

The Lean Organization

Lean Thinking Overview

Lean is a business management system that allows organizations of all types to drastically improve their bottom line by creating, measuring, and monitoring everyday business activities that in turn leads to reduced waste, fewer mistakes, and increased customer satisfaction. Lean helps you focus on proactive solutions that will keep problems from happening in the first place. While Lean is designed to improve processes and increase customer value, the reason it is so successful is that it provides immediate and measurable results to your company's bottom line. The power of Lean is that it is not just a high level philosophy, but also includes a structured set of tools to help you ask the tough questions, get to the root causes, and find permanent solutions to any problem or opportunity. You will benefit from Lean if you:

- Need to reduce costs and improve margins
- Want to move from constant firefighting to doing it right the first time
- Want to get your entire organization involved in reducing errors, improving processes, and focused on the customer
- Want a program that will develop new skills and competencies across the entire organization
- Need to improve processes that are keeping you from growing
- Want a common language and set of tools that will enable a culture of continuous improvement
- Need a consistent and repeatable problem solving methodology

Lean Organization Course Overview

This two-day introductory Lean Thinking course is the foundation program of Lean and its methodologies. The main goal of the Lean course is to provide an introduction to Lean Thinking and how it can be used by individuals and teams to improve customer satisfaction, reduce errors, increase efficiencies, and work more effectively with teams to solve problems. With this foundation of knowledge and skills, participants can progress to more advanced levels of Lean.

Learning Outcomes

Upon completion of this course you will:

- Understanding of the value Lean Thinking brings to an organization

- Understanding of how Lean Thinking differs from other quality initiatives
- Understanding of the critical success factors to make Lean work in your organization
- Be familiar with Lean tools
- Understanding of Lean as a management philosophy and culture
- Be able to utilize Lean methods and tools to use to solve day to day problems

Format

- The course is generally taught in two consecutive days in a classroom setting. It is designed to be extremely interactive and has a mix of learning methods including lecture, simulations, individual and team exercises, and videos.
- Provide hands on experience through a two-day simulation using a simulated real life product. Explore how lean can be used to make improvements in the customer order to delivery process. This simulation includes the key processes in the Order to Cash process including: Customer ordering, order processing, order material, produce the product, and product delivery.

Materials

- Handouts of the material will be provided

Class Size

- Minimum of twelve (12); maximum of twenty-five (25)

Audience

- All industries and types of organizations
- Individuals and organizations just getting started with Lean or want know more about it
- Project leaders or team members who will be working on improvement projects

Prerequisites

- None

Certification

- A certificate of completion for 15 professional development hours will be issued to all participants who successfully complete the program requirements

Key Terms

Students will gain confidence understanding these terms and Lean Six Sigma concepts:

- Lean principles
- 7 Wastes
- 5S
- Kanban
- Kaizen events
- Continuous flow processes
- Value stream maps
- PDCA
- Hoshin Konri
- 3 Planning
- Flow
- Pull systems

Course Outline

Day 1

Section 1: Lean background

- History
- Key people
- Methods and tools
- How lean is different from other improvement methods

Section 2: Simulation

- Prepare for simulation
- Run simulation
- Discuss outcomes
- Create A3 document to improve the simulation

Section 3: Plan

- Kaizen Events
- PDCA Cycle
- A3 documents
- Value Stream Maps
- Hoshin Konri (Strategic Planning)
- Update A3 document for simulation exercise

Day 2

Section 4: Do

- Go to Gemba
- 5S

- How to create Pull systems
- How to create flow
- 8 Types of Waste
- Update A3 document for simulation exercise

Section 5: Check/Act

- Validate improvements
- Develop and implement a control plan
- On-going tracking and reporting
- Institutionalize the improvements
- Rewards and recognition

Section 6: Simulation

- Prepare for simulation
- Run simulation again
- Discuss outcomes