenary

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
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

Course leader **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

Adler, P.S., Heckscher, C., & Prusak, L. 2011. Building a Collaborative Enterprise. *Harvard Business Review*, 89, (7-8) 94-101.

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.

Dellve, L., Williamsson, A., Strömgren, M., Holden, R. J., & Eriksson, A. (2015). Lean implementation at different levels in Swedish hospitals: the importance for working conditions and stress. *International Journal of Human Factors and Ergonomics*, 3(3-4), 235-253.

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.

Liker, J.K. 2004. *The Toyota way - 14 management principles from the world's greatest manufacturer* New York, McGraw Hill.

Neumann, W.P. & Dul, J. 2010. Human factors: spanning the gap between OM and HRM. *International Journal of Operations & Production Management*, 30, (9) 923-950.

Pfeffer, J. 2010. Building Sustainable Organizations: The Human Factor. *Academy of Management Perspectives*, 24, (1) 34-45.

Morgen Witzel: From scientific management to management science. Chapter 9 (p. 177-197) in: *A history of management thought*. Routledge, Taylor and Francis Group, London and New York, 2011.

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Trist, E. 1981. The evolution of socio-technical systems – a conceptual framework and an action research program. Occasional paper no. 2. Ontario Ministry of Labour, Ontario Quality of Working life Centre, Toronto. Accessed thorough: <http://www.lmmiller.com/blog/wp-content/uploads/2013/06/The-Evolution-of-Socio-Technical-Systems-Trist.pdf>

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.

Womack, J.P. & Jones, D.T. 1996. *Lean thinking* New York, Simon & Schuster.