

Now integrates  
**SIX SIGMA**  
and  
**CHANGE MANAGEMENT**



## Lean Management

After the great success with European leading customers:

**26<sup>th</sup> to 30<sup>th</sup> of June 2006: Barcelona (Spain)**

Qualified and successful **CERTIFICATION** to become a :

**LEAN ADVISOR**

**LEAN COORDINATOR**

**LEAN CHANGE MANAGER**

### **The Lean Advisor / The Lean Champion**

**Strategic Link between Lean Management and Lean Production!**

Many international groups have started a Lean Management or Operational Excellence Program. The project owner of these lean initiatives faces several (technical and organizational) challenges in the context of related lean projects and lean programs. Lean for us means practice and practical know-how!

To achieve world-class status does not happen by accident. Many companies have failed in their transformation efforts as they did not reflect the key success criteria in their project plans. Companies with lean experience know, that lean tools are simple to understand but difficult to organize. To sustain the initial success is not easy.

In many groups new positions such as lean advisors, lean production officers, lean champions or lean change managers are established. This is a challenging profession where deep and comprehensive qualification is a true need. In this strategic function the lean project coordinator is responsible for the definition of the strategic lean standard and for its roll-out over many sites (Lean Strategic Director, Lean Project Manager). For an international group, lean expertise has even a higher priority as rapid lean success must be multiplied systematically.

Practical lean implementation expertise is among the most important issues to be assured before starting a lean initiative. The professional design of lean production systems is crucial for the mid-term success of the company! Hence, the responsible lean organization (project team) must be qualified how-to implement lean successfully.

**Lead a successful Lean Initiative !**

**Assure your lean implementation expertise before starting your lean journey !**



**Challenge Lean Advisor :** Organized elimination of any type of waste, is the key tenet of lean. It is not the objective to become lean by simply reducing headcount. Instead, it is an efficient method to implement the company's vision to be a key player in the business. To eliminate waste in manufacturing and business processes is organized by a systems approach. A systems approach

is that important, because the lean transformation is a one-way road towards success. There is no doubt for the organization (compared to many other flavors of the months) that the company is willing to start the change, lead the change and improve continuously. Together with the employees, organized as teams (effective work groups) as the 'operating system' for the lean production system, is the way to improve productivity and reduce unit costs significantly and sustainable.

By this workshop the lean advisor is qualified to perform in his/her function. This workshop covers the most important aspects of lean with many lean methods and processes organized in a systems framework. By means of this training / workshop, the lean advisor or lean champion is qualified **how-to implement lean in the daily business**. The integration into daily business is essential for your successful lean transformation. With a running problem solving process at the team level, management gets time to think about strategic optimizations in the whole value stream. Still too many companies are optimizing in local functions and are not considering the overall value stream. Many departments are still working like "chimneys".

In our unique seminar you will get a detailed **Overview of the different lean improvement tools (lean methods)** and the structural elements of an integrated production system. Furthermore you'll become enable to design, plan and implement your lean initiative.

The Lean Advisor's qualification includes the **organizational implementation and integration of Lean**. How can you manage to involve the middle management ? How improvement processes can be installed sustainable ? How the top-management is playing an active part for your lean journey? You'll also get to know the management tools and systematic which assure a disciplined and rigorous approach. Discipline is required as success does not happen by chance...

CEO's discuss currently if **Six Sigma** can be combined with **Lean** or if these initiatives exclude each other (**Lean vs. 6 Sigma**). We put light on this aspect.

## Lean Advisor – the internal consultant on site or for the group

This intensive workshop is conceived for: management members, plant-/ factory manager, production manager, lean project responsible, lean project manager, quality manager as well as for managers and employees from following areas:

- production (manufacturing, assembly)
- production planning and scheduling
- supply chain, purchase departments.
- quality management (6 Sigma)
- industrial engineering, technical engineering, maintenance
- process improvement teams, CIP-teams

## **The Lean advisor: Learning by doing and Knowledge sharing**

You are actively involved in this intensive, practice-driven workshop and you have the great opportunity to discuss your individual problems with leading lean experts. Time is available to classify your specific questions and problems fast and certain as well as finding solutions for your company.

Effective use cases and group exercises (games) are an integral part of this professional training. It is another highlight how to involve the operators and teams.

You will obtain a comprehensive documentation and guideline (Lean Advisor Manual), which gives you a detailed description. The handbook is module-based and thus can be used for optimized and efficient application in your own company !

## **The Lean advisor: Outstanding and challenging job perspective!**

For groups with more locations (Lean project management, Lean Project Coordinator, Lean Director) there will be practical examples, procedures how operations are increasing their efficiency and productivity. Systematic success is achieved through a standardized Lean System Review and specific benchmarks.

To become a Lean project coordinator is the right personal decision as more and more companies go for Lean management programs or Lean production systems. The new function for implementing Lean at several sites (e.g. affiliated groups, groups) requires a qualified and professional foundation in lean implementation expertise which makes you unique in your organization.

Become a specialist in this key improvement technology! The lean-based optimization process is a business requirement to remain competitive in a globally and dynamically changing world.

## **Purpose and objectives of the Lean Advisor seminar workshop**

Giving the companies the possibility to increase their internal lean capability by the professional qualification, training and coaching of internal Lean consultants.

These “Lean Champions“, “Lean Coordinators“, “Lean Advisors“ will be able to lead the continuous improvement process of your company efficiently. The trainees obtain both a comprehensive, deep and practical insight in successful lean transformations.




This includes:

- a deep and comprehensive expertise for the different tools for Lean Production.
- an understanding to organize these tools as a part of your daily business.
- a design, planning and implementation guideline for business effective lean programs
- a better understanding for the dynamics of change processes in the organization.
- the ability to organize lean improvement programs in your own company.
- a decision support when to select the right tool or lean standard

### Lean, Lean Production and Lean Production System – Definitions

- ▶ How to act effective and efficient while implementing a Lean production system?
- ▶ Lean Excellence – basic knowledge for a Lean production system
- ▶ Definition and intention of Lean Excellence
- ▶ Organized elimination for every kind of waste
- ▶ How does a production system effect a positive company result sustainably?
- ▶ Effectiveness of a production system (Savings, ROI, business cases)
- ▶ Architectures and designs of efficient lean production systems
- ✚ Discussion: best practice, Benchmarks at the participants' companies !?


### Continuous improvement and the Lean Champion as a Change Agent

- ▶ The scope for continuous improvements
- ▶  TOOLBOX Continuous improvement process (CIP-Workshops)
- ▶ Evaluation of organisational expertise
- ▶  TOOLBOX The CIP simulation game
- ▶ The power of performance test
- ▶ Measuring– recording – analyze - improve
- ▶  TOOLBOX DMAIC-Method: Define, Measure, Analyze, Improve, Control


### Elements of an integrated production system: System vs. Single tools !

- ▶ What is the Toyota Production System (TPS)?
- ▶ Key success criteria for Lean Production Systems
- ▶ Introduction plan – Strategies, procedures and penetration








### The Lean Advisors part within the scope of Lean programs

- ▶ Which assignments does the Lean Advisor have?
- ▶ What are typical supporting organizations to implement lean ?
- ▶ How to manage and plan a successful Lean production system as a project?
- ▶ Typical job descriptions for lean champions and lean advisors
- ▶  TOOLBOX The Lean Roadmap and the Lean Project plan
- ▶ Which steps, phases, levels must be planned within the scope of Lean project?
- ▶ Lean roll-out plans, Initial application areas and immediate stories of success



### Continuous improvement and problem solving

- ▶ Continuous Improvement Processes vs. Continuous Improvement Projects
- ▶ The PDCA – wheel
- ▶ Define, measure, analyze, improve, control (DMAIC) – the generic problem solving process
- ▶ Creative and analytical problem solutions
- ▶  TOOLBOX The 7 Quality tools (QC Tools)
- ▶ Identification and prioritizing of problems
- ▶ The 7 + 1 „deadly sins“ : avoid and eliminate every kind of waste

### Focus on the major opportunities for improvement: the value stream

- ▶ Process mapping (“ASME”) and value stream analysis
  - ▶ Value stream process: value stream analysis, value stream design for identification of the biggest improvement potentials
  - ▶  TOOLBOX Value Stream Mapping (Current and Future State)
  - ▶ Methods assignment– when is which lean tool appropriate?
  - ▶ Lean methods for a successful project
  - ▶  TOOLBOX 5S, Visual factory, Visual Management
  - ▶  TOOLBOX Single Minute Exchange of Dies SMED , Quick Changeover (QCO)
  - ▶  TOOLBOX TAKT – Time and Line Balancing (Leveling)
  - ▶  TOOLBOX ABC-analysis and material planning
  - ▶  TOOLBOX Pull-systems / Kanban
  - ▶  TOOLBOX Workplace organization
- ✚ Discussion: are companies with Value Stream Maps already „lean“ ?

### The management process : Leadership is not only necessary but essential!

- ▶ From the site’s lean vision to specific goals and objectives
  - ▶ Lean management process – organization for lean
  - ▶ Development of the lean implementation strategy
  - ▶  TOOLBOX The master plan as a strategic lean implementation plan
  - ▶  TOOLBOX The Scorecard as a navigator and measuring instrument
  - ▶ Agreement on objectives top down vs. bottom up (Scorecard, Team Scorecard)
  - ▶ Policy Deployment – Systematic (Hoshin-Planning)
  - ▶ Composition of an efficient lean metrics system for measuring and controlling the whole process
- ✚ Discussion: How to avoid actions without proper planning !?

### Change Management – the permanent change of a corporate culture

- ▮ Change Management: Fundamentals for Lean
  - ▮ Why Change is that essential for a sustainable lean success!
  - ▮ Leadership (lead the change) and empower the people (employee involvement)
  - ▮ Change: Understanding, leading and monitoring the change!
  - ▮ “Change the man or change the man!”
- ✚ Discussion: Is lean about tools or is lean about people?

### Team structures and involving the whole company !

- ▮ The employee: the production systems' most important foundation
  - ▮ Group work, effective work groups
  - 🔧 TOOLBOX The standardized problem solving process
  - 🔧 TOOLBOX The problem solving report (Corrective Action Report)
  - ▮ Effective work groups with detailed and clear roles and responsibilities
  - ▮ Introduction and visualisation of measures / key figures on work group level (Team information table, group activity boards)
  - ▮ Problem analysis and root cause analysis
  - 🔧 TOOLBOX Design of standardized team activity boards
  - 🔧 TOOLBOX Typical team structures following the manufacturing process
- ✚ Discussion: How we need empowered operators ?

### Team building – team support - team development : the ,new” employee !



- ▮ Values that guide our behavior: management characters and characteristics
  - ▮ Teams: guidelines for efficient and effective team meetings
  - ▮ Roles in the team, consensus finding, team development phases
  - 🔧 TOOLBOX Standardized team meeting agenda
- ✚ Discussion: How do we reach and motivate the employees !?

### Lean systems - Integration with Six Sigma ( Lean vs. 6 Sigma )



- ▮ Comparison between Lean, 6 Sigma and CIP Workshops (“Kaizen Blitz”)
- ▮ The standardized “plug” to synchronize 6 sigma activities with lean tools
- ▮ What are the key differences between Six Sigma and Lean Systems?
- ▮ How can we synchronize both programs for maximum success?
- ▮ DMAIC and practical examples (“storytelling”)

## Day 04 (Start 09:00 End 16:30)

### Installing the Lean methods as Lean processes !

- ▶ Lean tools in their practical implementations (Standardized work, Poka Yoke)
  - ▶ Equipment effectiveness and OEE improvement process
  - ▶ Operate your equipment at world class level (OEE>85%)
  - ▶ Quality improvement at the first time through (FTT – First Time Through).
-  TOOLBOX      Standardized work, “Yamazumi” Boards, Work standards
-  TOOLBOX      Problem solving support process and Process confirmation
- ✚ Discussion: Is there a big quality difference in implementing lean tools?

### Standardized Work as a basis for methodical team training

- ▶ Standards : If there is no standard there cannot be any improvement
  - ▶ Development of operator- and team-oriented standards
  - ▶ Criteria for a good working standard
  - ▶ Application of standards for changeover processes
-  TOOLBOX      The standardized work instruction (work element, work analysis and work capacity sheets)
-  TOOLBOX      Takt Time, Cycle Time, Line Speed Rate
- ✚ Discussion: Learn aims and learn effects: What arrives at the employees!?

## Day 05 (Start 08:30 End ~13:30)

### Never fall back to the old behavior and share best practices as fast as you can!

- ▶ Avoid to fall back to the old behavior (“daily business as typical excuse”)
- ▶ Level- and Version planning from Lean-Roll-Outs
- ▶ A lean system specification to define the “traffic signs” and pathway
- ▶ Lean system reviews and lean level, site’s lean score
- ▶ Best practices identification and sharing for multi-sites groups
- ▶ Structured and standardized lean knowledge bases (repository)

### Lean Excellence ! A success story presented by an industry leader (tbd)

- ▶ Leading lean projects for multinational sites and plants
  - ▶ International lean project managements
  - ▶ How to get the management buy-in
  - ▶ How to train and qualify the key players (lean qualification program)
- ✚ Practical implementation of a lean production system and development to a **Center of Excellence (an exceptional benchmark and success story)**

**Certificate with a Lean Advisor degree !!!**

## The workshop trainers and industrial experts :

### **Albert Eisele, Ford Motor Company**

- Quality manager in press shop Saarlouis
- Experience in the production at press shop
- Implementation of quality measurable systems in the USA and GB
- Ford production system coordinator FPS for Saarlouis (D)
- Managing, training and coaching the Lean implementation teams
- Trainer Lean Learning Academy (Saarlouis), member of Lean Implementation Specialist Team (Valencia) and 6Sigma – qualification (active Black Belt)

➤ **Active Lean Advisor / Certified 6-Sigma Black Belt**

### **International Industry Speaker (Europe, US, tbd)**

- Strategic Lean Leadership
- Lean Software and Value Stream Mapping Tools
- International Lean Programs and Roll-Outs
- Strategic Lean and Cultural Change Management

➤ **Lean Implementation Best Practice**

### **Andrew Lyall, Hosca Management Consultants (UK)**

- Lean management implementation projects for...
- Lean Leadership and Change Management for the automotive, automotive supplier, pharmaceutical and services industries
- Professional experience in strategic reengineering programs
- Supplier development programs

➤ **Senior Lean Consultant**

### **Joerg Tautrim, Lean Institute**

- Managing and conducting international consulting projects for Lean Production (5S, QCO, VSM, KVP, Ramp-Up), Lean logistics, Planning and maintenance (Lean Maintenance).
- Strategic optimization projects (e.g. Lean Roadmap, Lean Roll-Out, Lean Manufacturing Design ) for automotive- and supplier industry, Pharma industry, electronic industry and food industry.

➤ **Active Lean Executive Consultant**

### **Claus Weichelt, Lean Institute**

- Managing and conducting international consulting projects (Lean Deployment Programs)
- Successful implementation of all Lean Methods for Lean Production (5S, QCO, VSM, CIP, Line balancing, ASME-analysis, etc.)
- Lean Analysis, Value Stream Mapping and Value Stream Design
- Lean Audits and Lean System Reviews

➤ **Active Lean Advisor**

At least 2 trainers per day, always in a mixture consultant and industry, will train and coach you professionally. For further information please contact us:

E-Mail: [info@lean-institute.de](mailto:info@lean-institute.de)

Internet: [www.lean-institute.de](http://www.lean-institute.de)

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Registrations are noted on a first come, first served basis. On receipt of your registration we will send you a confirmation note and an invoice. Invoices should be settled by the beginning of the congress at latest. Unless another participant is designated, cancellation one week before the event (date of receipt of the cancellation note) and no-shows will result in forfeiture of the entire participation fee. A substitute participant can be named. Cancellations made before this date will be subject to a processing fee of €320,- . 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. Due to this on site event, we will inform you about the venue and accommodation separately. Therefore the maximum number is limited to 15 persons.

**Participation fee:**

The seminar fee for registrations made before 24th February 2006 for the workshop is € 2595,- + tax. For registrations made after this date, seminar fee is € 2995,- + tax.

The participation fee includes following accomplishments:

- Joining the workshop
- Comprehensive Workshop documentation material
- European Lean Practitioner and Professionals Networking
- Individual Coaching (Experience exchange)
- Beverages and fruits during the workshop
- Business-Lunch on each workshop day
- One Get together including a dinner

Following to one workshop day, we invite you to celebrate with a drink with us. Furthermore we are planning one interesting Social Event on one evening. Take the possibility to share your experiences with your colleagues (Lean Networking !) and get new interesting contacts.



**Send this registration form by Fax:  
(+49) - (0) - 651- 99469 – 281**

**Use our fax service  
or register mandatory online: [www.lean-institute.com](http://www.lean-institute.com)**

Details to participate  
Registration and information:  
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Herewith, I register myself mandatory to this workshop „Lean Advisor“ at following, marked appointment:

**Location information (please check box)**

<b>Appointment 1</b>	<b>2006</b>	
<b>26<sup>th</sup> – 30<sup>th</sup> June 2006</b>		
<b>Barcelona</b>		
<b>Spain</b>		
<input type="checkbox"/>		

**Participant's information (please complete)**

SURNAME, first name	
Company name	
PO-Number	
Address	
Zip code, state	
Position	
Department	
Industry sector	
Phone / Facsimile	
E-Mail	
Date	
<b>Signature</b>	

**Thank you very much for your registration, we look forward to welcome you !**