

Private Educational Offerings

TITLE	PURPOSE	LEARNING OBJECTIVES	LEARNING STRUCTURE, TIMING, AND DURATION
Managing on Purpose with Hoshin Kanri	Discover how to align organizational goals, foster strategic focus, and execute plans effectively using catchball and plan-do-check-adjust (PDCA) cycles.	<ul style="list-style-type: none"> Explain the fundamental framework for Hoshin Kanri – Learners will be able to clearly describe the key components and stages of the Hoshin Kanri (strategy deployment) process. Identify the conditions necessary for successful execution of Hoshin Kanri planning and alignment in an organization – Learners will list and evaluate the critical factors that contribute to effective Hoshin Kanri planning and organizational alignment. Create a structure of PDCA (Plan-Do-Check-Act) at both individual and corporate levels – Learners will design a PDCA cycle and demonstrate its application in both personal and organizational contexts. 	<p>ON-SITE:</p> <p>Two consecutive days</p>
			<p>ONLINE:</p> <p>Six 2.5-hour online sessions hosted over six weeks with 1-2 hours of assignments in between sessions</p>
Managing to Learn with the A3 Process	Develop problem-solving and leadership skills by learning the use of the A3 process including root cause analysis.	<ul style="list-style-type: none"> Select, define, and investigate real problems from your work environment, leading to practical and impactful solutions. Ensure you have a shared understanding of the problem and therefore a shared motivation to address it. Investigate and confirm underlying causes of problems, and analyze barriers to improvement, ensuring that solutions address the root of issues. Lead the planning and implementation of countermeasures, and follow up to resolve execution issues, fostering a culture of continuous improvement and organizational learning. 	<p>ON-SITE:</p> <p>Two consecutive days</p>
			<p>ONLINE:</p> <p>Six 2.5-hour online sessions hosted over six weeks with 1-2 hours of assignments in between sessions</p> <p>Optional 30-minutes 1:1 coaching after each course session</p>
Managing in Time with Daily Management	Learn and apply core elements of a Daily Management System so that you and your organization can see ahead or behind and solve problems daily.	<ul style="list-style-type: none"> Implement daily huddles to improve team communication and enhance operational performance. Establish key daily performance indicators that allow your team to quickly identify problems that it must solve. Use problem-solving techniques such as root cause analysis and short-cycle problem-solving to keep operations on track. Build an issue and idea tracking process that helps you prioritize operational challenges and identify opportunities for improvement, enabling you to remove obstacles and drive more efficient operations. Develop a continuous improvement mindset that builds problem-solving capabilities across your team. 	<p>ON-SITE:</p> <p>One day</p>
			<p>ONLINE:</p> <p>Three 2.5-hour sessions</p>
Introduction to Improvement Kata / Coaching Kata	Help organizations adopt a management approach that helps individuals and teams reach goals consistently by overcoming obstacles and adjusting to meet changing business needs.	<ul style="list-style-type: none"> Understand how the Improvement and Coaching Kata are based on the scientific method and promote scientific thinking. Practice the Improvement Kata to overcome challenges or obstacles to achieving performance targets. Practice the Coaching Kata to help others develop their ability to overcome challenges or obstacles to achieving performance targets. Improve coaching effectiveness across your organization, using Kata to cultivate a culture of adaptiveness and innovation. 	<p>ON-SITE:</p> <p>Two consecutive days</p>
			<p>ONLINE:</p> <p>Eight sessions of two hours each; typically 4 sessions each week over 2 weeks</p>

TITLE	PURPOSE	LEARNING OBJECTIVES	LEARNING STRUCTURE, TIMING, AND DURATION
Building a Lean Operating & Management System	Gain the in-depth understanding of lean principles, thinking, and practices you need to develop and build a customized system that will guide your organization's lean journey toward ever-improving performance.	<ul style="list-style-type: none"> Use key performance metrics in team huddles to help you catch issues early, solve problems quickly, and keep your team aligned on what matters most. Build visual work balance charts to give you and your team a clear view of uneven workloads, making it easier to redesign work for better flow, less stress, and higher productivity. Demonstrate the impact of improvement experiments to ensure your team's efforts stay focused on results that directly improve customer satisfaction and business performance. Adopt lean leadership behaviors to create a culture of trust, continuous improvement, and collaboration, helping your team perform better and adapt faster. 	<p>ON-SITE ONLY:</p> <p>Two consecutive days</p> <p>Two LEI coaches guide learners through a multi-round work simulation to experience and problem-solve their way into a lean operating and management system.</p>
Investing in Work(ers) Using Job Methods and Job Instruction	Learn how to develop team members for sustained success. Take the guesswork out of employee training and build a skilled, high-performing workforce with structured Job Instruction training.	<ul style="list-style-type: none"> Develop a Job Breakdown Sheet to standardize training and create clear, step-by-step work instructions. Apply the 4-Step Job Instruction Method to ensure employees learn faster, retain skills longer, and perform work accurately. Design standardized work processes that minimize errors, reduce complexity, and enhance job efficiency. Implement structured work training to stabilize operations, improve quality, and boost workforce productivity. Develop coaching and leadership skills to sustain a culture of continuous improvement and employee development. 	<p>ON-SITE ONLY:</p> <p>Two days of learn-by-doing teaches you how to structure, sequence, and standardize work for operational efficiency and high-quality outcomes, and then how teach a standardized job using step-by-step instruction techniques You'll practice in a simulated environment before applying skills on the shop floor.</p>
Introduction to Lean Product & Process Development	Learn how to accelerate the design and delivery of innovative products or services your customers will love.	<p>Begin applying LPPD guiding principles, methods, and tools to:</p> <ul style="list-style-type: none"> align the entire enterprise to accelerate time to market reduce design rework reduce development team frustration deliver what the customer wants and needs in a new product or service. 	<p>LEI Coaches provide practical instruction as participants, playing various roles in a cross-functional development team, apply the LPPD principles and practices to complete a simulated development project.</p>
			<p>ON-SITE:</p> <p>Two consecutive days</p> <p>ONLINE:</p> <p>Five three-hour sessions scheduled as closely together as possible, ideally completing the course in 2.5 weeks.</p>
Innovative Lean Process Development Workshop	Learn how to minimize costs and maximize impact across a product's value stream by applying lean principles and the 6CONx model to design better, more effective products and processes upfront.	<ul style="list-style-type: none"> Understand foundational concepts for lean process development Learn the 6CONx model for lean process development, featured in the book <i>The Power of Process – A story of Innovative Lean Process Development</i> (a copy of the book will be provided for each participant) Engage with key tools & concepts for both the WORK of lean process development and the PROCESS of lean process development Learn how to develop your own action plan for getting started improving your product development process 	<p>ON-SITE ONLY:</p> <p>One day</p>

TITLE	PURPOSE	LEARNING OBJECTIVES	LEARNING STRUCTURE, TIMING, AND DURATION
Mapping the Value Stream	Enable organizations to move from random spot improvements and “islands of excellence” toward strategic continuous improvement that achieves business objectives.	<ul style="list-style-type: none"> Establish a common understanding of the purpose and fundamentals of value stream mapping Learn-by-doing: <ul style="list-style-type: none"> Understand the current state of one of your value streams Design an ideal state for how your material and information could flow Develop an action plan to close those gaps, with PDCA cycles 	<p>ON-SITE ONLY:</p> <ul style="list-style-type: none"> Total of four days <ul style="list-style-type: none"> One day to scope the activity Three days onsite during which you'll be facilitated through applying value stream thinking to one of your company's core processes. You'll make visible the way work is done today, assess and identify problems getting in the way of delivering value, develop a future state target image, design experiments to test the changes, and adopt management mechanisms to continue solving problems in the value stream.
InBox Lean Office Kaizen Simulation	Learn how to apply Lean concepts such as value stream mapping, takt time, WIP to transactional office processes in a risk-free, simulation-based setting. Make essentially invisible office work visible and then improve it.	<ul style="list-style-type: none"> Understand how to manage the flow of work horizontally across the silos that exist in organizations Learn how the tools of lean can be used to engage participants in change management Manage short cycles of improvement activities across many functional areas Use huddle boards and visual management to manage daily activities and continuous improvement activities. 	<p>ON-SITE:</p> <p>Standard workshop is one day</p>
			<p>ONLINE:</p> <p>TBD in collaboration with customer</p>
Lean Warehousing & Distribution Operations	Learn how applying lean principles can improve a distribution center's efficiency, quality, safety, and space utilization.	<ul style="list-style-type: none"> Be able to evaluate and compare traditional and lean approaches to warehouse and distribution-center management Understand how to apply the principles and tools in your warehouse or distribution center to achieve operational objectives. Appreciate how a conventional approach negatively impacts customers, associates, and management. 	<p>ON-SITE ONLY:</p> <p>Two consecutive days</p> <p>Senior LEI Coaches will guide learners through an interactive simulation, completing a series of rapid PDCA cycles over three rounds applying lean principles and tools to identify, implement, and evaluate improvements.</p>