

# Lean Management Program Agenda

All courses will run Fridays 12:00 pm to 2:30 pm ET. Check website for course dates and flow.

KICK OFF

Managing a Lean Enterprise

Managing on Purpose with Hoshin Kanri

Managing a Lean Enterprise

Managing to Learn with the A3 Process

Managing a Lean Enterprise

Managing in Time with Daily Management

WRAP UP

Managing a Lean Enterprise

## **MANAGING A LEAN ENTERPRISE** Instructor: Josh Howell

Learn how to drive performance and inspire Innovation using hoshin kanri (strategy deployment), daily management, and the A3 process.

SESSION 1:	Introduction to the program, overview of the lean management system, and common problems
SESSION 2:	How hoshin kanri connects with A3 thinking
SESSION 3:	How A3 thinking connects with daily management
SESSION 4:	Bringing the lean management system together and next steps

## **MANAGING IN TIME WITH DAILY MANAGEMENT** Instructor: Joe Seestadt

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.

SESSION 1:	<ul style="list-style-type: none"><li>• Develop a basic huddle board</li><li>• Lead a basic huddle</li></ul>
SESSION 2:	<ul style="list-style-type: none"><li>• Trend, triage, prioritize, escalate, and communicate</li><li>• Lead a standard huddle</li></ul>
SESSION 3:	<ul style="list-style-type: none"><li>• Develop your own huddle board</li><li>• Lead your huddle</li></ul>

## **MANAGING TO LEARN WITH THE A3 PROCESS** Instructor: Rachel Reuter

Develop problem-solving and leadership skills by learning the use of the A3 process including root cause analysis.

SESSION 1:	Select a Problem <ul style="list-style-type: none"><li>• Locate a problem in work content</li><li>• Grasp the problem's scope and impact</li><li>• Understand the PDCA cycle as part of the A3 story</li><li>• Background teach on A3</li></ul>
SESSION 2:	Clarify the Problem <ul style="list-style-type: none"><li>• Go to see and hear about problem details first-hand</li><li>• Visualize and describe the workflow</li><li>• Find facts to confirm problem conditions</li></ul> Define the Problem <ul style="list-style-type: none"><li>• Describe what should be happening</li><li>• State the problem as a measurable gap to close</li><li>• Set a goal and target for the performance improvement</li></ul>

[Learn more about the program at lean.org/LMP](https://lean.org/LMP)

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## MANAGING TO LEARN WITH THE A3 PROCESS (CONTINUED)

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SESSION 3:	Catchball <ul style="list-style-type: none"><li>• The completeness of A3 thinking</li></ul>
SESSION 4:	Identify Potential Causes <ul style="list-style-type: none"><li>• Understand cause and effect</li><li>• Identify and check direct cause(s)</li><li>• Prioritize to the most likely direct cause</li></ul> Confirm True Causes <ul style="list-style-type: none"><li>• Confirm cause/effect relationships</li><li>• Analyze to root cause</li><li>• Test logic of the 5-Why chain</li></ul>
SESSION 5:	Select and Evaluate Options <ul style="list-style-type: none"><li>• Engage with others to identify countermeasures</li><li>• Evaluate, rank, and propose countermeasures</li></ul>
SESSION 6:	Make a Plan <ul style="list-style-type: none"><li>• Agree on actions to take, timing, and responsibilities</li><li>• Lead scheduled Plan versus Actual reviews</li><li>• Identify and resolve problems during execution where needed</li></ul>

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## MANAGING ON PURPOSE WITH HOSHIN KANRI Instructor: Rachel Reuter

Discover how to align organizational goals, foster strategic focus, and execute plans effectively using catchball and plan-do-check-adjust (PDCA) cycles.

SESSION 1:	Introduction to Hoshin Kanri <ul style="list-style-type: none"><li>• Discuss Toyota Case Study and Lean Transformation Framework</li><li>• Review the TimeCraft case (TC)</li><li>• Complete SWOT analysis</li></ul>
SESSION 2:	Hoshin Objectives <ul style="list-style-type: none"><li>• Discuss how to address TC challenges</li><li>• Review TC objectives</li><li>• Develop what/why/goals for each objective</li><li>• Discuss “Why Strategy Execution Fails”</li></ul>
SESSION 3:	Corporate Hoshin <ul style="list-style-type: none"><li>• Draft corporate hoshin (activities, targets, lead, and support)</li><li>• Discuss Hoshin in action (using coach experience)</li></ul>
SESSION 4:	Horizontal Alignment <ul style="list-style-type: none"><li>• Prepare for and execute horizontal catchball</li></ul>
SESSION 5:	Function Hoshin and Vertical Alignment <ul style="list-style-type: none"><li>• Breakdown corporate objectives into functional levels</li><li>• Prepare for a execute vertical catchball</li><li>• Discuss relationship with A3 and problem solving</li></ul>
SESSION 6:	Execute and Reflect <ul style="list-style-type: none"><li>• Review and discuss hoshin management system through Obeya</li><li>• Review Hoshin reflection</li><li>• Discuss relationship between daily management and hoshin kanri</li><li>• Summarize overall hoshin process</li></ul>

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