Lean Enterprise System Solutions

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Course Catalog

2023

Lean Enterprise System Solutions

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Educational Skills Course List - Lean Skills

1116558 – 0101 - Introduction to Change Management (4 hrs.)

Change is inevitable in a fast paced, ever-evolving, business environment. To minimize the chaos that comes with change, it must be managed closely. Students will learn about the need for change. We then walk them through the Change Curve, while giving techniques and examples, at each point, how to successfully emerge, prepared to contribute to the organization's vision. This course is designed to introduce the concepts of Change Management.

Students will learn about:

1. The Change Model - we discuss the stages that everyone goes through when change occurs.
2. Three guarantees of Change - at this point students explore these 3 inevitable concepts.
3. Managing Organizational Change - we explain an 8-step proven process to manage change.

1116559 – 0102 - Introduction to Lean Business Systems (4 hrs.)

A Lean Business System (LBS) is an in-depth approach to building a Culture of Continuous Improvement through the implementation of Lean Philosophies, Principles and Practices. A Lean Business System seeks to remove waste, or non-value-added activities, from every process, while creating a fact based, data driven, learning environment where all employees contribute to driving change. The course is designed to introduce the concepts of a Lean Business System.

Students will learn about:

1. Strategy Deployment - this process aligns the Organizational vision and the required resources.
2. Value Stream Mapping - here we create current state map, future state map & deployment plans.
3. Kaizen - week-long event to transform the processes identified during VSM to achieve the Vision.
4. Lean Daily Management - this process allows all employees to be involved in problem solving.
5. Leadership Development - an approach to grow leaders who become proficient in LBS tools.
6. Implementation Plan - here we will share a proven road map to successful LBS implementations.

1116560 – 0103 - Introduction to Lean (4 hrs.)

Lean is a collection of Philosophies, Principles and Practices that drive stakeholder (employees, customers, suppliers, investors) satisfaction through the creation of value in the most effective and efficient way possible. This is accomplished by removing the 9 wastes that are present in every process thereby improving safety, quality, delivery, cost and inventory. This course is designed to introduce Lean concepts.

Students will learn about:

1. Value Creation - customers purchase the Value you create during each step in the Value Stream.
2. Value Stream - value moves through processes towards the customer. Processes have 9 wastes
3. Flow - single piece flow reduces defects, time, costs, inventory & space while increasing capacity
4. Pull - here we let customers pull only the value they need through the system when they need it.
5. Perfection - we discuss the various Lean tools available to continuously improve all processes.

1116561 - 0104 - Introduction to Visual Management (4 hrs.)

Visual Management is a Lean tool that allows all employees to understand what needs to be done, when it needs to be done, how much of it needs to be done, where it is to be done, how it needs to be done and to what level of quality, without having to ask any questions. This eliminates information deficits that cause thewastes of waiting and motion.

Students will learn the following:

1. Determining what needs to be known across the Value Stream.
2. Identifying informational gaps and solving for those deficits.
3. Areas of application and examples.

1116562 – 0105 - Introduction to Strategy Deployment (4 hrs.)

Strategy Deployment is the first component of the Lean Business System. It is used to determine the Corporate Vision, turn that Vision into Strategy and deploy that Strategy down into the organization. It is a methodology to align priorities with resources, create breakthrough objectives, determine appropriate metrics to measure success and utilize root cause problem solving techniques.

Students will learn the following:

1. How to define the Corporate Vision in a meaningful and easily understandable way.
2. The annual Strategy Deployment creation process, roles & responsibilities & associated tools.
3. The monthly Strategy Deployment review process, roles & responsibilities & associated tools.

1116576 – 0106 - Introduction to Value Stream Mapping (4 hrs.)

Value Stream Mapping, or VSM, is the second component of the Lean Business System and is used to determine what Continuous Improvement activities will be performed over the next 12 months in support of your company's Vision.

Students will learn the following:

1. The VSM process.
2. Creating the Current State map.
3. The Lean Value Stream.
4. Creating the Future State map.
5. Implementing the Future State.

1116577 – 0107 - Introduction to Kaizen (4 hrs.)

Kaizen is the third component of the Lean Business System. Kaizen is the best approach to achieve your Future State Value Stream Map in support of your organization's Vision. Kaizen is both a philosophy of Continuous Improvement, as well as a methodology to achieve significant and sustainable improvement. We will discuss both but focus on the Kaizen as an Improvement event.

Students will learn about:

1. The various Kaizen tools and when and where to apply them.
2. Kaizen preparation - charter creation, baseline metrics, stakeholder analysis & standard work.
3. Kaizen execution - tool training, roles & responsibilities, Kaizen deliverables & report outs.
4. Kaizen follow-up - metrics review, Kaizen newspaper items, weekly reviews & final report out.

1116578 – 0108 - Introduction to Lean Daily Management (4 hrs.)

Lean Daily Management is the fourth component of the Lean Business System. It engages all associates in running the business through goal setting, performance measurement, root cause analysis & solution implementation. This creates a learning environment and removes blame and finger pointing, as it is process focused, while simultaneously building teamwork. This course is designed to introduce the concepts of Lean Daily Management.

Students will learn about:

1. Performance graphs - we will discuss why and how to measure process performance.
2. Pareto charts - how we break performance down into subcategories, so we know what to work on.
3. Root cause analysis - here we determine what is driving poor process performance.
4. Countermeasure - we show how to generate great solutions and track their implementation.
5. Implementation Road map - we walk through a proven approach to implement LDM sustainably.

1116579 – 0109 - Introduction to Leadership Development (4 hrs.)

Leadership Development is the fifth component of the Lean Business System. Students will learn the process of creating Lean Business System sustainability once their LBS mentor departs. The organization will understand how to create a Black Belt program that will grow leaders who will lead, teach and mentor others in Strategy Deployment, Value Stream Mapping, Kaizen (various tools) and Lean Daily Management.

Students will learn about:

1. Why Leadership Development.
2. Who should become LD candidates.
3. The events that must be run for a successful program.
4. The progressive steps candidates must follow.
5. Black Belt evaluation criteria.

1116580 – 0110 - Introduction to Sales, Inventory & Ops Planning (4 hrs.)

The Sales, Inventory and Operations Planning process, or SIOP, is a methodology to balance the flow through operations while meeting sales, cost, inventory and cash flow targets. This process is necessary as it provides inputs into multiple other visual Lean Systems.

Students will learn the following:

1. Demand plan consolidation of Demand forecast, Intercompany forecast and Backlog.
2. Operations Supply plan components of Inventory objectives and Capacity planning.
3. Tiered SIOP meetings and related metrics.

1116586 – 0111 - Introduction to 5S (4 hrs.)

5S is a process to create and maintain a safe, orderly, clean and productive work environment that everyone can be proud of. It is a beginning of a Lean program as it requires process discipline from all levels of the organization. This course is designed to introduce the concepts of 5S.

Students will learn about:

1. Sorting - here we identify which items are necessary and the disposition the unnecessary items.
2. Set-in-Order - during this phase we find a home for the necessary items and label that home.
3. Shine - in this step we clean the target area from ceiling to floor and everything in between.
4. Standardize - we "maintain the gains" by developing and executing your cleaning checklists.
5. Sustaining - this step ties the 5S process together through audits, metrics and countermeasures.
6. Implementation Plan - we instruct students in the proven approach to implement a 5S program.

1116587 – 0112 - Introduction to Standard Work (4 hrs.)

Standard Work is a tool in Flow Production used to assure maximum performance with minimum waste through the best combination of Operators, Machines, Material, Information and Sequence. This approach forms the baseline from which all continuous improvement work is derived.

Students will learn the following:

1. Batch versus Flow   production.
2. The concepts of Cellular manufacturing.
3. The concepts of Standard Work.
4. The elements of Standard Work.
5. Standard Work documentation.

1116589 – 0113 - Introduction to Material Pull Systems (4 hrs.)

Material Pull Systems are designed to control the flow of material through the Value Stream by only replenishing what has already been consumed. This eliminates overproduction, increases inventory turns and cash flow, while reducing inventory value and stock-outs. This course is designed to introduce students to the concepts of a Material Pull System.

Students will learn the following:

1. Push vs. Pull - in a Pull system we build or buy only what has been consumed, not to forecast.
2. Kanban - we teach the different signals & formulas to be used to make, move or buy materials.
3. Supermarkets - we discuss strategic needs for inventory, where it should be placed & how much.
4. Level loading - this concept is used to take variation from demand & flatten the resource curve.
5. Pull metrics - We discuss various metrics such as Inventory turns, stock-outs & on-hand balance.

1116590 – 0114 - Introduction to Mistake Proofing (4 hrs.)

Mistake Proofing is an approach used to create devices or systems that prevent defects from occurring, detecting those that have occurred and keeping them from impacting your customers. This helps drive superior customer satisfaction. This course is designed to introduce the concepts of Mistake Proofing.

Students will learn about:

1. Prevention - here we will learn techniques for stopping mistakes before they are   made.
2. Detection - to prevent mistakes from being passed to the customer, internal or   external.
3. Root Cause Analysis - discussion of the use of 5Y, Brainstorming, FMEA and fishbone   diagrams.
4. Mistake proofing devices - we will learn about warning, shutdown and prevention devices.
5. Quality metrics - assess performance with First Pass Yield, Rolled Throughput Yield and DPMO.

1116591 – 0115 - Introduction to Transactional Process Improvement (4 hrs.)

Transactional Process Improvement, or TPI, is a tool used to improve the performance and quality of all business processes. These processes support the Value creation proposition and have as much, or more, impact on your business success, than your manufacturing processes do.

Students will learn the following:

1. Why focus on Transactional   processes.
2. The TPI roadmap.
3. Current state process mapping, macro and   micro.
4. Waste identification and prioritization.
5. Brainstorming of solutions and solution prioritization.
6. Implementing the new process, training and testing, implementing KPI's and daily management.

1116782 – 0116 - Introduction to Quick Changeover (4 hrs.)

Quick Changeover is an event-driven process designed to reduce both the Set-up errors and Set-up time from running one specific type of product to another. The purpose for reducing change over time is to allow for more frequent changeovers to increase production flexibility and   capacity.

Students will learn the following:

1. Observe and document the current set-up process using the Set-Up Operations Analysis   chart.
2. Identify and separate the Internal elements from the External elements.
3. How to develop a Set-Up improvement plan using 5S, quick fasteners, team set-ups, etc.
4. How to document, standardize and measure the new Set-Up process.

1116783 – 0117 - Introduction to Total Productive Maintenance (4 hrs.)

Total Productive Maintenance, or TPM, is a system that involves all associates in the daily care of their equipment so that it is available when your customers want your products. TPM strives for zero unplanned downtime, zero defects and zero   accidents.

Students will learn the following:

1. The 4 stages of TPM.
2. Six big equipment losses.
3. The TPM 5 step process.

4. Overall Equipment Effectiveness measurement to improve availability, performance & quality.
5. New equipment considerations.
6. TPM and safety.

1116784 – 0118 - Introduction to 3P (4 hrs.)

3P (Production Preparation Process) is an event-driven process for developing a new product concurrently with the operation that will produce it and results in better products that require less initial capital investment and lower ongoing costs. This course is designed to introduce the concepts of 3P.

Students will learn about:

1. Quality - here we discuss how to build the appropriate Quality into the Production process.
2. Quantity - today's environment requires highly flexible and adaptable processes and equipment.
3. Cost - this section focuses on reducing both Capital costs and Production costs.
4. Timing - we show how to deliver new products or increased production on schedule.

1116785 – 0119 - Introduction to Six Sigma (4 hrs.)

Six Sigma is an approach to significantly improve the quality of the output of any process by identifying and removing the root cause of defects while minimizing variability in manufacturing and business processes. Six Sigma follows the DMAIC process.

Students will learn the following:

1. Define - the system, the voice of the customer & their requirements, the goals and the problem.
2. Measure - the key inputs to the process, collect relevant data & calculate Process Capability.
3. Analyze - the data to identify cause & effect relationships and identify Root Cause.
4. Improve - the process by implementing standard work, mistake-proofing, Flow & Pull Systems.
5. Control - the new process using Visual statistical process controls, production & quality boards.

1116786 – 0120 - Introduction to Lean Accounting (4 hrs.)

Lean Accounting is a natural transformation within an organization that is pursuing its Lean journey. As inventories shrink, as batch sizes get smaller, as productivity increases, as Value Streams transform, traditional cost accounting and management accounting systems quickly become sub-standard. In fact, they will stifle improvement. This course is designed to introduce the concepts of Lean Accounting.

Students will learn about:

1. Lean concepts
2. Traditional Cost Accounting vs. Lean Management Accounting and Accounting for Lean.
3. Financial impacts of Inventory reduction during Lean conversion.
4. Lean budgeting and planning.
5. The Lean Accounting transitional road map.

Educational Skills Course List - Management Skills

1116936 – 0901 - Lean Leadership Skills (4 hrs.)

This course is designed to expose students to the concepts of Leadership. We will compare Leading versus Managing and discuss the roles and responsibilities that Leaders take in a Lean organization.

Students will learn the following:

1. What is a Lean leader and what characteristics do they demonstrate.
2. What responsibilities do Lean leaders share that traditional managers do not.
3. The skills that Lean leaders must master to gain followers.
4. How to assess your leadership traits and create a plan to improve your skill-set.

1116937 – 0902 - Lean Management Skills (4 hrs.)

This course is designed to expose students to the concepts of Lean Management Practices. We will explore the differences between Lean management practices and traditional management approaches and discuss the benefits of the Lean approach.

Students will learn the following:

1. What are Lean management practices and who should utilize them and when.
2. What new Lean processes and approaches will need to be managed and how.
3. The skills that Lean managers must master to be successful in a Lean environment.
4. How to assess your Lean management skills and create a plan to improve your skill-set.

1116938 – 0903 - Time Management Skills (4 hrs.)

This course is designed to give students the ability to identify where their time is being spent, whether it is being spent on high-impact, strategic activities, and if not, how to course correct.

Students will learn the following:

1. How to determine where their time is being spent and which wastes are consuming that time.
2. How establishing goals and objectives and measuring their progress saves time.
3. What approaches to use to remove the wastes and regain lost time.
4. Why and how to reinvest your saved time back into yourself, your team and the business.

1116939 – 0904 - Communication Skills (4 hrs.)

This course is designed to teach students how to become more effective communicators by using Lean communication techniques and by improving both speaking and listening skills.

Students will learn about:

1. What is effective communication and who decides its effectiveness.
2. What are the barriers to effective communication and how do identify them.
3. How to eliminate those barriers through visual communication techniques.
4. Assessing your communication skills and developing an improvement plan.

1116941 – 0905 - Teamwork Skills (4 hrs.)

This course is designed to teach students the basics of team building and teamwork and how teams are the backbone of a Lean organization. Only through teams can an organization achieve its Strategic vision.

Students will learn the following:

1. What are teams, why are the formed and what role do they play in running the business.
2. What teams will you find in a Lean organization and who should be on each team.
3. How to determine and communicate expectations to the team and how to measure its success.
4. When to change a team or disband a team.

1135982 - 0906 - Meeting Management Skills (4 hrs.)

This course is designed to show students how to plan and execute efficient and effective meetings. We average 30 hours per month in meetings and it is a major form of business communications.

Students will learn the following:

1. Recognize the value of meetings as a business tool.
2. Understand the planning steps that lead to successful meetings.
3. Identify the steps to take to create an open and blame free environment.
4. Learn and practice techniques to avoid disruptive behaviors.

1135983 - 0907 - Motivation Skills (4 hrs.)

This course is designed to expose students to the skills they need to motivate their work teams, as well as themselves. Successful managers accomplish work through other people. Motivation is necessary to put people into motion.

Students will be exposed to the following:

1. The skills needed to drive and affect the motivation of employees.
2. A simple and practical approach to understanding and changing the behavior of others.
3. How to design and implement motivational strategies

1135984 - 0908 - Disciplinary Skills (4 hrs.)

This course is designed to teach students a fair and balanced approach to disciplining their workforce for both performance and behavioral problems. We take the philosophy that discipline is a methodology used to improve overall business performance.

Students will learn the following:

1. How to define discipline and explain why it is a necessary business tool.
2. Identify and describe the most common discipline problems.
3. Determine and implement practical strategies to eliminate disciplinary problems.

1135985 - 0909 - Conflict Resolution Skills (4 hrs.)

This course was designed to give students the skills to resolve conflict in an efficient and judicious manner. Conflict is a natural by-product of passionate associates and should not be avoided. Conflict needs to be managed to an agreeable resolution to maintain a healthy organization.

Students will learn about:

1. How to assess the climate of a conflict.
2. How to understand the issues that created the conflict.
3. How to set the stage for resolution.
4. How to broker a solution and follow through.

1135986 - 0910 - Delegation Skills (4 hrs.)

This course was designed to give students the skills to effectively delegate work. This allows the leader to focus on more strategic activities, such as, process improvement and facilitating professional development, while creating a Learning environment.

Students will learn the following:

1. Recognize the strategic importance of delegation.
2. The steps contained in the delegation process.
3. How to understand each party's role, set expectations and measure success.
4. Identify the reasons leaders are reluctant to delegate and develop strategies to overcome it.

1135987 - 0911 - Decision Making Skills (4 hrs.)

This course was designed to give participants some fresh insight and a better approach to making superior decisions. We will discuss a Lean Root Cause Countermeasure approach to problem solving.

Students will learn the following:

1. Creating and implementing performance graphs and metrics templates.
2. Gathering and displaying pareto data.
3. Determine Root cause via 5 Why and fishbone analysis.
4. Develop and implement sustainable Lean solutions.

1135988 - 0912 - Coaching Skills (4 hrs.)

This course is designed to teach students how to become more effective coaches. Anyone can become a coach. It isn't reserved just for managers.

Students will learn the following:

1. The 5W's of Coaching (what is it, why do it, when to do it, who should do it, where to do it).
2. The necessity of effective interpersonal communication.
3. Critical Skills of effective coaches and why they work.
4. Differing learning styles and how to adjust to them.
5. Twenty coaching skills to live by.

1135989 - 0913 - Presentation Skills (4 hrs.)

This course is designed to sharpen students' abilities to present ideas and materials in a cohesive, well planned out, effective manner. Credibility is an important leadership trait, and a confident presenter is seen as credible.

Students will be exposed to the following:

1. How to plan the strategy and content of the presentation.
2. Develop the presentation and practice your presentation.
3. Deliver a polished presentation and reflect on the experience.

1135990 - 0914 - Setting Performance Goals (4 hrs.)

This course was designed to introduce students to the appropriate methodologies to align the performance goals and objectives of all associates with the corporate Vision. This allows all employees to understand how their efforts and measurements impact the achievement of the Vision.

Students will learn the following:

1. What is an appropriate Vision statement and how to create it.
2. How to develop and implement strategies in support of the Vision.
3. How to create performance goals and measure in support of the strategy.
4. When and how to review performance goals and provide feedback.

1135991 - 0915 - Performance Review Skills (4 hrs.)

This course is designed to introduce students to an approach to give successful performance reviews in a manner that encourages employees to meet or exceed corporate expectations. Giving timely, actionable feedback improves employee morale and helps maintain a cohesive workforce.

Students will learn about the following:

1. How and when to give feedback that lets employees know where they stand
2. What the employees' views of the organization are.
3. How to analyze performance problem areas and how to handle them.
4. Setting objectives for future performance.
5. Why giving employees a sense of participation in the job improves performance.
6. How to use performance reviews to serve as a record for both the organization and the individual.

1135412 - 0916 - Customer Relationship Skills (4 hrs.)

This course was developed to teach students how to drive superior customer service. Customers come in two forms; internal and external. Participants will learn that the optimum way to satisfy your paying customers (external) is to satisfy your non-paying customers (internal).

Students will be exposed to the following:

1. What do all customers want and need from their suppliers and partners.
2. How to identify your customers' needs as it relates to their strategy

3. How to develop processes to allow your organization to meet and exceed your customers' needs.
4. What to measure to determine customer satisfaction.

1135992 - 0917 - Safety Management Skills (4 hrs.)

This course was created to enable students to understand the concepts needed to create and maintain an accident-free workplace. Your employees deserve to work in a safe environment where they can focus on creating and delivering value to their customer, without risk of injury.

Students will learn the following:

1. What is a safe environment.
2. How to assess your safety environment and how to implement a world-class EH&S program.
3. How to use 5S to improve safety while improving productive efficiencies.
4. Creating a safety committee and measuring safety improvements.

1135993 - 0918 - Operations for the Non-Ops Manager (4 hrs.)

This course is designed to give students insight into the Value creation process "on the floor" and how they play either a supplier role or a customer role within that process.

Students will be exposed to the following:

1. What is value, how is it created and how it flows through the Value Stream.
2. What inputs are required for effective and efficient value creation and where do they come from.
3. How your department's processes interact with Operations' processes and either help or hinder value creation.
4. Implementing appropriate Value Stream metrics to improve inter-departmental performance and communication.

1135994 - 0919 - HR for the Non-HR Manager (4 hrs.)

This course was created to allow students to gain a deeper understanding into the roles of the members of the HR team and the numerous challenges they face in an ever changing, fast paced, global economy.

Students will learn about:

1. How HR fits into the organizational vision and strategy.
2. What processes are HR responsible for.
3. HR's role in hiring quality candidates, retention and personal growth.
4. What is HR's role in the disciplinary process.
5. How to measure the success of the HR department's processes.

1135995 - 0920 - Accounting for the Non-Accounting Manager (4 hrs.)

This course is designed to introduce students to the basic accounting concepts that all employees should understand. Participants will understand how their efforts contribute to the overall success of the organization's financial results.

Students will be exposed to the following:

1. That every effort and activity can be traced into the financials.
2. Why accounting records are important and how they are used.
3. The income statement, the balance sheet and statement of cash flow.
4. How financial data is used to help run and improve the business.

1135996 - 0921 - Train the Trainer (16 hrs.)

This course was created to allow students to feel more comfortable and more competent in their training responsibilities. They will explore how adults learn and take a step-by-step approach to create training sessions that meet employee needs and will have the opportunity to practice these skills in a safe environment. Training results are too important to leave to chance.

Students will learn the following:

- Recognize the importance of considering the participants and their training needs, including the different learning styles and adult learning principles.
- Know how to write objectives and evaluate whether these objectives have been met at the end of a training session.
- Develop an effective training style, using appropriate training aids and techniques.
- Understand the importance of an instruction guide to help a trainer prepare and deliver effectively and consistently.
- Conduct a short group training session that incorporates these training concepts.

*Practical Lean Course List – Lean Business System**

1116215 – 0201 - Strategy Deployment (40 hrs.)

Strategy Deployment, or SD, is the first component of the Lean Business System. This is how we turn your corporate Vision into reality. Deliverables for the week include; training in Strategy Deployment, creating a solid, easily understandable Vision statement, developing annual Level 1 and Level 2 X-matrices and Targets to Improve templates. The team will create performance graphs, pareto charts, 5-why analysis, countermeasures templates and bowler charts for their monthly Strategy Deployment reviews.

1116216 – 0301 - Value Stream Mapping (40 hrs.)

Value Stream Mapping, or VSM, is the second component of the Lean Business System. During the Value Stream Mapping process, we will map 2 Value Streams that come from a PQPR analysis. Deliverables for each Value Stream are to create a current state map to understand how value is created and flows through the various processes. The team then creates a future state map. This map will define how the processes will operate within 6-12 months. We then agree to a Kaizen deployment plan of Continuous Improvement to move from the current state to the future state. Value Stream ownership and metrics are required deliverables as well.

1116217 – 0501 - Lean Daily Management (40 hrs.)

Lean Daily Management, or LDM, is the fourth component of the Lean Business System. Lean Daily Management is a process that empowers all employees to improve their processes through goal setting, performance measurement, root cause analysis & solution implementation. This creates a Learning environment and removes blame and finger pointing, as it is process focused, while simultaneously building teamwork. The team will take a step by step approach to learning and implementing LDM. By the end of the training, the team will have a fully functional LDM system for the targeted areas.

1116219 – 0601 - Leadership Development (40 hrs.)

Leadership Development is the fifth and final component of the Lean Business System. Students will learn the process of creating Lean Business System sustainability, once their LBS training provider departs. The organization will have a Black Belt program that will grow leaders who will lead, teach and mentor others in Strategy Deployment, Value Stream Mapping, Kaizen (various tools) and Lean Daily Management. LESS will mentor selected candidates through a rigorous, proven methodology that requires candidates to participate, lead and teach, while reaching goals and sustaining improvements.

1116279 – 0701 - Sales, Inventory & Operations Planning (40 hrs.)

Sales, Inventory and Operations Planning, or SIOP, is a process used to balance the production flow through operations while meeting sales, cost, inventory and cash flow targets. This process is necessary as it provides inputs into multiple other visual Lean Systems. The team will learn a step-by-step approach to learning and implementing a SIOP process. By the end of the training, the team will have a fully functional SIOP process for the entire organization. SIOP outputs become inputs into Materials Management, Operations Management, Budgeting and Cash Flow, Sales and Marketing and several other processes.

1116280 – 0702 - Lean Business System Administration (40 hrs.)

The Lean Business System is a collection of Lean philosophies, principles and practices that world-class Lean organizations use. The Lean Business System consists of 5 major components: Strategy Deployment, Value Stream Mapping, Kaizen, Lean Daily Management and Leadership Development. Within each of these components there are numerous forms, materials and tools that are required to be completed, referred to and used. Don't let your Lean Business System fail for lack of LBS standard work.

*Practical Lean Course List – Kaizen**

Kaizen (40 hrs.)

Kaizen is the third component of the Lean Business System. Kaizen is the best approach to achieve your Future State Value Stream Map in support of your organization's Vision. Kaizen is both a philosophy of Continuous Improvement, as well as, a methodology to achieve significant and sustainable improvement. The various Kaizen tools used will come from your VSM Kaizen deployment plan and should be scheduled out in advance for 6-12 months.

Kaizen tools are listed below:

1116211 – 0401 - 5S Kaizen (40 hrs.)

5S is a Kaizen tool used to create a safe, clean, orderly and productive workplace. During this event the team transforms an area of the business into a 5S showcase that the rest of the organization can look to as a successful beginning of their Lean journey. Deliverables include training in 5S concepts, disposing of unnecessary items and finding a home for the necessary items. The area is then cleaned and brought back to "brand new" status. After that, cleaning checklists are created, an audit process is developed & auditors trained, 5S visual metrics and story boards are created and implemented.

1116199 - 0402 - Standard Work Kaizen (40 hrs.)

Standard Work is a Kaizen tool in Flow Production used to assure maximum performance with minimum waste through the best combination of Operators, Machines, Material, Information and Sequence. This approach forms the baseline from which all continuous improvement work is derived. The team will improve the capacity, productivity and quality of a manufacturing process called out on the Kaizen deployment plan.

1116209 – 0403 - Material Pull Systems Kaizen (40 hrs.)

Material Pull System is a Kaizen tool and is designed to control the flow of material through the Value Stream by only replenishing what has already been consumed. This eliminates overproduction, increases inventory turns and cash flow, while reducing inventory value, space and stock outs. By the end of the Kaizen, the team will have implemented a fully functioning, visually driven, Pull System that is easy to maintain.

1116212 – 0406 - Quick Changeover Kaizen (40 hrs.)

Quick Changeover is a Kaizen tool designed to reduce both the Set-up errors and Set-up time from running one specific type of product to another. The purpose for reducing change over time is to allow for more frequent changeovers to increase production flexibility and capacity. The team will pick a piece of equipment from the Kaizen deployment plan and significantly improve Set-up times and accuracy in support of the organization's Vision.

1116213 – 0405 - Total Productive Maintenance Kaizen (40 hrs.)

Total Productive Maintenance, or TPM, is a Kaizen tool that involves all associates in the daily care of their equipment so that it is available when your customers want your products. TPM strives for zero unplanned downtime, zero defects and zero accidents. The team will create a TPM program that increases the capacity for a selected area or piece of equipment that can then be replicated throughout the organization.

1116210 – 0404 - Transactional Process Improvement Kaizen (40 hrs.)

Transactional Process Improvement, or TPI, is a Kaizen tool used to improve the performance and quality of all business processes. These processes support the Value creation proposition and have as much, or more, impact on your business success, as your manufacturing processes do. Your organization, and its reputation, is only as strong as its weakest process. This approach is for all non-manufacturing processes.

1116278 – 0408 - Variation Reduction Kaizen (40 hrs.)

Variation Reduction Kaizen, or VRK, is a Kaizen tool designed to reduce the waste of Variation from all business processes. Variation can be the cause of the remaining 8 wastes and is extremely important as it relates to the overall quality of the outputs of your processes. The team will use process mapping, cause and effect diagrams, root cause analysis of CNX and standard operating procedures. The outcome of this process is increased capacity, improved quality and the reduction of rework that moves through the "hidden factory".

1116277 – 0407 - 3P Kaizen (40 hrs.)

3P (Production Preparation Process) is a Kaizen tool for developing a new product concurrently with the operations that will produce it and results in better quality products that require less initial capital investment, lower ongoing manufacturing, maintenance and field service costs. This also results in delivering on your New Product commitments of: product quality, due dates, budget and design for manufacturability.

1116281 – 0801 - Lean Boot Camp – Yellow Belt (40 hrs.)

Lean Boot Camp – Yellow Belt is a week-long, interactive course where students will learn Lean systems, Kaizen systems, Kaizen administration, Visual workplace, creating Flow, Pull systems, Quick Changeover, Mistake Proofing and Lean Leader behaviors and expectations. The team will learn these concepts and apply them to our *"Simulated Enterprise"* by planning and executing 3 mini-Kaizens, so they can immediately see the impact of utilizing Lean tools, as a team, to improve organizational performance. This is a hands-on and fun experience for participants.

1140232 – 0802 - Lean Boot Camp – Green Belt (40 hrs.)

Lean Boot Camp – Green Belt builds upon the Lean philosophies and principles taught in the yellow belt program above. Students will be taught how to successfully plan, implement, and sustain a Kaizen in the workplace.

In planning, the team will be taught how to:
1) Identify the problem process within the Value Stream and quantify the type and volumes of the issues.
2) Create a Kaizen charter with a problem statement, team members, roles and responsibilities, objectives, and process metrics to be improved.
3) Conduct a stakeholder analysis and build a communication plan.
4) Hold Kaizen kick-off meeting to discuss/inform the above.

In implementation, the team will be taught how to:
1) Observe the process and identify which of the 9 wastes exist.
2) Prioritize the wastes to be eliminated.
3) Conduct root cause analysis.
4) Brainstorm and prioritize solutions.
5) Implement and document solutions.

In sustaining, the team will be taught how to:
1) Utilize the communication plan to inform stakeholders of the process changes and any open items.
2) Establish an agenda for a weekly Kaizen review.
3) Close out a Kaizen and report results back to the stakeholders.

We will provide guidance, either in person or remotely, to ensure that each team can successfully plan, execute and follow-up the Kaizen.

*INTRODUCTION TO LEAN BUSINESS SYSTEM AND INTRODUCTION TO LEAN FROM ABOVE ARE PREREQUISITES FOR ALL STUDENTS WHO WISH TO PARTICIPATE IN THE PRACTICAL PROGRAM.