



services • administration • management

LEAN EDUCATION & TRAINING

All courses
designed as
workshops

CHALLENGE YOUR PROCESSES!

Increase productivity by 100%! Reduce lead time from 10,4 to 3,6 days! In order to achieve results at these levels you must dare to challenge your processes. Lean is a management philosophy, or a business concept if you will, with an array of principles and methods. It is a way of doing more with less resources, without scaling down on your workforce.

Work smarter

These principles and prospects can be applied everywhere, in all operations. It is a matter of learning to see, to eliminate the various types of “waste” to be found in the workflow and to explore what creates value at the receiving end, i.e. from the customer’s point of view.

Practice Lean

Is it possible to acquire the Lean way of thinking and working without hands-on education and training? Lean Academy’s courses are designed as workshops – alternating studies and

training. Setting up a hypothesis, reality testing, analyzing effect, and benefitting from the conclusion – this is characteristic Lean approach.

Reality based

There are no Lean experts, just people with more or less experience. The trainers at Lean Academy are among the most experienced. As a participant you will have the advantage of an education and training based on real experiences and useful examples from services, administration and management. More information at www.leanconcepts.eu

Getting acquainted with the concept of Lean

LEAN INTRODUCTION

1/2
workshop
day

Reduced stress levels, more time for each operation step, while simultaneously handling more items... how is that possible?

This course offers an introduction to the concept of Lean and how Lean is used in operations of administration, facilities and service departments. Lean is a way of thinking and working, not be confused with traditional systems of improvement, quality or management.

The focus of Lean is on getting the right quality, on time, to the receiver/customer, without requiring more resources. Lean is unique in that you look at the workflow from an across-perspective, which means that individuals and departments are involved across their "borders". Together they will prevent waste, such as mending, fixing and searching. Lean engages, stimulates and affects everybody.

Purpose

- Get an overall picture of the Lean way of thinking and working.
- How and where does a Lean journey begin?
- What results can you expect?

Program

A half day workshop containing:

- Lean as a concept.
- From thinking to working.
- What adds to value and what does not?
- How to do a Value Stream Mapping.
- Real-life examples from various service operations within private and public sectors.

For whom?

For individuals who want to understand and become familiar with the concept of Lean.



More information

For more information
Please contact us at
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Comments from a post-participant...

I feel inspired by a method that is so simple and builds on common sense.

Lean Game

BUSINESS SIMULATION

1
workshop
day

If you want to test how Lean may be applied, this simulation will be an excellent choice to make. In it, participants work with four parallel workflows; quotation-order-billing-purchasing. Participants will use several Lean tools during three rounds in a step-by-step learning process. All rounds include Value Stream Mapping. Among other things, the simulation focuses on how participants' improvement efforts have an impact on lead time, process time, "complete and adequate" and volume handled. The day concludes with a discussion and sharing of experiences.

Lean Business Simulation is also an important part of the course "Lean Leadership". In that case, a stronger focus will be placed on improvement meetings (see appropriate curriculum)

Purpose

- Test various Lean tools and see improvement prospects.
- See connections between Value Stream Mapping and tools used to achieve a desired improved state.
- Understand the importance of an even workflow in order to meet customer demands.
- Make references to participants' own operations.

Program

A one-day course containing an introduction to Lean plus three simulation rounds:

- Introduction

ROUND 1

Analysis of round 1 results. Presentation of various Lean tools to be used in round 2

- Standard work.
- Quality at the source.
- Organizing your own workspace.
- Visual control and leadership.
- Commitment from staff.
- Reducing batch size.

Improvement meeting.

ROUND 2

Analysis of round 2 results. Presentation of more Lean tools to be used in round 3

- Pull system.
- Building work teams.
- Leveling work load.
- Time planning.
- Takt time.

Improvement meeting.

ROUND 3

Analysis of round 3 results. Wrap-up with discussions and sharing of experiences.

For whom?

For individuals who want to understand and be familiar with the concept of Lean and who want to try and see the effects of a Lean way of thinking and working.

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Comments from a post-participant...

The simulation is an excellent way of testing the Lean way of thinking and working, plus some of the Lean tools.

More information

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Lean thinking and working

BASIC EDUCATION & TRAINING

A 6-month
course, including
assignments

6
workshop
days

Crucial to reaching the good results that Lean leads up to, is a good start. Throughout the Basic Education and Training course you will get acquainted with Lean from a broad perspective. Theory and exercises will be alternating. Lean is a management philosophy where problem solving and development constitute a natural part of day-to-day work. The skills and commitment of each staff member will be crucial to success and achievements. Working in a Lean way implies tangible and practical methods in order to accomplish a flow that adds value from a customer point of view.

Purpose

- Understanding and insight about Lean thinking as well as Lean work methods.
- Methods and tools of dedicated improvement work.
- Practical training with various Lean tools and their application areas.
- Lean introduction foundation in your own operation.

Program

The course consists of four steps during six days at four different occasions.

STEP 1 (DAY 1)

- The Concept of Lean.
- Lean Ways of Thinking and Working.
- Sharing Experiences from a Lean Perspective.

STEP 2 (DAY 2-3)

Value Stream Mapping (VSM)–

- Preparations.
- Current State.
- Future State Map.

Value Stream Mapping –

- VSM continues.
- Action Plan and Realization.
- A6 Report.

STEP 3 (DAY 4-5)

Lean way of working –

- More Tools.
- Clean and Tidy / 5S.
- Visual Leadership / day-to-day Monitoring.

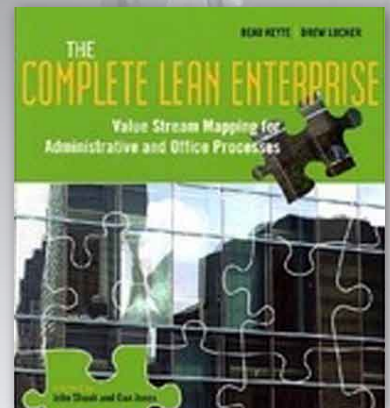
STEP 4 (DAY 6)

Implementing Lean–

- Where and How does the Lean Journey Begin?
- Crucial Roles in a Lean Operation.

For whom?

For the individual who is a Lean Coach or is working in an organization set to become Lean. You want to become more familiar with the tools as well as the underlying thinking.



*In this workshop we are using
"The Complete Lean Enterprise".*

More information

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Comments from a post-participant...

Now we feel more ready to begin the Lean journey
and are eagerly looking forward to results.

VSM

VALUE STREAM MAPPING

2
workshop
days

Everyone is striving towards the same goal. Is that a cliché or is it fully achievable? To be able to reduce lead time with half in only three months, is it really viable?

Value Stream Mapping is an efficient tool used to quickly see improvement options from a horizontal perspective. This method is often called "Learning to See". Value streams emanate from a series of operational steps linking different people or functions together in order to accomplish what the receiver or customer asks for.

The workshop illustrates the difference between a traditional process mapping and a mapping according to Lean principles. It is uniquely adapted to work flows within services, facilities and administration areas.

Purpose

- To develop the ability to "see the flow" in work processes.
- To originate from customer demands and needs.
- To identify waste.
- To train value stream mapping and understand the method.

Program

This 2-day workshop contains:

DAY 1

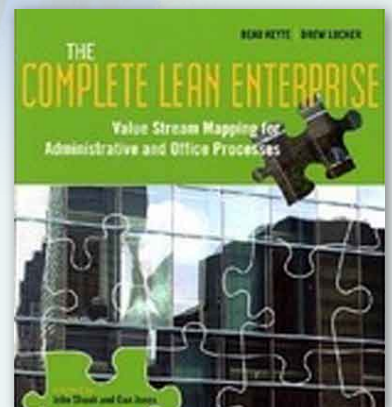
- Lean introduction.
- Understand flow.
- Carry out scoping.
- Define customer demands.
- Make a Current State Map.
- Identify waste.
- Make a Cause and Effect Analysis.

DAY 2

- Introduction to tools.
- Starting from customer demands.
- Produce a Future State Map.
- Getting Management Commitment.
- Important components of an Action Plan.
- Learning and Problem Solving - PDCA.
- Create an Action Plan.
- Types of reports from a VSM.
- Decision making process of and commitment.

For whom?

For the individual who wants to try the most powerful of the Lean tools – Value Stream Mapping.



*"The Complete Lean Enterprise"
is used in this workshop.*

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Comments from a post-participant...

It is a pleasure to work with a method making work flow easier. To be able to reach so far with small steps!

Day-to day monitoring ...

VISUALIZATION

1
workshop
day

Short, focused, action based meetings of five minutes max – are they possible? How do you work together around "problems are options" and "what needs to be done", rather than "who should do it"?

With today's main emphasis on intranet and business systems for distributing information, we tend to lose the common picture of the operation. Regularly getting the same picture of operational status with regards to goals, resources, ongoing projects and activities, not to mention discrepancies, is often underestimated.

The road to "perfect process" presumes transparency and clarity. That is the core of the ongoing work with continuous improvement with focus on problem solving. The underlying thinking and dialogue is the real challenge in this workshop, focused on visualization and day-to-day monitoring.

Purpose

- Become familiar with the various areas where visualization may be used – from project follow-up to managing the operation.
- Sharing the contents of different types of "scoreboards" used for follow-up and day-to-day monitoring.
- Get an insight into how you create a proactive decision structure (preventing problems more frequently, rather than reactively fighting them).

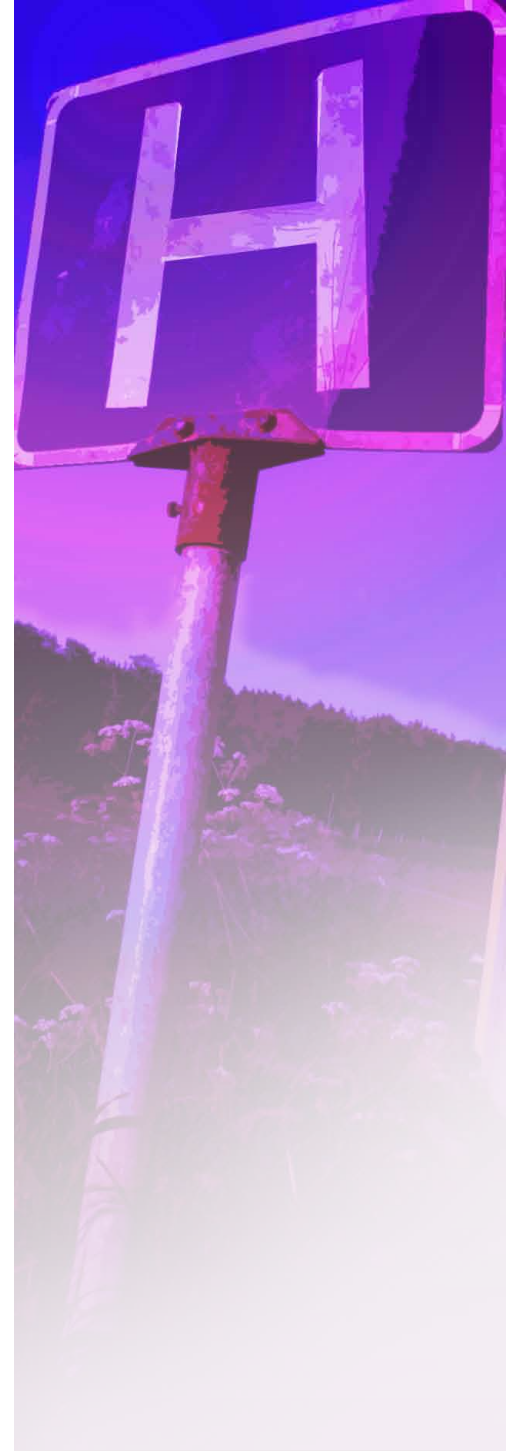
Program

This one-day workshop contains:

- Put together necessary basic data and design a "scoreboard".
- Share each others' examples in order to learn from them.
- From day-to-day monitoring to an escalation model for decision making.
- How to administer recurrent employee suggestions?

For whom?

For the individual already beginning to work with Lean who wants to find ways to improve the overview of operational status. You also want to enhance dedication, increase commitment and spur staff cooperation.



More information

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Comments from a post-participant...

We have discovered the importance of visualization. For the first time we are able to make visible what is appropriate and essential.

Managing a Lean operation

LEAN LEADERSHIP

A 3-month
course, including
assignments

5
workshop
days

How do I act as a leader in order to support my staff in their development towards a Lean operation? Is there any clash of interests between being a clever leader and having a clever staff?

The important thing about the role as a Lean leader is the understanding of both Lean thinking and Lean methods. The Lean Leadership Course is designed as a three-step workshop. During five days within a three month period you will have the opportunity to train and share your experiences with others. This is an in-depth course of various techniques and methods that establish Lean Thinking. You will also be able to analyze your leadership from a Lean perspective.

Purpose

- Characteristics of Lean Leadership.
- Overview of Lean Tools.
- Hands-on training of techniques, crucial to your leadership.
- PDCA in your operation and your leadership.

Program

A three-step workshop during five days at three different occasions:

STEP 1 (DAY 1-2)

- Basic thoughts about Lean from a leadership perspective.
- Lean leadership theory.
- Practical training in a simulated environment.
- The role of leadership at the improvement meeting.
- Managing complex change.
- Individual action plan.

STEP 2 (DAY 3-4)

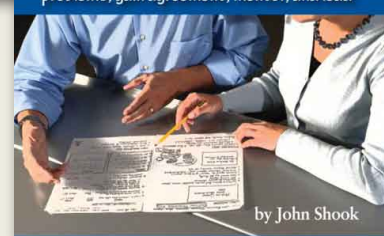
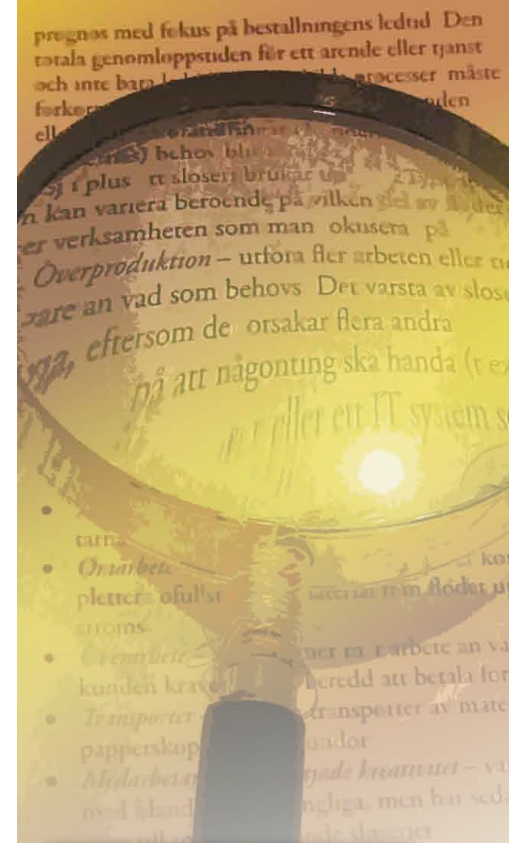
- Feedback to the individual action plan.
- A3-analysis – problem solving structure for profound learning.
- PDCA in the operation.
- Pitfalls and necessary attitudes towards success.

STEP 3 (DAY 5)

- To lead with the Sensei technique.
- From theory to hands-on training of how to ask questions with PDCA as a base.

For whom?

For individuals in a managerial role with some experience from Lean projects in their own operation who want to lead and support their staff in their efforts towards Lean.



"The Complete Lean Enterprise"
and "Managing to Learn"
are books used in this workshop.

More information

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Comments from a post-participant...

My general knowledge of Lean has definitely improved, besides I have gotten a new perspective of Lean – the Leadership perspective.

Profound thinking through coaching

LEAN SENSEI

1
workshop
day

Constant control and attention to staff members, is that a fair description of your leadership situation? What does a Lean leader do to prevent himself from taking over the responsibility for a task?

How do you balance between sharing your own experience and supporting the person who's job it is do the job? Special leadership qualities are required from you in order for you to pursue continuous improvement.

The course Lean Sensei will give you a more motivating and supportive role. With the help of a structured technique you will be trained to develop the driving force, the learning and the capacity of your staff member. We will proceed from your own, real approach to the problem.

Purpose

- Understand the meaning of a Sensei.
- Practical training in Lean Thinking in order to develop your role as a Leader/Lean Coach and thus your staff members.
- Understand the techniques, crucial to success as a Leader/Lean Coach.

Program

This is a one day workshop.

- Traditional coaching as opposed to developing coaching – Sensei.
- Characteristics of a motivating and developing leadership role.
- The underlying techniques of a Sensei Coach.
- Practical training in three steps.
- Mutual sharing and wrap-up.

For whom?

For the individual working in a Lean environment who has extensive Lean experience. The Lean Sensei course will work for those who want to train their skills to develop the thinking and decision making ability of their staff members.

More information

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Comments from a post-participant...

There is a lot to learn even for a person regarded as a skillful leader. I realize the importance of this technique in order to motivate others to think.

Lean management – using **A3-ANALYSIS**

**2
workshop
days**

We all want to throw ourselves at solutions about what to do and then make sure that we get a quick implementation. The truth is that we often have to rethink our decisions, we have difficulties to get the organization on board and it becomes obvious that we have been fighting symptoms rather than identifying and taking care of the root cause.

A3 is a management tool – a practical means of acquiring organizational learning. We will look at the current situation, dig deep down into it to find the root causes of the problems. Several countermeasures will be considered – not only the seemingly most obvious solution. An implementation plan will carefully be laid out and we will thoroughly collect data in order to establish if our countermeasures in fact have improved the situation. The process will solve problems and develop staff members simultaneously.

Purpose

- Read and analyze an A3 and its content.
- From your own approach of a problem write an A3.
- Give feedback to others' problem descriptions.
- Get an insight in the areas of use for the A3-analysis.

Program

Get an insight in the areas of use for the A3-analysis

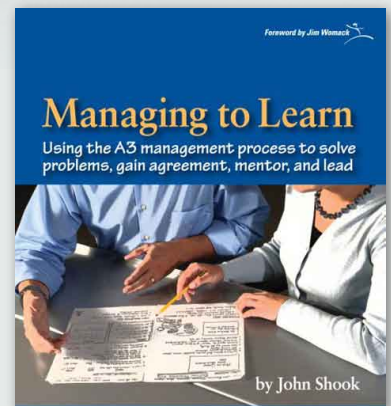
- Follow and reflect upon the book case.
- Study some other examples and practice acting as a sounding board in the A3 analysis.

After this you will - step by step - create and present your own A3 analysis.

- Understand the nature of the problem.
- Analyze causes and obstacles.
- Evaluate and recommend countermeasures.

For whom?

This course was designed for the individual who has experience from working with Lean and who wants to train his or her ability to develop the thinking and decision making of staff members.



The book "Managing to learn" is used in this workshop.

More information

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Jim Womack, President Lean Enterprise Institute...

As a method superior to today's dominating way of exercising leadership (which is often nothing but firefighting).

ACADEMY
LC
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“From Good to Great through Operational Excellence”

LEAN MANAGEMENT

2-5
workshop
days

Are the members of the Board, the CEO, and everyone else in the Management Team fully convinced and committed? Does there exist a systematic, disciplined and well planned working mode? Are human "soft" issues being addressed concurrently to hard technical, structured and financial issues?

The concept of Lean is a business strategy and management philosophy encompassing all parts of the organization. The Lean way of thinking and working requires a genuine commitment as well as an understanding of the concept from management. This is crucial to successful long-term development. It is imperative to have a plan in order to gradually develop the organization according to Lean principles.

Purpose

This course is designed to fit the current conditions in your organization.

- Jointly develop conditions for "Operational Excellence".
- Get to know the different stages of Lean implementation.
- Become aware of the impact on decision making that Lean contributions will have.
- How to create an organization where problems are options.

Program

A 2-5 days on-site workshop.

- Managing a Lean operation.
- Characteristics of successful contributions.
- The different implementation stages.
- Lean – a natural part of the operation.
- Translating profit targets of the Board of Directors and CEO into operational goals in a Lean organization.
- Incremental, strategically sustainable development.

For whom?

For a Management Team with the ambition to successfully implement Lean. Creating a learning organization based on continuous improvement.

More information

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Comments from a post-participant...

Our Management Team has had very valuable insights, helpful to our decision making process.