

Lean Mastery Program Outline

This course is an intensive six-day program (conducted in two three day sessions) covering the elements, rules and tools needed for a Lean Enterprise. Participants will learn how organizations can deliver superior customer service and significantly improve bottom line results by employing Lean concepts throughout the whole organization.

Lean Mastery goes beyond the theoretical and gives participants practical skills through interactive participation, breakout sessions and the completion of projects. At the end of this course, students will have received the knowledge needed to fully participate in, and contribute to, a Lean Enterprise transformation.

Course Content:

Introduction to Lean Enterprise

(History of Lean Enterprise, the benefits of Lean and the need for change.)

Lean Elements, Rules and Tools

(A comprehensive review of core Lean Enterprise concepts.)

Eliminating Waste

(Detailed review of the types of waste that exist in all processes and the barriers encountered when attempting to eliminate waste.)

Kaizen (Manufacturing and Office)

(The engine that drives the transformation of traditional business processes to Lean Enterprise and the vehicle for continuous incremental improvement.)

Value

- Value Defined
- Value- External Customer
- Value- Internal Downstream Customer
- Value- The customer of an external supplier

(Determination of Value as the critical starting point for the Lean transformation as well as ongoing continuous incremental improvement.)

Value Stream Mapping

(Understanding how to map the Value Stream for the entire Lean Enterprise and how to distinguish between value added and non-value added processes.)

Flow

- Flow Defined
- Standard Work
- Takt Time
- Maximum Rate of Production
- Balancing a Line

- **Process Mapping**
- **Spaghetti Charts**
- **Straight Lines vs. U-Shaped Cells**
- **Rabbit Chase**
- **Curtain Operations**
- **Identifying Process Variations**
- **Location of Parts**

(Demonstration of the benefits of single piece flow/small batch sizes versus traditional batch-and-queue manufacturing processes.)

Pull

- **Pull Defined**
- **Kanban**
- **Point of Use Inventory Storage**

(Explanation of the Kanban system for inventory replenishment.)

Perfection

- **Perfection defined**
- **Mistake Proofing (Poka-yoke)**
- **Design for Manufacture and Assembly**
- **Design for Ease of Use**

(Methods to employ product and process designs to improve overall quality and reduce manufacturing costs.)

Visual Workplace

(Explanation of the Visual Workplace, and how can it be used to enhance productivity, pursue perfection, maintain a clean and safe workplace and extend the useful life of equipment.)

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(Review of methods used to provide a clean and safe workplace and reduce overhead costs associated with plant maintenance and equipment.)

Total Productive Maintenance (TPM)

(Detailed review of TPM concepts and autonomous maintenance programs to lower overhead costs and extend the life of equipment.)

Quick Change (SMED)

(Detailed review of quick-change concepts involving tooling and production line changeovers.)

Cost of Quality

(Review of the types of quality costs and who in the company is likely to influence or control those costs.)

The Process of Change

(A review of the change process and why organizations fail to effect real change.)

Lean People

(Why the people in the organization must get Lean for the organization to become Lean.)

Lean and the 7 Habits of Highly Effective People

(An overview of how Lean and the 7 Habits of Highly Effective People align.)

Lean Enterprise and Six-Sigma

(Introduces Six-Sigma and explains how Six-Sigma and Lean Enterprise work together.)

Value Selling

(Using Lean as a tool for Growth)

Lean Accounting

(A brief overview of Lean Accounting.)

Lean Metrics

(Key metrics and methods used to report continuous incremental improvement.)

Policy Deployment

(An overview of Policy Deployment (Hoshin))

The Lean Transformation Plan

(Issues to be considered when planning a Lean transformation.)

The Lean Roadblocks and Pitfalls

(A review of the key reasons why organizations fail to get the full benefits from Lean)