



LEAN GREEN BELT EXECUTIVE: TRUE LEADERSHIP Professional management training for lean success.

Many international groups have started a Lean Management program or are preparing to start. Management, through the Lean Strategic Director and the Lean Project Manager, has key responsibility for the definition of the strategic lean standard and for its roll-out over many sites and countries. Companies with lean experience know that the methods of lean production to achieve world-class performance are simple to understand but difficult to organize and even more difficult to sustain. Practical lean implementation expertise (shopfloor, “Gemba”) is among the most important factors to bring on-board before starting a lean initiative. The responsible lean organization and its management members must be qualified in how to implement lean as a sustainable success. Different sites speak different, heterogeneous “lean languages”. Hence, the standardized design of lean production systems is crucial for success!

Management must take the lead in being qualified in the key criteria for success and in using lean standards. Only then will it be able to show evidence that it is willing and well-prepared to start and lead the change towards lean excellence.

Organized elimination of all types of waste is a key lever of lean. You do not become lean by simply reducing headcount. Waste elimination is an efficient method to implement a company’s vision to be a key player in the business. The elimination of waste in manufacturing and business processes has to be organized through a systems approach. In our unique seminar you will get a detailed **Overview of the different lean improvement tools (lean methods)** and the structural elements of a integrated production system. Employees and teams (effective work groups) as the ‘operating system’ are the backbone for the lean production system. Best practices from many lean implementations are illustrated and explained. And the result? Significantly improved productivity which is sustainable.

This seminar is organized using personal assignments. By means of dedicated assignments (assignment A, B, C) every participant has to prove practically how to implement lean management in daily routine. The assignments are evaluated and scored by the Lean Institute. A score of more than 60 points out of 100 is required for “Lean Green Belt Certification” to be awarded by the Lean Institute.

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Furthermore participants will learn how to plan in an orderly fashion and to manage the whole process in a successful, economic way. A key aspect is the **organizational integration of Lean into daily business**. How to manage mobilizing middle-management? How to ensure that process improvements are long-lasting? What are the determining behaviors for leadership? Participants will also learn the management tools and systematic approach which ensures essential support and integration from top management.

- Seminar: 5 training days on-site (inhouse) with 3 assignments
- Date/Site: Date upon request (**inhouse**; site: your proposal)
- Target group: **Chief Operational Officer, Supply Chain Director, Site Manager, General Management, Senior Management, Lean Management team.**

➤ Our promise:

- Standardized lean management training for several international sites
- Assignments assure that training content is implemented
- Participant’s coaching and scoring of participant’s assignments (A,B,C)

➤ Qualification includes:

- Decisive leadership role for change and lean implementation
- Specific lean management processes and lean management tools
- Continuous improvement, Lean Tools (TPM, SMED / QCO, Kanban, etc.)
- Practical on-site interactions; Gemba (shop floor) exercises; Simulations
- Key performance indicators, management tools for sustainable success

➤ Your benefit:

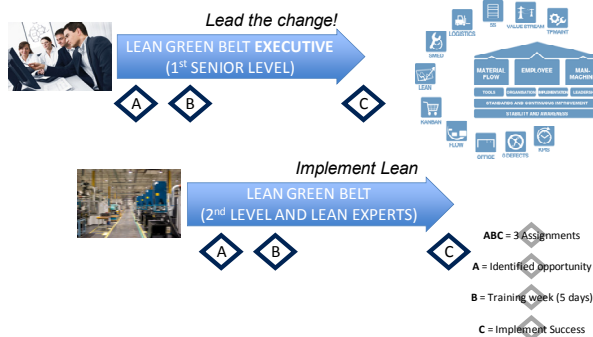
Lean leadership using standardized best practices (lean management and lean improvement tools) assures successful lean implementation for an international group. A systems approach is important, as the lean transformation is then a one-way road towards success. The assignments (A, B, C) have a key value for your lean transformation: they ensure a standardized lean management process used by all locations and all sites. Coaching by Lean Institute is included.



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LEAN GREEN BELT EXECUTIVE



DAY 1: LEAN PRINCIPLES/VALUE

- **Motivation and framework**
 - ⊕ Welcome
 - ⊕ Lean and motivation for lean
 - ⊕ Introduction: Lean Green Belt Executive
- **Lean Green Belt Executive**
 - ⊕ Sustainable and successful lean implementation
 - ⊕ Visible and invisible: criteria for success
 - ⊕ Lean Principles (**DMAIC**)
 - ⊕ Continuous improvement process (**CIP**)
 - ⊕ Value and Value chain from customer perspective
 - ⊕ **5S**: Shop floor impressions are mirror for management processes and product quality
- **Practical exercises (gemba interaction)**
 - ⊕ **7+1 types of waste**
 - ⊕ No process is perfect: identify potentials by observing
 - ⊕ Waste Walk with checklist
 - ⊕ Go, look, and see; Learning to see
 - ⊕ Lessons learned and management summary
- **Assignment A feedback**
 - ⊕ Coaching session
 - ⊕ Scoring and Assignment A evaluation

DAY 1: LEAN PRINCIPLES/VALUE

- **Just-in-time (JIT) Simulation**
 - ⊕ Just-in-time virtual factory: understand lean principles and lean techniques by applying them to a simulation environment
 - ⊕ Roles and Responsibilities (R&R)
 - ⊕ Identify waste and opportunities for improvement
 - ⊕ Standardized problem solving
 - ⊕ Definition of effective countermeasures (less is more)
 - ⊕ Evaluation of factory's results and performance
 - ⊕ Apply lean tools for JIT-simulation improvements
- **Assignment work (Assignment B)**
 - ⊕ Explanation for assignment B: what is expected
 - ⊕ Coaching for participants by Lean Institute trainers
 - ⊕ Elaborate standardized management process
 - ⊕ Lean Management process (Vision, Objectives)
- **Feedback and discussion**
 - ⊕ Lessons learned and management summary
 - ⊕ Feedback Day 1

Practical: Gemba Exercises (go, look, and see)

Best Practices: Management tools and continuous improvement

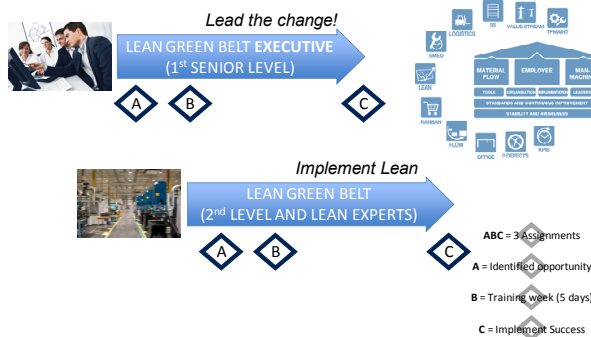
Success: Metrics (KPIs and KOMs) show realized success



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DAY 2: VALUE STREAM (VSM)

- **Motivation and framework**
 - ⊕ Review yesterday: lessons learned
 - ⊕ Agenda and schedule
- **CIP / Kaizen / Lean Tools and implementation**
 - ⊕ **Value Stream mapping (VSM)**
 - a total view for factory's performance and process potentials
 - identify the major opportunities for improvements
 - understand where problems are caused (e.g. low on-time delivery)
 - ⊕ **Standardized work**
 - a procedure to stabilize and optimize shift's performance
 - a system for successful qualification
 - flexible manning for different work stations
 - ⊕ **Kaizen week Workshops**
 - Solve problems within one week by utilizing the team's talents
 - *Impossible* is a forbidden word!
- **Practical exercises (gemba interaction)**
 - ⊕ Go, look, and see; Learning to see
 - ⊕ Gemba exercise: Map the material flow
 - ⊕ Lessons learned

DAY 2: VALUE STREAM (VSM)

- **Just-in-time Simulation**
 - ⊕ Just-in-time virtual factory: understand lean principles and lean techniques by applying them to a simulation environment
 - ⊕ Identify waste and opportunities for improvement
 - ⊕ Standardized problem solving
 - ⊕ Evaluation of factory's results and performance
 - ⊕ Apply lean tools for JIT-simulation improvements
- **Assignment work (Assignment B)**
 - ⊕ Explanation for assignment B: what is expected
 - ⊕ Elaborate standardized management process
 - ⊕ Integrate budget figures and operations review metrics into lean metrics
 - ⊕ Lean Management process (Scorecard, Strategy)
 - ⊕ Coaching for participants by Lean Institute trainers
- **Feedback and discussion**
 - ⊕ Lessons learned and management summary
 - ⊕ Feedback Day 2

Practical: Gemba Exercises (go, look, and see)

Best Practices: Management tools and continuous improvement

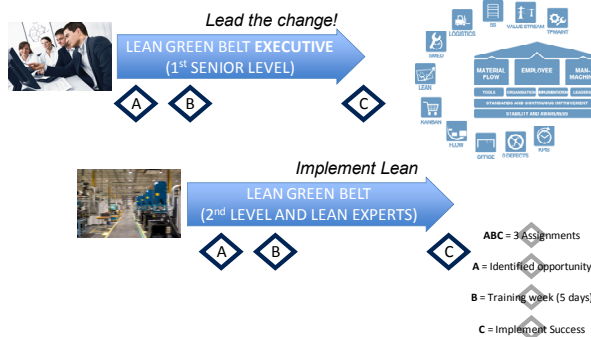
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DAY 3: CIP-TOOLS AND FLOW

- **Motivation and framework**
 - ⊕ Review yesterday: lessons learned
 - ⊕ Agenda and schedule
- **CIP-Kaizen / Lean Tools and practicing**
 - ⊕ **Just-in-Time and Just-in-Sequence**
 - Include suppliers for lower inventories and stable supply
 - Reduce waiting time due to missing material, missing components
 - Reduce supply chain costs
 - ⊕ **Total productive maintenance (TPM)**
 - a procedure to stabilize and optimize machinery uptime
 - Higher machine availability to assure schedule's stability
 - Reduced maintenance costs
 - ⊕ **Single Minute Exchange of Dies (SMED); Quick change-over (QCO)**
 - a procedure to reduce setup-times; changeover-times
 - Lower lot-sizes required quicker product changes
- **Practical exercises (gemba interaction)**
 - ⊕ Go, look, and see
 - ⊕ Learning to see
 - ⊕ Lessons learned

DAY 3: CIP-TOOLS AND FLOW

- **Just-in-time Simulation**
 - ⊕ Just-in-time virtual factory: understand lean principles and lean techniques by applying them to a simulation environment
 - ⊕ Identify waste and opportunities for improvement
 - ⊕ Standardized problem solving
 - ⊕ Evaluation of factory's results and performance
 - ⊕ Apply lean tools for JIT-simulation improvements
- **Assignment work (Assignment B)**
 - ⊕ Explanation for assignment B: what is expected
 - ⊕ Elaborate standardized management process
 - ⊕ Lean production system architecture: Define and use your own "Toyota Production System", TPS)
 - ⊕ Lean Management process (Strategy, Masterplan)
 - ⊕ Coaching for participants by Lean Institute trainers
- **Feedback and discussion**
 - ⊕ Lessons learned and management summary
 - ⊕ Feedback Day 3

Practical: Gemba Exercises (go, look, and see)

Best Practices: Management tools and continuous improvement

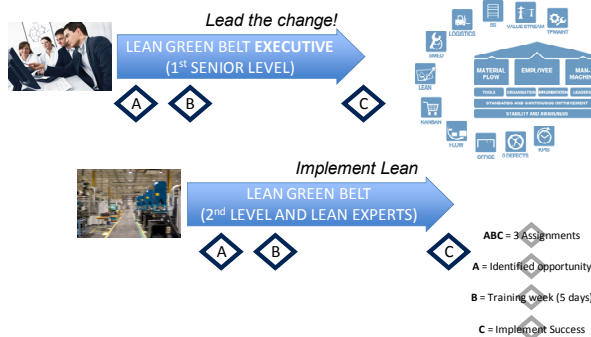
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DAY 4: METRICS AND PULL

- **Motivation and framework**
 - ⊕ Review yesterday: lessons learned
 - ⊕ Agenda and schedule
- **CIP-Kaizen / Lean Tools and practicing**
 - ⊕ **Kanban and Pull systems**
 - Include suppliers for lower inventories: supplier Kanban
 - Assure 100% availability for material and components with defined lower inventories (Work in progress, WIP)
 - ⊕ **Heijunka and replenishment pull**
 - Level loading to avoid labor and machinery utilization peaks
 - Assure 100% finished product's availability (on-time delivery)
 - ⊕ **Lean metrics (Key performance indicators KPIs, KOMs)**
 - a system to measure lean success
 - install lean and improvement tools as continuous process
 - lean is not a one-time exercise but ongoing improvement
- **Practical exercises (gemba interaction)**
 - ⊕ Go, look, and see
 - ⊕ Learning to see
 - ⊕ Lessons learned

DAY 4: METRICS AND PULL

- **Just-in-time Simulation**
 - ⊕ Just-in-time virtual factory: understand lean principles and lean techniques by applying them to a simulation environment
 - ⊕ Roles and Responsibilities (R&R)
 - ⊕ Identify waste and opportunities for improvement
 - ⊕ Standardized problem solving
 - ⊕ Definition of effective countermeasures (less is more)
 - ⊕ Evaluation of factory's results and performance
 - ⊕ Achieve flow and customer pull ("perfect factory")
- **Assignment work (Assignment B)**
 - ⊕ Explanation for assignment B: what is expected
 - ⊕ Elaborate standardized management process
 - ⊕ Lean Management process (Masterplan, Organization, Review)
 - ⊕ Coaching for participants by Lean Institute trainers
- **Feedback and discussion**
 - ⊕ Lessons learned and management summary
 - ⊕ Feedback Day 4

Practical: Gemba Exercises (go, look, and see)

Best Practices: Management tools and continuous improvement

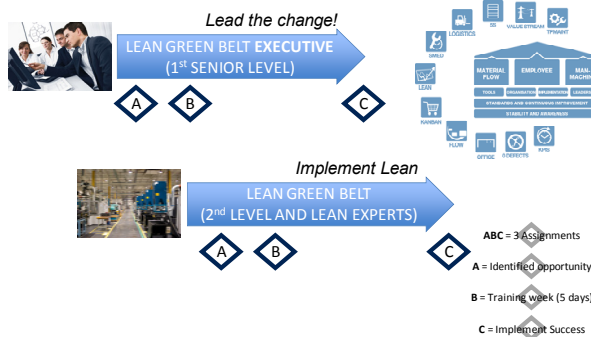
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DAY 5: SUSTAINABLE SUCCESS

- **Motivation and framework**
 - ⊕ Review yesterday: lessons learned
 - ⊕ Agenda and schedule
- **CIP-Kaizen / Lean Tools and practicing**
 - ⊕ **Process confirmation**
 - Lean systems are not self-sustaining
 - Process confirmation is essential to stabilize realized success
 - Do not allow to fall back to “old behavior”: Zero-tolerance principle
- **Visual Management / Best Practices**
 - ⊕ What is visual management?
 - ⊕ Visual factory examples: speaking factory
 - ⊕ Team boards in real action (no “show boards” please!)
 - ⊕ Process confirmation “live”: Zero tolerance!
 - ⊕ Standardized work, visible and applicable near to point of use: No improvements without standards
 - ⊕ Shop floor pictures (e.g.: factory of the year)
 - ⊕ Management process: live impressions
 - ⊕ Management behavior: go, look and see; support shop floor activities
- **Practical exercises (Assignment B completion)**
 - ⊕ Management process (fine-tuning)

DAY 5: BEST PRACTICES

- **Senior Management Review (Assignment B)**
 - ⊕ Standardized presentation towards senior management by every participant
 - ⊕ Senior management checks and approves lean green belt executive results
- **Feedback and discussion**
 - ⊕ Installation of best practice intranet platform for using standardized lean management tools (company task)
 - ⊕ Organizational aspects to assure a learning culture, learning company
 - ⊕ Lean organization (so-called lean champions, lean advisors, lean process supporters, lean green belts, lean black belts): agents for lean penetration and transformation speed
 - ⊕ Recommendations for next steps when presenting results at home site
 - ⊕ Roll-Out planning (company specific) for the lean programme
 - ⊕ Lessons learned and management summary
- **Assignment work (Assignment C)**
 - ⊕ Explanation for assignment C: what is expected
 - ⊕ Deadlines and quality criteria for assignment C
 - ⊕ Deadlines for assignment C feedback
 - ⊕ Implement standardized management process
 - ⊕ Feedback Day 5 / Farewell

Practical: Gemba Exercises (go, look, and see)

Best Practices: Management tools and continuous improvement

Success: Metrics (KPIs and KOMs) show realized success



Further information (German or English): (+49)-(0)-721-160-89-563

Further information (English or French): (+33)-(0)-6-84-52-77-70

or by e-Mail: info@lean-institute.com

Lean Green Belt training (in English) includes:

- Preparation and definition of agenda (co-development)
- Definition and preparation for practical interactions (Gemba !)
- Synchronization of lean wording; inclusion of company examples
- 1 Seminar week (1-2 trainers (lean experts) per day; Native English, French, Italian and German trainers are available)
- Handbook (print-out, approx. 500 slides, black and white copies)
- Original Lean Institute® Certificate after successful scoring (min. 60/100)
- Individual Coaching (Assignments A, B, C) and feedback

Terms and conditions:

On receipt of your order we will send you a confirmation note and an invoice for the preparation phase. Invoices should be settled by the ending of the assignment evaluation at latest. Unless another participant is designated, cancellation one week or less before the event (date of receipt of the cancellation note) and no-shows will result in forfeit of the entire participation fee. A substitute participant can be named. Please note that all registrations and cancellations must be provided in writing. The organizer reserves the right to change, postpone, relocate or cancel the entire event or parts thereof at short notice. The venue and accommodation for the participants is not included in this cost. The hosting company covers all costs for participants travel and accommodation. Due to intensive coaching for every individual participant, the turnout is limited to 10 persons. The training infrastructure (training room, 2 flip charts, 1 metaplan board, 1 beamer,...), participant hosting (e.g. business lunch, business drinks,...) and training equipment is at the charge of the hosting company. Training room desks and chairs shall be prepared as a U-shape set-up; for room preparation Lean Institute has access to the room one day prior to the training week. Evaluation and scoring for the participant's assignment is neither negotiable nor "attackable" through juridical procedures. The Lean Institute feedback is single basis for certification. A score of minimum 60 points out of 100 points max must be achieved to receive the Lean Green Belt certificate. Liability and limitation of risk: The risk is limited to the defined project value. Further financial claims from the customer are excluded. Liability is excluded unless gross negligence is proven.

Further information is available at: www.lean-institute.com

Please send me a quotation for Lean Green Belt Executive:

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LEAN GREEN BELT EXECUTIVE (INHOUSE):

- Planned location:** <please fill in here ...>
- Scheduled Date:** <please fill in here ...>
- Number participants:** <please fill in here ...>
- Price per participant:** 3295 € per participant plus VAT
- Preparation time:** Appr. 8 weeks before on-site training



Your Data:

Name, first name

Company

Department

Position

Street

ZIP – Code / City

Country

Industry Sector

Phone/Fax

Your e-Mail

Date

Signature