

KEY CONCEPTS OF LEAN (2 DAY CLASS)

Objectives:

- This program will demonstrate the overall approach for implementing a lean transformation. You will have an insight into the lean management philosophy and methods as well as the organizational structure required for implementing lean in your organization.
- You will learn the key tools and how they fit together under a business system philosophy designed to continuously improve competitiveness by achieving the highest quality, lowest cost, and shortest lead time. You'll understand why lean is fundamentally different from and superior to business models based on mass production.

Description:

This two-day workshop has been designed for individuals and teams that want to gain a better understanding of the components and underlying philosophy of lean, and how the elements and philosophy work together to create a Lean Enterprise.

The workshop is a mixture of lecture, videos, discussions, and a simulation.

This workshop will demonstrate how building the culture of continuous improvement depends on the alignment between Purpose, Process, People, and the scientific method of PDCA. You will look into the process for formulating and deploying an organizational strategy aimed at delivering maximum value to the customer, discuss the importance of making visible the horizontal flow of value to the customer, and learn about the critical importance of developing employee problem solving capabilities at all levels.

The factory simulation will help you understand the concepts of flow, pull, takt time, kaizen, work cell design, visual management and many others in a total business system context.

Small group discussions will provide an opportunity to share best practices, reflect on your learning, and develop new solutions to bring back to your organization.

Course Outline:

Focusing on three key areas – *People, Process and Purpose* – the program explores how the alignment between those three creates a Lean Enterprise.

Purpose

In this segment, you will learn how all functions, individuals, and systems work together to deliver true value to customers creating competitive advantage and lasting business results. Items covered include:

- Key values of lean
- True North and the Line of Sight to the organizational goals
- Hoshin Planning / Policy Deployment and its role as a management system in a Lean Enterprise
- The challenges organizations face in implementing a lean transformation and suggested methods to deal with those challenges

Process

In order to get real sustainable results in safety, quality, cost, delivery, and morale, one must bring all the tools of lean to work together as a system. Items covered include:

- Stability, flow, leveling, pull, standard work
- Visual enterprise and how to manage your visual systems
- Value-streams and value-stream mapping as a continuous improvement tool
- Waste and continuous removal of waste

People

Lean is, at heart, a people-based system, and the success of any lean transformation depends on the engagement of every employee in the process for continuous business improvement, and their willingness and ability to solve increasingly complex problems. In the course of the program, we will discuss selection, training, involvement, and supervisory practices that create the foundation for lean. We will also discuss leadership mindsets and behaviors that support the development of the culture of continuous improvement.

PDCA (plan, do, check, act)

- PDCA as a discipline that holds all organizational processes together and improves them on a continuous basis
- The work of management to support PDCA
- Structured problem solving to close organizational gaps
- A3 as a problem solving, management and communication tool
- Lean management system
- The role of leaders in building the lean organization

Who Should Attend:

Individuals or teams with little to moderate experience and exposure to lean who are looking to increase their understanding; managers who want an understanding of the total scope of implementing lean.

MEET YOUR FACILITATORS



Ernie Richardson

Ernie has 25 years of Manufacturing and Human Resources management experience which allows him to see the cultural dynamics from both functional areas of a company. He gained this experience at Toyota Motor Manufacturing where he grew from Team Leader, to Group Leader, to Assistance Manager on the manufacturing side. After which he moved to HR, assuming, at different times, responsibility for skill development programs, safety and medical management. As Acting Medical Director for Toyota Engineering and Manufacturing North America, Ernie was responsible for nine on-site medical clinics across Toyota North America (convenience care, full-primary care, and occupational care). He was also responsible for disability management (as describe above) North American wide. Ernie worked at IBM for 8 years before joining Toyota. Currently, Ernie shares his extensive experience with members of the lean community as a co-owner of teaching Lean and a Faculty member of the Lean Enterprise Institute.



Tracey Richardson

Tracey has over 21 years of hands-on experience in Toyota Business Practices: 8-Step Problem Solving, Quality Circle methodologies, value-stream mapping, standardized work, culture development, visual management, and continuous improvement (kaizen). In 1988-1998, Tracey was a Group Leader at Toyota Motor Manufacturing Kentucky. She was one of the first team members hired, with the fortunate opportunity to learn directly from the Japanese trainers. She worked in the Plastics Department over several assembly areas with over 30 team members to supervise within each group. As a Group Leader her responsibilities were to oversee all team members in safety, quality, productivity, cost, and training and development goals for her groups. She was on the first Quality Circle team in the Plastics Department at Toyota Motor Manufacturing Kentucky (TMMK), and was a Quality Circle Advisor thereafter. Tracey currently works within Toyota Motor Manufacturing plants and suppliers across North America, helping them develop the capabilities of employees – from the team-member level up to company leadership – through problem-solving and aligning their role with the company business plan (PDCA and hoshin). These capabilities are vital to sustain a positive relationship between leadership and team members, ensuring mutual trust and respect within the company. Tracey also works with other interested companies who are on a lean journey and want support implementing key elements for success. Tracey was certified in 2005 by the Toyota Institute in Japan in Toyota Business Practices. Tracey is President of Teaching Lean, Inc. She attended Eastern Kentucky University, and University of Kentucky, studying Business, Marketing, and Education.