



On-Site Training and Skill Development

# KEEPING YOUR ORGANIZATION IN MOTION

Consulting and Education for  
Manufacturing and Service

- > Guiding Transformation
- > Leadership Development
- > Training – Certification





**Productivity Inc. is a leading consulting and education firm that helps organizations build new capabilities, create better customer experiences and grow. We focus on three progressive strategies: Operational Excellence, Innovation and Leadership Development.**

Working together, these strategies provide the means to continually refresh a company's value proposition while making the organizational changes needed for daily improvement and sustainable growth.

We pioneered the implementation of Lean and TPM methodologies in manufacturing in the late 1970s. Since then, we have extended these methodologies across a wide range of industries, including finance, public works and other service industries. Our time-tested Lean Management System - **motion™ The Management System by Productivity** - provides a uniquely comprehensive approach to implementing lean across an entire enterprise.

Our Innovation System, developed from years of research into proven, leading-edge practices for innovation management and top-line growth, helps organizations in both service and manufacturing industries to develop an organization-wide capability to innovate. More than simply a lean consulting firm, Productivity Inc. can provide a variety of methodologies to keep your business in motion™



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## **motion™ – The Management System by Productivity**

**Imagine...**

- Your customers are your best supporters,
- employees at all levels know their customers and actively solve problems to better serve them,
- leaders team-up to prepare their long-term plans and translate them into annual objectives and work place initiatives,
- leaders and managers work closely together to set direction and provide sense of purpose,
- continuous improvement and innovation in action,
- an organization of networked teams fully integrated and enabled...

**What you are imagining is an organization in motion™, and we can help you get there!**

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## **The Innovation System™ by Productivity**

In a rapidly changing environment, current value propositions are not enough to ensure your organization's long-term survival. You'll need reliable pathways for creating new value. In our experience we've found that the traditional value creation functions are not structured for this type of innovation effort.

This effort – the development of an organization-wide capability to reliably, repeatably and predictably create new value – requires the building of an Innovation System to provide the means to explore outside the confines of your existing business model.

**Productivity has developed a systemic process for creating an organization-wide Innovation capability – developing your own Innovation System™.**





## On-Site Training and Skill Development for Manufacturing and Service Industries

Actionable, Proven, Results-Oriented...

All our on-site training programs are taught using a Learn-by-Doing approach that translates theory into action providing your organization with an immediate return.

We can work with you to collaboratively build a curriculum that fits your specific training needs, allowing you to achieve short-term results while developing long-term organizational capabilities.

We have provided customized training curricula to organizations throughout the Global 1000 including: adidas AG, BNP Paribas, The Emerson Electric Company, Kaiser Aluminum Company, Gannett NJ Media Group, Oldcastle BuildingEnvelope, Suncor Energy, and Whirlpool Corporation. We would welcome the opportunity to collaboratively develop a curriculum that fits your specific training needs



### LEADERSHIP DEVELOPMENT EXPERIENCE

Training and coaching for leaders and managers to plan, deploy, lead, and support a sustainable, company-wide, improvement and growth program.



### LEAN IN SERVICES

Developed for all service environments, learn how the application of Lean techniques improves customer service and develops strategic competitive advantage.



### TPM AND LEAN

Learn the TPM Pillars and Lean techniques necessary to implement a TPM and Operational Excellence program in your facility.

## We Educate – We Certify

In the change process, everyone needs to understand how they can contribute. This understanding begins with education.

Get everyone speaking (and practicing) the same “language”! That’s what our educational programs are designed to do. In the 1980’s, we were the first organization to introduce Lean educational workshops and learn-by-doing kaizen events. Over the years, we have continuously upgraded and improved our training curricula.

Productivity has partnered with **The Ohio State University’s Fisher College of Business** to offer Lean Certifications and Certificates.



### LEAN MANAGER CERTIFICATION (LMAC) - COLUMBUS, OH

Designed for leaders and managers seeking the knowledge and confidence necessary to drive Lean principles throughout their organizations.



### LEAN MANAGEMENT CERTIFICATION FOR SERVICES (LMAC SERVICE) - COLUMBUS, OH

Designed for leaders and managers seeking the knowledge and confidence necessary to drive Lean principles throughout their organizations.

# On-site Training Programs

- > Manufacturing/Transportation/Municipalities
- > Admin-Service/Government/Healthcare
- > Leadership Development

*We have more experience in Lean training than most!*

In the mid-eighties, we pioneered training in problem-solving, changeover/SMED and 5S/Visuals. We developed the first standard work, cell design and TPM training in the kaizen format and were the first to develop Lean and Total Productive Maintenance (TPM) certificate and certification programs. Today, we offer a strong suite of training designed to educate employees at all levels of your organization.

As stand-alone training sessions or combined into a multi-module curriculum, these proven trainings will provide the knowledge and skill necessary to build internal improvement capabilities.

Let us assist you in developing a curriculum that fits your specific training needs.

## Available Training Formats include:



### OVERVIEW:

These sessions provide a general understanding of a single core principle and methodology in a class-based lecture format.

### WORKSHOP:

Learning sessions focused on a single principle or methodology of Lean or TPM taught through a combination of classroom lecture, case study and/or simulation. These events provide attendees with a solid understanding of the principle being taught.



### KAIZEN SESSION:

Learning sessions that deep-dive a single Lean or TPM methodology taught through a combination of classroom lecture and hands-on application. These events provide attendees with a solid understanding of the subject methodology and delivery model they can use back home.



### CERTIFICATE PROGRAM:

A multi- subject learning experience designed to provide a solid understanding of the fundamental techniques of Lean or TPM. These multi-subject sessions are taught using a combination of classroom study, group discussions, case study and simulation.

### CERTIFICATION PROGRAM:

In-depth multi-subject learning events focused at developing capabilities in individuals charged with leading the Lean or TPM effort. Taught using a combination of classroom study, group discussions, case study, simulation and hands-on application. Includes project work and certification exam.



### FACILITATED COACHING/CONSULTING:

Take the Lean and TPM methodology out of the classroom! Our experienced consultants work collaboratively with you and your implementation team to help you implement Lean/TPM techniques in your environment.

### 3P—Production Preparation Process

Kaizen affords you access to just 25% of your waste, 3P puts the remaining 75% in play. The 3P method allows cross-functional teams to conceptualize, develop, validate, and deploy radical improvement in process, product and service design. In contrast to incremental “kaizen” efforts that modify an existing process, 3P starts from a clean slate and entails the rapid development of solutions that can help organizations meet critical business and customer requirements. The results drive huge competitive advantage. During this session, participants will learn the tools and techniques that attack designed-in, “hard-wired” waste that is either very expensive or virtually impossible to remove later on.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

### 5S/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 session will teach you how to share information about daily production 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.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

### Achieving Quick Changeover

Learn the principles and techniques needed to drastically decrease changeover times and increase inventory turns. This workshop will teach you the changeover methodology that will allow you to gain manufacturing flexibility and increase your ability to react to customer demands.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

### Autonomous Maintenance

Arguably the backbone of your equipment maintenance program, Autonomous Maintenance, when properly implemented, can eliminate the causes of 40-60% of unplanned downtime. In this kaizen style training event, we introduce the 7-Step Autonomous Maintenance process.

Then we will deep dive the first 3-steps, guiding your work teams through a hands-on application of the techniques in the workplace. This session focuses on how to transform the relationship between operators and maintenance, and how to implement operator-based maintenance activities that contribute to overall equipment effectiveness.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

### CMMS and TPM

In this session participants learn the attributes of a world-class CMMS and the best way to utilize it in support of their TPM program. Participants discover how the CMMS interacts with each TPM Pillar and how each Pillar can and should contribute information to the (CMMS) system.

**Available Formats:** Overview • Facilitated Coaching/Consulting

### Cost / Loss Deployment (Factory Model)

This session previews a Factory Model that translates cost/loss data into a TPM return-on-investment. Starting with the collection of “good” cost/loss data, the model quantifies areas of opportunity and ranks them based on potential returns to be achieved through the elimination of the 16 Big Losses. The end result, an “opportunity roadmap” that drives TPM continuous improvement throughout the different value streams of the plant.

**Available Formats:** Overview • Facilitated Coaching/Consulting

### Developing a Systematic Process for the Elimination of Breakdowns (TPM)

In this session, participants will learn a systemic process for the elimination of unplanned stoppages. Following the process sequence of collection, categorization, classification, and counter-measures participants learn how to target zero breakdowns through development of a deployment/process mindset.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Early Equipment Management

Early Equipment Management (EEM) is a structured process focusing on reducing the complexity associated with the real-time operation and maintenance of equipment. EEM brings the principles of Lean to the design and manufacture of equipment.

The Early Equipment Management strategy consists of three elements:

1. Design for Quality Assurance,
2. Design for Maintainability,
3. Life Cycle Costing.

Overview: Learn how to develop a powerful EEM strategy ideal for your specific production environment.

Facilitated coaching sessions: Working with a team of engineers and maintenance personnel, we will develop an EEM strategy for your production environment which will result in equipment that is easy to operate, easy to maintain, and “right-sized” to aid in establishing flow and increasing your value-add per square foot.

**Available Formats:** Overview • Facilitated Coaching/Consulting

## Environment, Health and Safety Pillar of TPM

Safety, reducing injuries and accidents, and negative environmental impacts are basic tenets of TPM. In this module we will explore how the TPM Pillars can be used in a collaborative context with your company’s EHS initiatives to provide a healthy and safe work environment while promoting achievement of zero accidents, full compliance with local and state government regulations and a reduction in the organization’s carbon footprint.

**Available Formats:** Overview

## Flow Production

Learn to establish flow in your production processes.

Workshop: This session teaches how to establish process flow by linking together value-adding activities using takt time, jidoka, heijunka (level sequential flow), pull production scheduling and the necessary tools of standard work such as standard work sheets, process capacity tables, and standard work combination sheets. Simulation and business case based.

Kaizen Session: Productivity Inc. first introduced this 5-Day kaizen in the 1980’s. This traditional, high-energy, team-based workshop held in a real-time production environment puts into practice the flow production principles mentioned above. This workshop is comprised of classroom teaching, simulation and shop-floor application.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

## Focused Improvement

Learn how to target equipment losses using the Focused Improvement Pillar of TPM.

Focused Improvement is one of the original pillars of TPM. The goal of Focused Improvement is to maximize OEE through uncompromising elimination of equipment-specific losses.

In this training session participants will learn how to: use the Value Stream Mapping principals to identify critical pieces of equipment and their related impact on lead time, use the Focused Improvement Diagram (a visual systematic approach to the DMAIC process), document, monitor, and trend equipment related losses, and a process for determining the remedial actions necessary for loss control/elimination.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

## Gemba Walks

Learn how to conduct a Gemba Walk, the leadership routine that connects improvement up and down the leadership chain.

Gemba Walks afford managers, supervisors, and facility leaders with a reliable, simple, and easy means of:

1. Teaching and reinforcing important learning,
2. Supporting continuous improvement culture,
3. Encouraging process standardization,
4. Sustaining improvements.

Master the who, what, where, when and why of this important Lean technique.

**Available Formats:** Kaizen • Facilitated Coaching/Consulting

## Hoshin Kanri - Policy Deployment

Learn how to align the organization; connect improvement projects and daily work to organizational goals.

Tying improvement efforts to organizational goals is key to ensuring they have a positive impact on the bottom-line. Linking daily work to organizational goals ensures everyone's activities drive progress. Hoshin Kanri (also known as policy deployment) is a method for making these connections. The Hoshin Kanri process begins with defining leaderships improvement and growth objectives which are then cascaded down throughout the entire organization using a series of connected X-Matrices.

### Available Formats:

#### Workshop:

Guided by a Lean business case and the discipline of policy deployment, participants will learn how to align corporate objectives/initiatives with workplace activities and day-to-day operations. We'll explore implementation roadmaps and application of the Lean process improvement tool kit.

#### Facilitated Coaching/Consulting:

To begin, we guide business leaders through a strategy formation process of defining company-wide improvement and growth objectives, initiatives, key performance indicators, and targets-to-improve. Then, using this information as a foundation, we collaborate with functional leaders throughout the company hierarchy to define their individual functional objectives, initiatives, measures, and improvement targets, all the while ensuring that each set of functional; objectives and targets is directly linked-to and aligned-with the business leader's company-wide objectives. From here we can go to functional action plans, team structures, and execution, all guided by an established management system ensuring accountability, capabilities, sustainment.

We also help:

- Facilitate a 3-5-year Strategic Plan and Annual Objective Definition
- Build an Annual Strategic Plan Deployment process
- Facilitate Annual Strategic Plan Deployment sessions
- Implement the Deployment Process
- Design performance score cards
- Create and preform Hoshin Kanri review audits
- Facilitate mid-year company performance reviews

## Kanban

Learn the mechanics of Kanban/inventory control.

This session offers a deep dive into Kanban and flow production. Understand the methodology of Kanban and how it can stabilize production operations. Explore the ways Kanban can prevent expensive product shortages; how and where it fits in a Lean value stream; and how it interrelates and integrates with other Lean tools.

Further, you'll gain an understanding of what changes in human behavior are needed, the data collection process, the design and functionality of a Kanban board and card system and the Kanban equation—the formula necessary to determine the number of Kanban needed to establish your Lean inventory level.

Our Kanban session offer different agendas to accommodate high-volume, low-volume, job shops, and mixed model pull-production environments.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

## Lean Enterprise Overview

Develop a Lean Strategy.

This session will profile a Lean enterprise and explore a process for system-wide waste elimination. From identifying value-add from the customer's perspective through hands-on execution of the Lean process improvement techniques, participants will practice the principles of planning and implementing a Lean strategy.

**Available Formats:** Overview

## Lean Leader Certification Program

Learn how and when to use the lean techniques to establish a continuous improvement effort in your organization.

Developing a cadre of Lean Leaders is the focus of our Lean Leader Certification Program. The program uses a combination of classroom teaching, hands-on application, and project management, to guide candidates through a structured learning and personal development process in which they will gain the knowledge and skill they need to drive Lean throughout your organization. Successful candidates will have the capabilities to lead a site Lean implementation, to coach supervisors and shop floor associates, and to work closely with leadership, and managers of production, quality, and engineering in the company-wide implementation of Lean.

### Available Formats:

**Certification Program** consisting of four 5-day on-site sessions focused on planning, implementing, and leading a Lean initiative. The on-site sessions are spaced over approximately 4 months. During the intervening weeks, participants apply their learning through the implementation of projects and present results at the following on-site session. (Standard 4-week curriculum can be customized to fit your specific objective; customization could affect program duration.)

Standard Curriculum:

	<b>WEEK 1 Plan</b>	<b>WEEK 2 Pilot</b>	<b>WEEK 3 Deploy</b>	<b>WEEK 4 Integrate</b>			
<b>MONDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• DNA of Strategic Thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Homework Reports</li> <li>• Visual Workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Homework Reports</li> <li>• Kanban</li> <li>• Pull Production</li> </ul>	<ul style="list-style-type: none"> <li>• Homework Reports</li> <li>• Lean Logistics</li> <li>• Lean Supply Chain</li> </ul>			
<b>TUESDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• Strategy Deployment</li> <li>• Project Management CEDAC</li> </ul>	IN-PLANT IMPLEMENTATION	<ul style="list-style-type: none"> <li>• Quick Changeover</li> <li>• Mistake Proofing</li> </ul>	IN-PLANT IMPLEMENTATION	<ul style="list-style-type: none"> <li>• Standard Work and Flow</li> </ul>	IN-PLANT IMPLEMENTATION	<ul style="list-style-type: none"> <li>• Lean Finance</li> <li>• Lean Leadership</li> <li>• Final Project Prep.</li> </ul>
<b>WEDNESDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• Value Stream Management</li> </ul>		<ul style="list-style-type: none"> <li>• TPM Overview</li> </ul>		<ul style="list-style-type: none"> <li>• Plant Application</li> </ul>		<ul style="list-style-type: none"> <li>• Final Project Reports</li> <li>• Program Review</li> <li>• Exam Preparation</li> </ul>
<b>THURSDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• Six Sigma (DMAIC, SIPOC)</li> </ul>		<ul style="list-style-type: none"> <li>• Plant Application</li> </ul>		<ul style="list-style-type: none"> <li>• 3P (Production Preparation Process)</li> <li>• Green in the Workplace</li> </ul>		<ul style="list-style-type: none"> <li>• Certification Exam</li> <li>• Graduation Dinner</li> </ul>
<b>FRIDAY</b> 8AM-12PM	<ul style="list-style-type: none"> <li>• Project Charter</li> <li>• Week in Review</li> <li>• Quiz &amp; Homework</li> </ul>		<ul style="list-style-type: none"> <li>• Project Roundtable</li> <li>• Week in Review</li> <li>• Quiz &amp; Homework</li> </ul>		<ul style="list-style-type: none"> <li>• Lean Measurables</li> <li>• Week in Review</li> <li>• Quiz &amp; Homework</li> </ul>		

## Lean Leadership Overview

Understand what is needed to lead in a lean environment.

The overall success of a Lean initiative depends on leadership. In this session we look at the fundamental challenges of leading a Lean transformation, address the most common transformational issues, and discuss the options and alternatives providing remedial corrective-actions, and countermeasures.

**Available Formats:** Overview

## Lean Logistics

Learn how lean positively impacts supply chain management.

In this module we'll explore that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customer requirements. This Lean logistics session brings together the realities of supply chain management in today's fast-paced operating environment.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Lean Supply Chain

Learn to apply lean methods in your supply chain.

In this session, learn about the new technologies for a Lean supply chain. A system where inventory, transportation, warehousing, demand information, and sourcing and procurement both up and down the supply chain are integrated almost seamlessly. We'll discuss the coordination and collaboration with channel partners: suppliers, intermediaries, third party service providers, and customers.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Lean Tool Awareness Certificate

Understand the 8 foundational lean techniques and how to use them to support your organization's lean efforts.

Just imagine how much more you'd accomplish if you had additional lean change agents on staff that understood and could...

- Use 5S and Visual Management for more than housekeeping
- Link Strategic Objectives to workplace improvement activities.
- Create, analyze and use Value Stream Maps to plan lean activities
- Set Workplace Standards, implement Core Lean Techniques and practice root-cause Problem-Solving.

Developing additional CI capacity within your value streams isn't as complicated as you might think! This 5-day certificate program was designed to develop participants' knowledge and confidence in 8 action-oriented core Lean techniques. The program's interactive teaching style combines classroom lecture group activities and simulations to translate theory into action. This combination of learn-then-practice allows program graduates to return home with the understanding necessary to assist your CI staff in the application and facilitation of improvement projects.

Standard Program Curriculum includes: Visual Workplace; Strategic Planning and Policy Deployment; Standard Work; Value Stream Management; Total Productive Maintenance/OEE; Quick Changeover, Mistake-Proofing; Problem-Solving. \*Curriculum can be modified to fit your specific objectives and to include elements of hands-on application of techniques to the workplace.

**Available Formats:** Certificate Program

## Machine Failure Analysis (Breakdown Analysis)

Learn to use standard problem-solving to analyze and eliminate failures.

Key to ensuring a maintenance process that continually strives for Zero Failures is the skill to analyze those failures and eliminate them from ever recurring in the future. Machine Failure Analysis incorporates standard problem-solving methods with maintenance system outcomes to produce a problem-solving technique designed specifically to analyze and eliminate machine failure. This team-based approach to maintenance improvement looks at the failure on a physical systemic level. Mechanical attributes, spare parts, preventative maintenance procedures and employee skills are all analyzed and reworked to ensure the failure never returns.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Maintenance Planning and Scheduling

Learn the Maintenance Improvement Pillar of TPM.

Moving from a reactive maintenance organization to a proactive maintenance organization requires constant improvement in the way the maintenance process is managed. A key element of any proactive maintenance organization is its ability to properly plan and schedule repairs and PM's. In this training session we will present the basics of a good maintenance planning & scheduling process, and introduce metrics that will help monitor results.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Manager of Maintenance Improvement Certificate

Learn the 9 foundational techniques for managing your maintenance operation.

A 5-day certificate program designed to start attendees toward World Class Reliability with 9 essential tools for managing and improving the maintenance process. Participants will be taught the key tools for improving your maintenance operation, the role of Standardized Work, the metrics and measurements that drive maintenance performance, how to eliminate waste from every portion of the maintenance function and why improving the maintenance process is critical to plant improvement.

Standard Program curriculum includes: A Zero Failure Culture; Key Metrics and Measures; Autonomous Maintenance; The Waste Proof PM Process; Focused Improvement; Machine Failure Analysis; Maintenance Planning and Scheduling; Managing the Storeroom and Spare Parts; Setting Standards and Leading the Effort. \*Curriculum can be modified to fit your specific objectives and to include elements of hands-on application of the techniques in the workplace.

**Available Formats:** Certificate Program

## Manufacturing Measurables

Learn key performance metrics to monitor the health of improvement projects.

In this session we introduce measurements including Dock-to-Dock, First Time Through, On-Time-Delivery, Overall Equipment Effectiveness, and Build to Schedule. In this interactive module we'll demonstrate the link between Lean metrics and shop-floor improvement projects ensuring a process that allows measurement and monitoring of improvement initiatives to be certain they are on time and on target.

**Available Formats:** Overview

## 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 module will demonstrate a scientific method to alert, avoid, and control defects and eliminate source errors.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

## Mistake-Proofing for Machines

Identify potential mis-steps in the application of maintenance practices.

The improper application of maintenance practices in a factory or facility can cause catastrophic failure and even jeopardize the health and safety of employees. Much like Poka-Yoke identifies the error and defects from a quality standpoint and FMEA (Failure Mode Effect Analysis) helps identify potential issues with the machine design, Mistake Proofing for Machines helps identify potential missteps in the application of maintenance practices.

**Available Formats:** Kaizen Session • Facilitated Coaching/Consulting

## Office TPM and Support Systems

Learn how administrative functions support TPM and how TPM can be used to enhance administrative effectiveness.

Administrative and support functions such as planning, R & D, customer service, and accounting play a vital role in the organization's overall value chain. These departments must be flexible in order to respond to a rapidly changing business environment, outperform the competition, and win customer confidence. To accomplish these goals the support departments must understand their role in support of the TPM process in the production area, and ask what they can do to use the TPM principles and practices to enhance their own effectiveness?

In this training session participants will learn the importance of educating, training and involving your administrative areas in TPM, as well as looking at actual examples of office TPM improvements and their associated cost/time savings.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Planned Maintenance

Learn the elements of the PM Pillar of TPM and how to establish an effective preventive maintenance system.

Planned Maintenance Pillar increases plant performance and reduces maintenance costs by more than 30% by reducing unplanned stoppages and optimizing proactive maintenance tasks and activities. It helps the plant to develop a cost-effective preventive maintenance system by enhancing competencies and improving processes within your professional maintenance organization and by involving line operators in daily care of equipment. The PM pillar's ultimate vision is to achieve less than 10% breakdowns and more than 90% proactive maintenance tasks, which is considered world class performance.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Problem Solving Using CEDAC\*

Learn a scientific method for getting to a problem's root cause.

This training session teaches an easy to use yet extremely effective team-based problem-solving methodology that allows the users to go from symptoms to root cause. Learn a reliable nine step method for taking a current state condition (a problem, an issue, a target for improvement) to future state through a process of generating ideas and effective solutions.

Using a powerful improvement process called CEDAC (winner of the Deming Prize), unlock your team's knowledge and creativity while learning how to integrate the CEDAC problem solving process with other improvement techniques such as Value Stream Mapping,

Mistake Proofing, Quick Changeover, etc. CEDAC will likely be one of your most used process improvement techniques. (\*CEDAC – Cause and Effect Diagram with the Addition of Cards).

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

## Project Management

Learn the Project Management principles and how to create a PM system to monitor the health of your improvement projects.

Much of a successful Lean journey will be spent defining, opening, executing, and closing projects. That's why project management is central to Lean and continuous improvement. In this training we'll review project management principles, success factors, guidelines, the 4 Approaches to Project Management: *Initiating* • *Planning* • *Executing* • *Closing Down* - and the aggregate contribution to the company's improvement strategy/initiatives.

**Available Formats:** Overview • Facilitated Coaching/Consulting

## Quality Maintenance

Learn to avoid quality defects through the implementation of the Quality Maintenance Pillar of TPM.

The overall goal of the Quality Maintenance Pillar of TPM is to maintain your equipment in perfect condition in order to produce a perfect product. The Quality Maintenance pillar of TPM focuses on establishing equipment conditions with the goal of avoiding quality defects. To accomplish this, the Quality Maintenance Pillar uses the tools of Six Sigma to identify conditions that affect quality, establish a baseline for those conditions, and to create a process for periodic monitoring of those conditions.

This training session explores the integration of TPM and the tools of Six Sigma to provide a well-ordered approach for acquiring total process control. Applying both of these methodologies in tandem presents today's most powerful means of achieving your equipment performance goals of "zero breakdown" and "zero defects" with minimum maintenance costs. (Note, this is an advanced workshop and requires participants to have a working knowledge of TPM and Six Sigma.)

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Standard Work

Learn the importance of having work standards and how to develop and apply them to your work environment.

In both manufacturing and service operations, standard work is a key element in the elimination of waste and excess inventory and in achieving balanced and synchronized delivery processes. In this session, participants will learn a proven methodology to develop standard work, apply document control and visual workplace principles, and train others in the new best practice.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Stores Management

Learn a scientific method for managing part stores.

The great necessary evil of any maintenance initiative is the management of the spare parts department. Proper usage and storage of spare parts is not just an exercise in housekeeping, but a critical component in the success of your preventative and planned maintenance activities and an integral part of your overall maintenance improvement initiative.

An effective stores management system will save your organization thousands of dollars a year by ensuring spare parts are on hand and in good condition thus decreasing the potential for duplicate ordering and increasing equipment uptime. In this training session you will learn how to properly manage the storage and distribution of your spare parts.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

## The Waste-Proof PM Process

Learn to eliminate non-value adding from maintenance activities.

The process of performing maintenance is no different than any other work process. So, the elimination of non-value adding time applies to the maintenance activities as much as it does these other work processes. The Waste-Proof PM process is a proven, hands-on waste reducing tool that identifies and removes waste within the Preventative Maintenance pillar of TPM. Natural work-teams learn basic waste reduction methods and then apply these methods to real maintenance processes within the facility. When complete, new standards become current best practice.

**Available Formats:** Kaizen Session • Facilitated Coaching/Consulting

## TPM Audit and Accountability

Learn how to create a TPM auditing process.

The success of your TPM implementation is often measured by the change in critical internal measurements such as throughput, quality, and safety. These numbers reflect how well TPM is working to improve the overall company, but those who are tasked with implementing TPM need quicker, real-time data to steer the implementation effort. Setting up a proper TPM auditing process, linked directly to your TPM KPI's, can be the catalyst to improving the speed and quality of your implementation process. This session will teach you how to design, conduct, report, and use the TPM audit to improve your implementation effort.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## TPM Introduction and Awareness Sessions

Gain an understanding of TPM.

Get everyone involved and on the same page! This training has been designed to create awareness among your associates. During the sessions, we will carefully explain each of the basic TPM Pillars, how they 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 maintenance and facilities workplace. Actual case studies will be explored to show the rates of sustained improvements and to illustrate the relationship between TPM and the roots of Lean Manufacturing.

**Available Formats:** Overview

## TPM Key Performance Indicators (KPI's)

Learn the key performance indicators (KPIs) that will help you manage your TPM effort.

Understanding how to measure your progress is an important component in keeping the effort on track and moving forward. In this session we will review TPM KPI's such as labor productivity, value-add/non-value-add ratio, Overall Equipment Effectiveness, transformation cost, conversion cost, MTTR, and MTTF and discuss how and when to use each.

**Available Formats:** Overview

## TPM Leader Certification Program

Learn the TPM Pillars and supporting techniques necessary to implement a TPM program in your facility.

Equipment and process reliability are too important to your business success not to have a TPM effort and a well-trained TPM Leader to guide the implementation. This highly interactive program is designed for corporate and plant personnel looking to learn, launch, and lead a proven, systemic, equipment and maintenance management improvement process—Total Productive Maintenance (TPM). Combining classroom learning with simulations, group exercises, targeted discussion sessions, and shop floor application, participants learn how to establish the daily management behaviors that will sustain TPM and ensure alignment with overall improvement and Environmental, Health, and Safety goals.

### Available Formats:

**Certification Program** consisting of four 5-day on-site sessions focused on planning, implementing, and leading a TPM initiative. The on-site sessions are spaced over approximately 4 months. During the intervening weeks, participants apply their learning through the implementation of projects and present results at the following on-site session. (Note: Standard 4-week curriculum can be customized to fit your specific objective; customization could affect program duration.)

### PROGRAM CURRICULUM

	<b>WEEK 1 Plan</b>	<b>WEEK 2 Implement</b>	<b>WEEK 3 Implement</b>	<b>WEEK 4 Lead</b>
<b>MONDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>Context and Strategy—TPM as an Enabler</li> </ul>	<ul style="list-style-type: none"> <li>Homework Reports</li> <li>TPM Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Homework Reports</li> <li>Maintenance Improvement</li> </ul>	<ul style="list-style-type: none"> <li>TPM Manager—Facilitator and Coaching Skills</li> <li>Final Project Reports</li> </ul>
<b>TUESDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>The Zero Failure Principle and the Pillars of TPM</li> </ul>	<ul style="list-style-type: none"> <li>5S/Visual Workplace and Mistake Proofing</li> <li>Autonomous Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance Improvement Continued</li> </ul>	<ul style="list-style-type: none"> <li>Quality Maint. Round Table</li> <li>Environmental Health and Safety and Going Green</li> <li>Office TPM &amp; Support Systems</li> </ul>
<b>WEDNESDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>The Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>Standard Work for TPM</li> <li>Six Sigma and TPM (DMAIC, SIPOC, CEDAC)</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance Improvement Continued</li> </ul>	<ul style="list-style-type: none"> <li>Early Equipment Management</li> <li>TPM Audit &amp; Accountability</li> </ul>
<b>THURSDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>Value Stream Analysis</li> <li>Focused improvement</li> </ul>	<ul style="list-style-type: none"> <li>Plant Application</li> </ul>	<ul style="list-style-type: none"> <li>Plant Application</li> </ul>	<ul style="list-style-type: none"> <li>Certification Exam</li> <li>Graduation Dinner</li> </ul>
<b>FRIDAY</b> 8AM-12PM	<ul style="list-style-type: none"> <li>Project Chartering and Project Management</li> <li>Quiz &amp; Homework</li> </ul>	<ul style="list-style-type: none"> <li>Set-Up Reduction (The SMED System)</li> <li>Week in Review</li> <li>Quiz &amp; Homework</li> </ul>	<ul style="list-style-type: none"> <li>Training and Skills Development</li> <li>Week in Review</li> <li>Quiz &amp; Homework</li> </ul>	

## TPM Leadership Overview

Understand leadership’s role in a TPM implementation.

The overall success of a TPM initiative depends on leadership. In this session we look at the fundamental challenges of leading a TPM transformation, address the most common transformational issues, and discuss the options and alternatives providing remedial corrective-actions, and countermeasures.

**Available Formats:** Overview

## TPM Tactical Planning

Learn how to create a TPM plan for your organization.

**Overview Session:** With any TPM implementation, having a tactical plan is central to the success of the program. Understanding the elements of implementing TPM is important to putting together a solid tactical implementation plan. In this session, attendees will learn the basic foundations of a TPM tactical plan along with tools and techniques to customize the plan for their particular environment.

**Facilitated Coaching/Consulting Session:** Productivity consultant(s) will work with the site leadership team to develop a site-specific tactical plan based on the information uncovered during the Value Stream Analysis.

**Available Formats:** Overview • Facilitated Coaching/Consulting

## Training and Skills Development Pillar of TPM

Learn the elements of the Training and Skill Development Pillar of TPM.

This often-overlooked Pillar of TPM usually gets put aside because conventional wisdom tells us each of the other TPM pillars require training, therefore we must already be performing the Training and Skills Pillar. This training will show that having a specific focus on the Training and Skills Pillar will enhance building your capabilities and reduce training cost at the same time. You will learn tools and techniques that will increase your training effectiveness in both hard and soft skills critical to an effective TPM implementation.

**Available Formats:** Workshop

## Training of Trainers Program

If you want to build your own internal in-house training capabilities, Productivity Inc. has developed a proven-process for the Training of Trainers. Through our multi-iteration, transfer-of knowledge, Train the Trainer Program, you can have the capacity to train your own employees, in specific improvement techniques, at your own pace. For organizations with a large employee community, rapid turnover, or a steady stream of new hires, our Train the Trainer Program can be the most effective means to achieve training of a critical mass necessary to continuous improvement.

**Available Formats:** Commensurate with scope of work.

## Value Stream Management and Analysis

Learn value stream mapping and analysis.

This module will lift-off the Lean journey by presenting the step-by-step methodology of value stream management. Value stream management is the cornerstone to planning the implementation of all Lean activities. Learn value stream mapping and storyboarding; how to gather all the upstream and downstream information needed to make data-driven decisions regarding your Lean plan. Learn how to interpret the map's data to guide decisions on where to target improvement initiatives in the quest to eliminate non-value adding activities. In this module we'll consider measurements such as Dock-to-Dock, First Time Through, On-Time-Delivery, and Build to Schedule.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Value Stream Analysis for TPM

Learn how to analyze data from your Value Stream Map to determine site implementation priorities.

In this session, Productivity Inc.'s consultant will work with site leadership in a collaborative study of the plant's value stream(s) so as to fully understand their high-leverage points and to establish site TPM Pillar implementation priorities. An additional outcome is an understanding of how improvement of the "six equipment-related losses" will impact value stream performance.

**Available Formats:** Facilitated Coaching/Consulting

## Visual Workplace

Learn the principles and techniques needed to apply 5S and establish visual management systems to improve workplace communication and adherence to standards.

Learn the principles and techniques to apply 5S and establish visual management systems to improve workplace communication and adherence to standards. This module will teach you how to share information and establish standard work: we'll deal with 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.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

## Executive Development 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.

**Available Formats:** Quoted once program has been defined.

## Leadership Development Process

Developing leaders at all levels within the organization is the key to long-term success. Productivity Inc. will work with site leaders in on-the-job coaching and mentoring sessions aimed at developing the confidence and skills they need to lead the effort. This process enables the leadership team to perform their crucial role as improvement coach. Additionally, the "Gemba Walk" technique is presented and practiced by the participants and a plan for implementation is created.

**Duration:** Quoted once program has been defined

## Lean Frontline Leader\* Development

\*includes supervisors, team leaders, lead operators, 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.

**Available Formats:** Commensurate with scope of work.



## 5S and Deployment of Visual Standards

A visual management system and comprehensive 5S program not only improves communication, efficiency, and quality but also helps build the team activities needed for a sustainable Lean workplace. In this session you will learn the objectives and implementation steps to begin 5S and develop 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 enable cross-training.

**Available Formats:** Workshop • Kaizen Session • Facilitated Coaching/Consulting

## Applying Lean to IT

Lean IT and Oobeya room: In this session we look at how to bring Lean techniques to IT.

The Information Technology (IT) department is critical for all company processes. 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 for more effective project management.

**Available Formats:** Workshop • Kaizen Session • Support in developing Oobeya rooms and IT team routines

## Continuous Improvement and Project Management

This session explores fundamental elements for the development of a lean enterprise and its long-term sustainability, including how teams and managers operate in a continuous improvement environment.

A successful Lean transformation depends on engaging the entire organization to solve micro- and macro-level problems continuously and sustainably. In this session you will learn the essential principles, success factors, and guidelines for lean project management in a service environment; 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.

You will also learn how to combine these improvement projects with the development of a continuous improvement culture in the natural team environment.

**Available Formats:** Workshop • Kaizen Session • Support to effective project management

## Failure Demand

Failure Demand, Value added: This session will introduce you to the concept of Failure Demand, the non-value-added work generated when you didn't get it right the first time.

Understanding Failure Demand is essential to seeing the enormous potential of improvement that exists in the organization and how Lean can address it. Elimination of Failure Demand creates extra capacity that can be used to get more accomplished with existing resources and generate new revenues for the organization.

**Available Formats:** Overview • Facilitated Coaching/Consulting

## High Level Process Mapping—SIPOC

Process mapping is a key technique in a service-based lean initiative as it helps us 'see' the process. This module will introduce you to SIPOC, a process mapping technique that summarizes process inputs and outputs, making existing processes visual and highlighting inherent wastes.

SIPOC stands for supplier, input, process, output, customer which form the columns of the table. Participants will learn how to use the technique to identify improvement opportunities, define project scope and outline project objectives. They will also understand how to combine the use of SIPOC, Value Stream Mapping and Process Mapping.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Hoshin-Kanri—Policy Deployment

Hoshin Kanri is the structured approach of Policy Deployment and Strategy Deployment: Guided by lean case studies, our sessions teach you how to align corporate objectives with workplace activities and day-to-day operations.

The Hoshin process begins with leadership's improvement and growth objectives which are then cascaded through the entire organizational structure. This ensures everyone is involved in the transformation effort and all activities are moving the organization forward. In our on-site training session, you will learn the X-Matrix and the core elements of the Lean transformation sequence (rollout plan).

We also help:

- Facilitate the 3-year Strategic Plan and the Annual Objective Definition at Executive Leadership level (Hoshin Kanri level-0).
- Build the Annual Strategic Plan Deployment.
- Facilitate the level-1 Annual Strategic Plan Deployment sessions.
- Implement the level-2 Plan Deployment.
- Review the performance score cards
- Create the Performance Review system.
- Prepare and facilitate mid-year company performance reviews.

**Available Formats:** Workshop • Facilitated Coaching/Consulting • Continued coaching and support

## Interpersonal Skills

In this session we introduce the social dimensions of lean transformation, including communication styles, active listening skills, personality types, setting rules, defining objectives, conflict resolution, and more.

One of the biggest challenges of the Lean Manager's role is to effectively handle the many interpersonal issues that arise during a Lean transformation.

From dealing with difficult personalities to moderating conflict, Lean Managers need to develop the skills to motivate teams while defusing interpersonal problems before they impede progress.

**Available Formats:** Workshop • Kaizen Session • Management coaching and team coaching

## Introduction to Lean Principles and Waste

Waste, Lean, Value: This module will introduce the fundamental principles of Lean in a service environment.

Participants will learn the cornerstones of a lean system, how lean supports a customer-focused strategy, how to translate lean theory into action, and lean's overall impact on quality, cost and security. We will cover all the elements related to:

- Understanding Voice of Customer
- The Value Stream perspective
- Measuring performance
- Managing flows
- Developing team routines
- Engaging problem solving
- Building a lean roadmap
- Applying these principles into your specific environment

**Available Formats:** Overview • Facilitated Coaching/Consulting

## 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 method (Define, Measure, Analyze, Improve, Control), you will learn how to uncover significant process variables and how to identify and control variation adding value for your customers. Through business cases, you will experiment with the practical application of Six Sigma in an office setting or a service environment.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Lean and Corporate Strategy

Customer focused, Voice of Customer, Lean 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.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Lean Awareness for Managers

In this session, we explore the vital role that managers play in a Lean transformation. Learn what behavior is required for developing and nurturing a Lean culture and how to create a transformation plan of your own.

During the session, you will gain an understanding of the fundamentals of Lean and Agile, two important improvement strategies, and ten foundational Lean techniques.

Using actual examples of change implemented in different environments, we will explore the importance of developing a Lean leadership process and take a deeper look at the construction of a system to manage the effort—a Lean Management System.

**Available Formats:** One-week training; classroom learning, interactive exercises

## Lean in Laboratories

Laboratories are critical for many industries: pharmaceutical, food, chemical industries. From the control of raw materials to the control and validation of semi-finished or finished products for batch release, laboratories are critical in the Value Chain.

In this session we look at how to bring lean ways of working to the laboratories to drastically increase performance. 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 response times.

We also discuss the principles of lean flow and performance management and how to establish visual management for a more effective service.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Lean in R&D

From the approval of product evolution to the development of new products and services, the work of R&D is essential for a company's growth.

In this session we look at how to bring lean techniques to R&D and Engineering departments.

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 response time. We also discuss the principles of Lean flow and performance management and how to establish a visual management system for more effective service to internal and external customers.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Lean Leader Certification Program

Learn how and when to use Lean to establish a continuous improvement effort in your organization.

**For companies that want to build solid internal improvement capabilities, we provide in-house customized education and certification programs to create or reinforce your Process Improvement Managers' skills.**

Developing a cadre of Lean Leaders is the focus of our Lean Leader Certification Program. In these customized programs, learn how and when to use Lean techniques to establish a continuous improvement effort in your organization. We provide in-house customized education and certification programs to create or reinforce your Process Improvement Managers' skills.

The program uses a combination of classroom teaching, hands-on application, and project management, to guide candidates through a structured learning and personal development process in which they will gain the knowledge and skill they need to drive Lean and Agile throughout your organization.

Successful graduates will have the capabilities to lead a Lean implementation, to coach supervisors and associates, and to work closely with leadership operation managers in a company-wide Lean implementation.

### PROGRAM CURRICULUM

WEEK 1 Define		WEEK 2 Deploy	WEEK 3 Transform	
<b>MONDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• Introduction to Lean Principles and Waste</li> <li>• Understanding Current State</li> <li>• Cause Mapping</li> </ul>	<ul style="list-style-type: none"> <li>• 5S and Deployment of Visual Standards</li> <li>• Voice of Customer</li> </ul>	IN-PLANT IMPLEMENTATION	<ul style="list-style-type: none"> <li>• Lean Leadership and Constructing a Lean Management System</li> <li>• Lean and Corporate Strategy</li> <li>• Hoshin Kanri</li> </ul>
<b>TUESDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• A3 Storyboards</li> <li>• Continuous Improvement and Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Homework Project Review</li> <li>• Metrics &amp; Key Performance Indicators</li> <li>• Basic Statistical Analysis</li> </ul>		<ul style="list-style-type: none"> <li>• Case Study: The Application of Lean Management in a Service Organization</li> <li>• Lean in Marketing and Sales</li> </ul>
<b>WEDNESDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• Lean Service Simulation</li> <li>• Value Stream Mapping (Visual Value Streams)</li> </ul>	<ul style="list-style-type: none"> <li>• Programming and Scheduling Service Flows</li> <li>• Visual Management of Activities and Performance</li> </ul>		<ul style="list-style-type: none"> <li>• Lean Transformation in the Organization</li> <li>• Final Project Presentations</li> <li>• Program Review</li> </ul>
<b>THURSDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• Value Stream Analysis</li> <li>• Process Improvement Methodologies</li> <li>• Standard Work</li> </ul>	<ul style="list-style-type: none"> <li>• Critical Conversations</li> <li>• Application Exercise</li> </ul>		<ul style="list-style-type: none"> <li>• Lean Transformation in the Organization</li> <li>• Final Project Presentations</li> <li>• Program Review</li> </ul>
<b>FRIDAY</b> 8AM-12PM	<ul style="list-style-type: none"> <li>• Week in Review</li> <li>• Project Roundtable</li> <li>• Week 1 Quiz</li> <li>• Homework Assignment</li> <li>• Conclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Interpersonal Skills</li> <li>• Week in Review</li> <li>• Week 2 Quiz</li> <li>• Homework Assignment</li> <li>• Conclusion</li> </ul>		

#### Available Formats:

**Certification program** consisting of three 5-day on-site sessions focused on planning, implementing, and leading a Lean initiative. The on-site sessions are spaced over approximately 3 months. During the intervening weeks, participants apply their learning through the implementation of projects and present results at the following on-site session. (Note: standard 3-week curriculum can be customized to fit your specific objective; customization could affect program duration.)

## Lean Leadership and Constructing a Lean Management System

Lean Management System, Leadership, Gemba Walks, Leadership Standard Work: 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).

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Lean Manager Support and Coaching

We act as sensei, and provide support and coaching to newly graduated Lean Managers to enhance their success in the transformation journey.

Reality is often more difficult than theory, so it is no surprise that newly graduated Lean Managers need support as they begin to use their skillset in the workplace. We think of this as a Lean Manager residency!

Acting as sensei, we provide support and coaching to help these newly minted Lean Managers tackle challenging business issues and create an empowered environment. From engaging leadership, coaching managers and associates, to developing an effective performance management system, we use our decades of implementation experience to help them develop their own.

In these regularly scheduled on-the-job mentoring sessions, we guide, direct, and correct behaviors as we help them to establish their daily management routines and accountability.

**Available Formats:** Facilitated Coaching/Consulting

## Lean Transformation

Lean transformation, Lean Services, Lean management, Lean Marketing, Lean in HR: 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.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Managing Flows in a Service Environment

Visual management, performance management, lean services: The main difference between manufacturing and services is Visibility.

Make it visible! This is the starting point for managing flow in a service environment. In a manufacturing workplace, it is easy to see machines running and material moving, but in a typical service environment, all you can see are people and computers. It is difficult, if not impossible, to see at a glance what people are doing and how activities flow for the customer.

In this session, we introduce an effective visual flow management and visual performance measurement system and the related team routines necessary to uncover and eliminate waste in your current processes.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Performance Management and Key Performance Indicators

Performance management, KPI's, Metrics, Leadership: In this session, we examine key performance indicators including customer satisfaction, 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.

We also provide practical support for implementing an effective visual performance management system in all types of environments (Marketing, Customer Service, Sales, HR, Finance, Laboratories, R&D, etc.).

The session will also discuss the team routines needed to ensure information is acted upon in a timely manner and being communicated up the organizational hierarchy.

**Available Formats:** Overview • Facilitated Coaching/Consulting

## Problem Solving

5 Why's, A3: 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 A3 thinking and A3 implementation:

- how to make an effective problem statement
- how to use Root Cause Analysis techniques such as 5 Why's, Fishbone Diagram
- how to measure the benefits of an effective problem solving.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## 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

**Duration:** Workshop

## Programming and Scheduling Service Flows

Flow management: Discover different ways of scheduling activities according to specific features of flow and demand.

Discover new ways of scheduling activities according to the specific features of flow and demand. In this interactive session, you will see examples of flow management, with various process characteristics, and learn how to develop a model specific to your processes.

We provide practical examples and support to create an effective scheduling system to reduce lead time and increase output reliability, in all types of environments including Customer Service, Finance, IT, Healthcare, Laboratories, Marketing, Customer Service, HR, and R&D.

The results will be drastic performance improvement and the development of appropriate leading indicators. Then we will assist teams in defining their visual flow management and performance systems.

**Available Formats:**

Workshop • Facilitated Coaching/Consulting • Regular support • Management coaching



**VISIT OUR WEBSITE** for valuable Lean and TPM resources providing insights into operational excellence and innovation for a range of industries and experience levels. White Papers, case studies and more. [www.productivityinc.com](http://www.productivityinc.com)

## Standard Work

Standard work, Visual workplace: Standard work is a key element in the elimination of waste, reduction of variation, and in achieving balanced and synchronized processes.

Standard Work is a key element in the elimination of waste, reduction of variation, and in achieving balanced and synchronized processes. It is central to achieving and sustaining the lean enterprise.

By definition Standard Work demands adherence to today's best practices and must be embedded in all we do, from standard operations in the workplace to standardized policies and procedures.

In this session, participants learn a proven methodology to develop Standard Work routines and how to apply document control and visual workplace principles and techniques to train others in the new best practice or Standard Work.

**Available Formats:** Workshop • Facilitated Coaching/Consulting • Management coaching

## Value Stream Analysis and Transformation

Value Stream Mapping, Value Stream management: In this session you will learn how to scrutinize steps and 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.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Value Stream Costing and Lean Accounting

Value Stream Costing, Lean accounting: In this business-case-based session, we examine the connections between financial systems and the measurements used for decision making in the Lean organization.

Lean principles consistently applied yield significant results. But lean organizations are measured differently from traditional batch production or silo process environments.

In this session 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.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## 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

**Duration:** Workshop • Facilitated Coaching/Consulting

## Visual Management of Activities and Performance

Flow Management: 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 as well as performance steering indicators and examine the construction of management charts for team activities; focusing on how they help to generate continuous improvement.

**Available Formats:** Workshop • Facilitated Coaching/Consulting

## Voice of the Customer

Customer experience, VOC: In this session you will learn how 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.

**Available Formats:** Overview



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