



Productivity Inc. and the Fisher College of Business  
at The Ohio State University present:

# Lean Tool Awareness Certificate Program

Develop your Lean manufacturing process knowledge in five days  
in this fully accredited program. Earn 4 CEU's in the process!

## Learn the basics:

Monday: Visual Workplace

Tuesday: Value Stream Management

Wednesday: Strategic Planning and Policy Deployment · Standard Work

Thursday: Total Productive Maintenance/OEE

Achieving Quick Changeover · Mistake-Proofing

Friday: Team-Based Problem Solving (CEDAC)



# Lean Tool Awareness Certificate Program

at the Fisher College of Business at The Ohio State University    Nov. 29-Dec. 3, 2010, Columbus, OH

The Lean philosophy is based on the need for the educational development of all individuals within an organization. Develop the skills you need to succeed.

**Productivity Inc.**, the leader in Lean consulting and training and The Ohio State University's **Fisher College of Business**, one of the top business schools in the country have joined together to offer you the opportunity to develop your knowledge about Lean with the Lean Tool Awareness Certificate Program (L-TAC). Now, you can gain a clear understanding of how to implement Lean and enhance positive change in your company.

In this intensive one-week, fully accredited program, you will learn how and where to start on your Lean journey. Through a combination of classroom lecture, group activities, and simulations the L-TAC program focuses on providing the knowledge base needed to understand and take part in Lean transformation efforts in your organization. Productivity Inc. and The Ohio State University's experienced consultants and professors, have designated eight modules that are essential to your understanding of the basic concepts of Lean. Upon completion of this program, you will be awarded the Lean Tool Awareness Certificate by Productivity Inc. and The Ohio State University.

## MODULE DESCRIPTIONS

**MONDAY** 8am-5pm

### Visual Workplace

Learn the principles and techniques needed to apply 5S and establish visual management systems to improve workplace communication and adherence to standards. This module will explore how to share information, problems, abnormalities, waste, and unsafe conditions through visual display and controls, so that everyone understands at a glance what is going on in the workplace.

Participants will learn to:

- Set standards that are easy to see and understand
- Identify potential safety hazards
- Differentiate between visual control and visual display

**TUESDAY** 8am-5pm

### Value Stream Management

Learn how to plot your Lean strategy—a proven requirement in the application of Lean production. This interactive module, adopted from the Toyota Production System, will teach you the step-by-step method of value stream mapping and storyboarding—how to gather the information needed to eliminate all non-value adding activities, and how to use it to plan the implementation of all Lean activities. You will practice what you learn in class, begin to plan the mapping of a process or product line in your company, and learn from others in order to accelerate your own application.

Participants will learn to:

- Create a current and future state value stream map (from supplier to customer)
- Create a storyboard that will communicate the current and future states to everyone
- Apply current and future state maps and storyboard in an actual case study



**WEDNESDAY 8am-5pm**

## Strategic Planning and Policy Deployment

The fundamental purposes of hoshin kanri (strategic management) action in a Lean enterprise is to focus a company's improvement efforts on a small number of very well defined initiatives to align and mobilize SBU's, plants, departments, and all supporting personnel in the transformation process. In this module, we'll present a proven business renewal planning and deployment process that will allow you to incorporate your strategic priorities into daily work at every level in your organization. We will also review and discuss the key performance indicators, targets to improve, bowlers, and countermeasures that will ensure you remain on course and that your improvement projects are meeting your strategic objectives.

### Participants will learn to:

- Understand the cornerstones of a Lean system
- Learn the key principles of policy deployment
- Learn a systematic approach to the implementation of Lean

## Standard Work

Standard work is central to achieving and sustaining the Lean enterprise. By definition Standard Work demands adherence to today's best practices and must be imbedded in all we do, from standard operations in the workplace to standardized policies and procedures. In manufacturing operations, standard work is a key element in the elimination of waste and excess inventory and in achieving balanced and synchronized production. What it boils down to is that absent of standard work there can be no Lean. Guided by a classroom simulation, participants will use a proven methodology to develop a standard procedure, and then apply document control and visual workplace principles and techniques to train others in their new best practice, or standard work.

### Participants will learn to:

- Understand the relationship between standard work and customer demand
- Analyze use of standards
- Create and document standards

**THURSDAY 8am-5pm**

## Total Productive Maintenance/OEE

This module will preview each of the basic TPM Pillars, TPM, and the roots of Lean Manufacturing. Learn how the pillars relate to each other to create a natural synergy, and how they can result in an immediate return of the TPM investment when properly utilized in today's manufacturing workplace. Participants will have an opportunity to explore the Overall Equipment Effectiveness (OEE) metric through application of a business case study.

### Participants will learn:

- The role of TPM in a Lean implementation
- The benefits of a team-based approach to equipment care
- The importance of having operators involved in maintenance activities

## Achieving Quick Changeover

Learn the principles and techniques needed to decrease changeover times and increase inventory turns. This module will teach you how to gain manufacturing flexibility while increasing your ability to react to customer demands and competitive pressures. Through a combination of lecture, group exercises and simulation this module will demonstrate how you can reduce changeover time and make more changeovers to satisfy one-piece flow.

### Participants will learn to:

- Understand the key concepts of Changeover
- Identify the differences between internal and external elements of work
- Improve internal and external activities

## Mistake-Proofing

The best way to prevent defects is to examine the process, determine what condition led to the defect, 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 and control defects in your own operations.

### Participants will learn to:

- Prevent defects at their source
- Identify "red flag" conditions that commonly cause errors
- Reduce inspection costs by effecting low-cost 100% in-process inspection

**FRIDAY** 8am-12n

## Team-Based Problem Solving (CEDAC)

In this module you will learn about several reliable methods that are used to identify a problem's root cause and generate effective team-based solutions. We will discuss the scientific method that is imbedded in tools such as CEDAC® (winner of the Deming Prize), 8D, DMAIC and other structured techniques. You will learn how to use a simple, yet very effective cause and effect problem solving process to focus on priority problems and opportunities. This session is guided by a lean business case study.

### Participants will learn to:

- Identify key quality and productivity problems and opportunities
- Set and stay focused on key improvement targets
- Track daily progress visually, using performance indicators

*“Quality. Powerful tools very well presented. Much more than I expected.”*

Frank Jaen  
Kraft Global Foods Inc.

*“Long overdue for me. The tools will help us make Lean a reality”*

Brian K. Rhoads  
Kaiser Aluminum

*“ I came in with questions about the value. What could I get here that wasn't already in a book? I left with a great appreciation for the course and truly feel its value exceeds the cost of attending.”*

Christopher Adams  
Gorbel Inc.

For more information on Productivity Inc. and the Fisher College of Business visit our website at [www.productivityinc.com](http://www.productivityinc.com)

**PRODUCTIVITY**



# REGISTRATION FORM

## Lean Tool Awareness Certificate Program

**November 29-December 3, 2010** at the Fisher College of Business at  
The Ohio State University, Columbus OH

Please print. Copy this form for additional registrations.

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

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

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

( ) ( )

PHONE \_\_\_\_\_ FAX \_\_\_\_\_ EMAIL (Your confirmation will be sent electronically—email is required)

**Payment Options:** Payment must be received BEFORE the event. This event fills up quickly therefore we cannot confirm reservations until payment is received.

**Program Tuition:** \$3,015.00

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, registrations may be transferred to another colleague without charge. To be considered for a refund, we must receive notification of cancellation in writing at least 21 business days prior to the event. Cancellations received within 21 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. LTAC 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 \$129.00 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 LTAC attendee. The special rate is available up to 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.



### To Register:

**Call:** 1-800-966-5423 or 203-225-0451 **Online:** [www.productivityinc.com](http://www.productivityinc.com)

**Download:** the registration form and fax it back to 1-203-225-0771 or mail it to:  
Productivity Inc. 4 Armstrong Road 3rd floor Shelton, CT 06484