Central to the lean philosophy is the mandate to educate everyone in an organization. Productivity’s lean training has been called the best in the business, and for good reason. Our lean training for service delivers more than just awareness. It ensures a transfer of skills that enables employees to use new knowledge immediately to get results.
Lean Executive Development Experience

In our experience, executives learn best in short sessions taking place mostly outside of the classroom. Our Executive Development Experience takes this into account! This experience is tailored to each client’s specific cultural, behavioral and business needs and includes:

- Action learning via customized case studies and ‘next practices’
- Peer group networking to share experiences and growth perspectives
- Behavioral assessments that focus on maximizing individual potential

Lean Manager Sessions

Developing a cadre of Business Improvement Champions is the focus of our Lean Manager Sessions. Using a combination of classroom teaching, hands-on application, and project management, our Productivity practitioners will guide the Lean Manager candidates through a structured learning and personal development process in which they will gain the knowledge and skill they need to drive Lean principles throughout your organization. Successful Lean Manager candidates will have the capabilities to lead site lean deployment plans, to coach site project improvement teams, and to work closely with leadership, process owners, and value stream managers in the company-wide implementation of lean principles and practices.

Lean Frontline Leader* Development

*includes supervisors, team leaders, etc.

Sometimes referred to as Kata Coaching, the Lean Frontline Leader Development Process (LFLDP) is a leadership skills creation and deployment best practice created at Toyota. LFLDP is what enabled Toyota’s culture of daily continuous improvement. LFLDP is a series of structured onsite supervisor coaching sessions utilizing a ‘go to gemba’ approach. The process will redefine the relationship between your supervisor team and the value adding community to establish a collaborate partnership. This partnership will foster a strong, enterprise-wide improvement execution and sustainment capability, create an organization-wide ability to continuously improve, outside of a kaizen event setting and build a world-class ability to work in cross-ranking and cross-functional teams.
Lean Tools and Techniques

As stand-alone training sessions or combined into a multi-session curriculum, these proven trainings will provide the knowledge and skill you need to take part in your organization’s Lean effort. We will be happy to collaboratively build a curriculum that fits your specific training needs.

5S and Deployment of Visual Standards
Visual management systems not only improve communication, efficiency, and quality but also help build the team activities needed for a sustainable lean workplace. In this session you will learn the objectives and implementation steps for 5S and for developing a visual management system. You will also learn how to develop standard work—a cornerstone of lean practices; how to ensure adherence to standards; and how to define a visual system for sharing best practices that enables cross-training.

Applying Lean to IT
The IT department is one of the busiest in any organization. From the creation and modification of software applications to the day-to-day fixes of any number of hardware issues, IT touches everyone in the organization. In this session we look at how to bring lean techniques to the IT department. You will learn how to identify demand, build standards, and establish and manage the in-flow and out-flow of work, all while drastically reducing development and response times. We also discuss the principles of lean project management and how to establish an Oobeya room.

Basic Statistical Analysis
In this session you will learn basic statistical concepts and how to use them effectively. Discover how to analyze what lies hidden behind statistical values, which statistical analyses are relevant for understanding the performance of a given process, and the rules for representative sampling. You will also see examples of statistical analyses used to check hypotheses and correlate phenomena.

Continuous Improvement and Project Management
Lean transformations depend on engaging the entire organization to solve macro- and micro-level problems continuously and sustainably. This session explores the fundamental factors that determine the development of a lean enterprise and its long-term sustainability, including how teams and managers operate in a continuous improvement environment. You will learn the essential principles, success factors, and guidelines for lean project management; how to map a clear project charter; and simple tools for assessing the progress of individual projects and their aggregate contribution to the organization’s improvement strategy.
Hoshin Kanri—Policy Deployment
Learn a systematic approach to get everyone aligned and involved in enterprise-wide lean transformation. Guided by a lean case study and the structured approach of policy deployment (hoshin kanri), this session teaches you how to align corporate objectives with workplace activities and day-to-day operations. You will learn the core elements of the lean transformation sequence (rollout plan) and the application of lean process improvement techniques.

Interpersonal Skills
One of the big challenges of the Lean Manager role is to effectively handle the many interpersonal issues that arise during a lean transformation. From dealing with difficult personalities to defusing conflict, Lean Managers need to develop the skills to motivate teams while defusing interpersonal problems before they impede progress. In this session we introduce the social dimensions of lean transformation, including communication styles, active listening skills, personality types, conflict resolution, and more.

Introduction to Lean Principles and Waste
Focused on fundamental lean principles, this session teaches you how to see problems and their impact on customers, employees, and processes. Learn how various types of waste combine to generate “failure demand,” dissatisfied customers and employees, and excess cost.

Introduction to Six Sigma
Implementing a lean workflow requires reducing process variation. Six Sigma is a project management and problem-solving method based on the analysis of statistical data and aimed at reducing defects and variability. This session teaches the principles of a Six Sigma approach and where and how to apply it. Using the DMAIC (define, measure, analyze, improve, control) method, you will learn how to uncover significant process variables and how identifying and controlling variation adds value for customers. Through business cases, you will experiment with practical application of Six Sigma.

Key Performance Indicators
In this session, we examine key performance indicators including response time, right first time (%), on-time delivery (%), and productivity. Using a case study you will learn how to measure and master improvement initiatives so that they are performed on time and achieve their objectives. You will also learn how to move away from results metrics, or lagging indicators, and generate leading indicators that drive future success.

Lean Leadership and Constructing a Lean Management System
The success of a lean initiative depends on actively engaging leaders at every level in the organization. In this session, we explore the need to develop a system for managing lean initiatives. You will learn about the fundamental challenges of leading a lean transformation, discover how to address the most common transformational issues, and discuss remedial corrective actions and countermeasures. We also introduce the principles of leading by example, standard work for managers, gemba walks, progress audits, and auditing of standards (kamishibai).
Lean and Corporate Strategy
This session helps you understand how to develop an operational strategy oriented to the voice of the customer, and how to focus and translate lean efforts into added value for customers. Through a business case study, you will learn a structured approach to analyzing operational strategy and to segmenting customers. Key points to be covered: strategic implications of lean transformation; determining what “wins” customer orders and what “qualifies you to compete”; segmenting customers according to key factors for success; and developing a model to reconcile operational needs and customer/market expectations.

Lean Transformation in the Organization
In this session, we explore the way lean transformations take place in service organizations. You will participate in discussions covering the myriad socio-technical requirements for developing a lean culture, and see how to create a transformation plan, from the introduction of continuous improvement at operational levels to launching cross-functional improvement projects. You will learn from actual examples of plans used in various environments and companies. We explore the importance of developing lean leaders, from the executive committee to team managers, and take a deeper look at the construction of a system to manage the effort—a lean management system.

Process Improvement Methodologies
Using two distinct case studies, this session teaches a series of techniques for thoroughly analyzing processes at the most detailed level. You will discover tools to help you:

- Analyze processes using mapping techniques
- Break down tasks and sequences using process flow and physical flow diagrams
- Apply the SMED (quick changeover) approach to analyze tasks within administrative processes, modify task sequences, and improve flow
- Conduct RACI (responsibility assignment) analysis

Programming and Scheduling Service Flows
Discover different ways of scheduling activities according to specific features of flow and demand. In this interactive session, you will see examples of flow management specific to different process characteristics, and learn how to develop your own perspective and build models specific to your processes. Examples explored come from finance, IT, healthcare, laboratories, and/or sales.

Project Charter and Voice of the Customer
In this session you will use the project charter to better understand customer needs and identify gaps between process performance and customer expectations. Learn how to approach the notion of customer experience and customer expectations and how to identify process features that will have a real impact on customer satisfaction.
Team-Based Problem Solving
During the lean transformation process, teams inevitably encounter problems that need to be solved before additional progress can be made. Equipping your team members with quick and easy-to-use problem-solving tools enables them to tackle issues as they arise. Because problems come in all sizes, you need a variety of techniques in your problem-solving arsenal. This session explores in depth three of the most useful: 5 Whys, CEDAC (cause and effect diagram with the addition of cards), and A3 methods.

Value Stream Analysis and Transformation
In this session you will learn how to scrutinize data uncovered during value stream mapping and find the weaknesses within an organization. This information will guide your tactical plan for transformation. Using the Value Stream Analysis process, you will discover how to address customer demand and its variability; how to transform processes by establishing response models adapted to each type of demand; and how to establish continuous flow in day-to-day operations. You will see real-life examples from service enterprises, including finance, healthcare, and general administration.

Value Stream Mapping (Visual Value Streams)
This session presents a step-by-step methodology for value stream management (VSM)—the cornerstone for planning lean activities in all processes. You will learn how to:

- Define the scope of analysis for value streams and processes
- Link VSM with other forms of analysis including SIPOC (supplier-input-process-output-customer)
- Define service families
- See the flow of value in end-to-end processes
- Define and measure process performance indicators
- Gather the upstream and downstream information needed to make fact-based decisions for your lean plan and eliminate non-value-added activities

Visual Management of Activities and Performance
Visual management lies at the heart of lean. In this session we take an in-depth look at the importance of making activities visible, and the development of a visual system that allows managers and team members to manage their activities and monitor performance. We will also define results indicators and performance steering indicators. We will examine the construction of management charts for team activities, and learn how these help to generate continuous improvement.

Value Stream Costing and Lean Accounting
Lean principles consistently applied yield significant results. But lean organizations are measured differently from traditional large batch or silo process environments. In this business case-based session, we examine the connections between financial systems and the measurements used for decision making in the lean organization. You will learn how to analyze the impact of lean on a company’s balance sheet and profit and loss statement, and work through the resulting decisions that direct company strategy.