

Productivity Inc., the Fisher College of Business at The Ohio State University, and noted author Beau Keyte present:

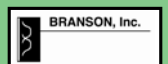
# Lean Manager Certification Program for Administration and Service Industries



This three-week fully accredited certification program decodes the tools of Lean, making them easy to understand and apply to an administrative and service environment.



Certifying Lean Managers since 2001. We set the benchmark; now we are raising the bar!



# Lean Manager Certification Program for Administration and Service Industries

**Week 1:** December 1-5, 2008  
**Week 2:** January 5-9, 2009  
**Week 3:** February 2-6, 2009

For many years manufacturing organizations the world over have known about and experienced the power that Lean Manufacturing has on the overall success of their manufacturing and support operations. They have dramatically changed their production environments, restored their equipment and turned their employees into empowered associates that are fully committed to the change process. And they have been rewarded for their efforts with significantly reduced lead-times, increased capabilities, greater flexibility, and a healthier bottom-line.

Today, the highly successful companies are those applying Lean methods enterprise wide, to both their manufacturing and administrative environments. And no industry is going unscathed. Healthcare, insurance, banking and finance, retail and others have taken notice and are now applying Lean process improvement principles and practices to their environments and achieving tremendous benefits.

**Lean Manager Certification for Administration and Service Industries** is a highly interactive and fully accredited program that teaches a carefully sequenced curriculum of Lean concepts and techniques, specifically for use in an administrative and service

industry environment. This program emphasizes innovation pointing to the streamlining of operations processes and the improvement of administration effectiveness. Over three non-consecutive weeks, each participant will experience a series of learning modules focusing on Lean planning deployment and implementation. In between the weeks of training, participants must apply what they have learned to processes at their own organizations and in subsequent weeks, present their progress and results to the class. Participants who successfully complete the three-week training and mentoring program, demonstrate successful implementation in their own organization and pass the certification exam are then certified as **Administrative Lean Managers**. (Earn 12 CEUs.)

Whether you are a manufacturing company looking to bring Lean methodologies into your administrative functions, or a service industry looking to break-out of the traditional practice of continually adding more systems, policies, and bureaucracy the **Lean Manager Certification Program for Administration and Service Industries** will provide you with the techniques, know-how, and confidence you need to drive waste from your processes and increase enterprise-wide business performance.

## Lean Manager Certification Program for Administration and Service Industries

	WEEK ONE - PLAN/VISION	WEEK TWO — DO	WEEK THREE — NEXT STEPS
M AM	The DNA of Lean	HOMEWORK EXECUTION	Lean Administrative Simulation
PM	Strategy Deployment		Homework Report Outs/Review
T AM	Project Management		CEDAC
PM	Administrative Value Stream Mapping		Homework Report Outs/Review
W AM	Application Exercise		Mistake-Proofing
PM	Administrative Value Stream Mapping		Leadership
TH AM	Application Exercise		Application Exercise
PM	Reception/Team Reports		Reception/Team Reports
F AM	Week 1 Review and Next Steps		Week 2 Review and Next Steps
	Week 1 Quiz		Week 2 Quiz
			Homework Report Outs/Review
			Six-Sigma
			Computerizing the Lean Office
			Homework Report Outs/Review
		Mgmt. Standard Work Application Exercise	
		Value Stream Costing	
		Coaching	
		Leadership and HR	
		Program Review and Exam Prep	
		Certification Exam	

Homework execution takes place at participant facilities in the 3-4 weeks between the training weeks.

**Bring the program to your facility. Ask about our in-house option.**

## WEEK 1: Plan/Vision

**MONDAY** Program: 8am – 5pm

### The DNA of Lean

The program kicks off with an overview of the Lean Enterprise, the strategic implications of Lean, the scientific method behind the madness and the elements of standard work, takt, pull and flow.

### Strategy Deployment

In this module we will look at creating a Lean improvement strategy and deployment process that focuses the company's improvement efforts on a small number of well defined initiatives and ensures these initiatives are aligned with the overall company objectives.

**TUESDAY** Program: 8am – 5pm

### Project Management—A3 and VSM

Central to Lean deployment is the discipline of project management. Opening and closing projects that directly align with company improvement initiatives is fundamental to the Lean journey. This requires a well defined process to monitor team leadership, team skills, project status reporting, and effective counter measures to insure projects are completed on time with expected impacts. In this module, we will overview the critical role of project management and the steps necessary to position a well defined Lean project management process.

### Administrative Value Stream Mapping

This module will help you develop a different set of lenses with which to see your work processes. Through a combination of classroom, case study and group exercise, you will develop a current state map visualizing a cross functional value stream.

**WEDNESDAY** Program: 8am – 5pm

### Application Exercise

Participants, working in teams, will leave the classroom and go to the workplace. Here, in an administrative environment (located on The Ohio State University campus) participants will apply the methodologies learned thus far to a real-time administrative process.

### Administrative Value Stream Mapping

In this module you will develop a future state map linking the changes in the value stream to the necessary changes in the business outcomes of the enterprise. Then, an implementation plan will be developed, highlighting the critical process kaizens necessary to achieve the future state.

**THURSDAY** Program: 8am – 7:30pm

### Application Exercise

Participants, working in teams, will leave the classroom and go to the workplace. Here, in an administrative environment (located on The Ohio State University campus) participants will apply the methodologies learned thus far to a real-time administrative process.

### Reception and Team Reports

In a working dinner session, participants report details of the Application Exercise to instructors.

**FRIDAY** Program: 8am – 12n

### Week 1 Review and Next Steps

Re-cap: A look at the week in review with a summary of key learning points.

### Week 1 Quiz

Distribution of Homework Assignments.

## WEEK 2: Do

**MONDAY** Program: 8am – 5pm

### Lean Administrative Simulation

This simulation based module will introduce you to the various lean concepts and their application to administrative processes. Working in teams in a simulated administrative environment, you will identify improvement opportunities and then through an actual kaizen event, implement your ideas. Through several rounds of simulation you will measure the impact of improvements and gain an understanding of how both the basic and progressive lean tools all play a part in the value stream and an organization-wide improvement process. Tools covered include: 5S, Visual Controls, Standard Work, Leveling.

**TUESDAY** Program: 8am – 5pm

### Homework Report Outs/Review

Returning after week 1, participants present the results of the implementation of the homework to the pilot project areas of their facilities.

### CEDAC

From symptoms to root cause this module teaches an effective problem solving methodology that provides the user with a proven approach to the acquisition of knowledge. Learn a reliable method for identifying a problem's root cause and generating effective solutions. Using a powerful tool called CEDAC (winner of the Deming Prize), you'll learn how to unlock a team's knowledge and creativity and learn how to use the CEDAC cause and effect problem solving process with each of the Lean improvement tools to focus on priority problems and opportunities.

### Homework Report Outs/Review

Continued from morning session.

**WEDNESDAY** Program: 8am – 5pm

### Mistake Proofing

The best way to prevent mistakes is to examine the process, determine what condition led to the mistake, and then control that condition. Mistake-Proofing (poka-yoke) devices automatically inspect for errors or defective operating conditions. This valuable module will demonstrate methods you can use to avoid, control, and prevent mistakes in your administrative environment.

### Leadership

The overall success of your Lean initiatives depends on your leadership and your ability to lead the change process. What does it take to lead a Lean organization? In this module we look at the fundamental challenges of leading a Lean organization and the crucial role of leadership.

**THURSDAY** Program: 8am – 7:30pm

### Application Exercise

Participants, working in teams, will leave the classroom and go to the workplace. Here, in an administrative environment (located on The Ohio State University campus) participants will apply the methodologies learned thus far to a real-time administrative process.

### Reception and Team Reports

In a working dinner session, participants report details of the Application Exercise to instructors.

**FRIDAY** Program: 8am – 12n

### Week 2 Review and Next Steps

Re-cap: A look at the week in review with a summary of key learning points.

### Week 2 Quiz

Distribution of Homework Assignments.



4 Armstrong Road, 3rd Floor • Shelton, CT 06484

1-800-966-5423 • 203-225-0451 • Fax: 203-225-0771 • [www.productivityinc.com](http://www.productivityinc.com)

# WEEK 3: Next Steps

(Thursday cont.)

## MONDAY Program: 8am – 5pm

### Homework Report Outs/Review

Returning after week 2, participants present the results of the implementation of the homework to the pilot project areas of their facilities.

### Six-Sigma

This module will discuss the possibility of zero defects and determine the appropriate place to conduct Six-Sigma analysis of a process or processes for your organization. Learn the benefits of discovering the significant variables in a process and how attaining knowledge of variation inherent in your organization's systems and processes enhances management decisions towards increased value to the customer. An overview of the DMAIC methodology will be presented.

### Computerizing the Lean Office

Once Lean techniques have been applied to an administrative area and the non-value added activities eliminated, automation of the remaining value add activities becomes a key consideration. Employing the capabilities found in most software packages (MRPII/ERP/SAP/Loan Package, etc) in combination with newly designed customized routines focused to fit the needs of your specific environment, you can begin to consider the automation of procurement, receiving, expediting, scheduling, accounts payable, order entry, and billing tasks among others. This module provides the examples and methodologies for automating the administration arena providing an unparalleled opportunity for improvement and competitive positioning.

## TUESDAY Program: 8am – 6pm

### Homework Report Outs/Review

Returning after week 2, participants present the results of the implementation of the homework to the pilot project areas of their facilities.

### Management Standard Work

When making the transformation to Lean production a key change in management's emphasis should be the shift from an exclusive focus on results to emphasizing a focus on process. But what does process focus mean and how do we do it? In this module, we will look at how integrated Lean management along with the physical changes of Lean implementations leads to a dramatically different culture—a Lean culture—and strengthens integration of the “hard” and “soft” sides of Lean for sustained success.

### Application Exercise

Participants, working in teams, will leave the classroom and go to the workplace. Here, in an administrative environment (located on The Ohio State University campus) participants will apply the methodologies learned thus far to a real-time administrative process.

## WEDNESDAY Program: 8am – 2pm

### Value Stream Costing

This module covers the essentials of accounting for cost in a lean service environment. Learn Lean metrics you can use to measure your results and how to tie these metrics into your corporate financial statements. This module will emphasize the importance of tracing direct and indirect costs to individual value streams as close to service delivery as possible.

### Coaching

Instructors meet with students to answer any questions they have as a result of the homework application and to explore next steps for their implementations.

## THURSDAY Program: 8am – 5pm

### Leadership and HR

Choosing the right path for your organization's Lean journey can be challenging. Exactly how and where do you start? In this module we will provide examples of some organization's Lean “roadmaps”. Learn the options, alternatives and benefits of each and begin to answer the question “What do I do now?”

## Program Review and Exam Prep

Re-cap: A look at the program in review with a summary of key learning points.

## FRIDAY Program: 8am – 12n

### Certification Exam

Graduation Luncheon

## ABOUT YOUR HOSTS

**Productivity Inc.** is an established consulting and training firm delivering leading-edge Lean implementation strategies throughout the Global 1000. For over 25 years, our proven waste elimination and culture change methodologies have helped companies worldwide improve their operational effectiveness, get results and ultimately increase their return on assets. Our team-based approach to implementation ensures a transfer of ownership of the improvement process, to enhance and sustain enterprise-wide implementation. For information on all of our products and services visit our website at [www.productivityinc.com](http://www.productivityinc.com)

### The Fisher College of Business at The Ohio State University

The Ohio State University is a leading comprehensive teaching and research university offering a magnificent environment for learning in one of the largest universities in the country. Our mission is the attainment of international distinction in education, scholarship, and public service. Ohio State combines a responsibility for the advancement and dissemination of knowledge with a land-grant heritage of public service. We offer an extensive range of academic programs in the liberal arts, the sciences, and the professions. For more than 80 years, the Fisher College of Business has produced exceptional leaders who meet the challenges of changing global business environment through creative and effective solutions. [www.cob.ohio-state.edu](http://www.cob.ohio-state.edu)

**Beau Keyte** is co-author of *The Complete Lean Enterprise: Value Stream Mapping for Administrative and Office Processes*, published by Productivity Press. He is also the founder of Branson Inc, a management consulting firm specializing on the application of lean manufacturing strategies and techniques to administrative functions. Beau is a faculty member and instructor of Lean at Ford Motor Company, The Ohio State University, the National Institute of Standards and Technology and the Lean Enterprise Institute. [www.bransoninc.com](http://www.bransoninc.com)

### Participants who have completed the program will be able to:

- Lead an administrative Lean implementation effort
- Perform an administrative assessment and base lining process
- Create a detailed deployment plan based on the base line analysis
- Perform as principle administrative change agent
- Lead and direct administrative teams in the deployment of Lean methodologies
- Mentor and coach administrative staff in specific Lean tools and methods



# Lean Manager Certification Program for Administration and Service Industries

## Winter 2008-09 Program

**Week 1: December 1-5, 2008**

**Week 2: January 5-9, 2009**

**Week 3: February 2-6, 2009**

**www.productivityinc.com Tel: 800-966-5423 or 203-225-0451 Fax: 203-225-0771**

Please print. Copy this form for additional registrations.

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

( ) ( )

PHONE \_\_\_\_\_ FAX \_\_\_\_\_ EMAIL \_\_\_\_\_

**Payment Options:** Payment must be received BEFORE the event. This event fills up quickly therefore we cannot confirm reservations until payment is received. Payment installments available. (This option includes a \$150 processing fee.)

**Program Tuition:** \$12,000.00

ENCLOSED IS MY CHECK FOR \$ \_\_\_\_\_ PAYABLE TO: PRODUCTIVITY INC., DRAWN ON A U.S. BANK.

CHARGE MY  VISA  MASTERCARD  AMERICAN EXPRESS

CARD # (INCLUDE 3 OR 4 DIGIT SECURITY CODE) \_\_\_\_\_ ( / / ) EXP. DATE \_\_\_\_ / \_\_\_\_ / \_\_\_\_

NAME ON CARD \_\_\_\_\_

BILLING ADDRESS FOR CARD \_\_\_\_\_

CARD HOLDER SIGNATURE \_\_\_\_\_

**Cancellation Policy:** Prior to the start of the program, registration may be transferred to another colleague without charge. To be considered for a refund, we must receive notification of cancellation in writing at least 30 business days prior to the event. Cancellations received within 30 business days are subject to the full registration fee and money will be held on account for up to one year for use at a future workshop or conference. There is a \$200.00 processing charge for all cancellations.

**Accommodations:** A block of rooms is being held for Productivity Inc. LMAC attendees at the Blackwell Hotel on The Ohio State University campus. The address is 2110 Tuttle Park Place, Columbus, OH 43210. Productivity Inc. attendees have been given a reduced rate of \$125.00 per night single or double occupancy. Please call 614-247-4000 or toll free 866-247-4003 for reservations and identify yourself as a Productivity LMAC attendee. The special rate is available four weeks prior to the event; after this date the hotel cannot guarantee availability. For more information on the Blackwell Hotel, please visit [www.theblackwell.com](http://www.theblackwell.com). The hotel is approximately 8 miles from the Columbus International Airport. Complimentary shuttle service will be provided by the hotel.

Note: All registrant applications will be evaluated for acceptance into the program.

Productivity Inc.

**MAIL TO:** 4 Armstrong Road, 3rd Floor  
Shelton, CT 06484

**FAX BACK TO:** 203-225-0771

**REGISTER ONLINE:** [www.productivityinc.com](http://www.productivityinc.com)

Productivity Inc., the Fisher College of Business at The Ohio State University, and noted author Beau Keyte present:

# Lean Manager Certification Program for Administration and Service Industries



Certifying Lean Managers since 2001. We set the benchmark; now we are raising the bar!

Productivity Inc.  
4 Armstrong Road, 3rd Floor  
Shelton, CT 06484

PRST STD  
U.S. Postage  
PAID  
Permit No. 21  
New Britain, CT



## Participants who have completed the program will be able to:

- Lead an administrative Lean implementation effort
- Perform an administrative assessment and base lining process
- Create a detailed deployment plan based on the base line analysis
- Perform as principal administrative change agent
- Lead and direct administrative teams in the deployment of Lean methodologies
- Mentor and coach administrative staff in specific Lean tools and methods

