Lean Management Program Agenda Spring 2026

All courses will run Fridays 12:00 pm to 2:30 pm ET. **Learn more at lean.org/LMP**

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 | Managing a Lean Enterprise

WRAP UP

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.

February 6, 2026	SESSION 1:	Introduction to the program, overview of the lean management system, and common problems
March 6, 2026	SESSION 2:	How hoshin kanri connects with A3 thinking
May 1, 2026	SESSION 3:	How A3 thinking connects with daily management
June 18, 2026	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.

February 13, 2026	SESSION 1:	• Develop a basic huddle board • Lead a basic huddle
February 20, 2026	SESSION 2:	• Trend, triage, prioritize, escalate, and communicate • Lead a standard huddle
February 27, 2026	SESSION 3:	• Develop your own huddle board • Lead your huddle

MANAGING TO LEARN WITH THE A3 PROCESS Instructor: Lavon Medlock

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

| March 20, 2026 | SESSION 1: | Select a Problem
• Locate a problem in work content
• Grasp the problem's scope and impact
• Understand the PDCA cycle as part of the A3 story
• Background teach on A3 |
| March 27, 2026 | SESSION 2: | Clarify the Problem
• Go to see and hear about problem details first-hand
• Visualize and describe the workflow
• Find facts to confirm problem conditions
Define the Problem
• Describe what should be happening
• State the problem as a measurable gap to close
• Set a goal and target for the performance improvement |

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MANAGING TO LEARN WITH THE A3 PROCESS (CONTINUED)

April 3, 2026	SESSION 3:	Catchball • The completeness of A3 thinking
April 10, 2026	SESSION 4:	Identify Potential Causes • Understand cause and effect • Identify and check direct cause(s) • Prioritize to the most likely direct cause Confirm True Causes • Confirm cause/effect relationships • Analyze to root cause • Test logic of the 5-Why chain
April 17, 2026	SESSION 5:	Select and Evaluate Options • Engage with others to identify countermeasures • Evaluate, rank, and propose countermeasures
April 24, 2026	SESSION 6:	Make a Plan • Agree on actions to take, timing, and responsibilities • Lead scheduled Plan versus Actual reviews • Identify and resolve problems during execution where needed

MANAGING ON PURPOSE WITH HOSHIN KANRI Instructors: Rachel Reuter with Mark Reich

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

May 9, 2026	SESSION 1:	Introduction to Hoshin Kanri • Discuss Toyota Case Study and Lean Transformation Framework • Review the TimeCraft case (TC) • Complete SWOT analysis
May 16, 2026	SESSION 2:	Hoshin Objectives • Discuss how to address TC challenges • Review TC objectives • Develop what/why/goals for each objective • Discuss "Why Strategy Execution Fails"
May 23, 2026	SESSION 3:	Corporate Hoshin • Draft corporate hoshin (activities, targets, lead, and support • Discuss Hoshin in action (using coach experience)
May 30, 2026	SESSION 4:	Horizontal Alignment • Prepare for and execute horizontal catchball
June 5, 2026	SESSION 5:	Function Hoshin and Vertical Alignment • Breakdown corporate objectives into functional levels • Prepare for a execute vertical catchball • Discuss relationship with A3 and problem solving
June 12, 2026	SESSION 6:	Execute and Reflect • Review and discuss hoshin management system through Obeya • Review Hoshin reflection • Discuss relationship between daily management and hoshin kanri • Summarize overall hoshin process

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