

THE LEAN LEARNING CENTER PRESENTS TWO POWERFUL PROGRAMS:

The Lean Learning Certificate The Lean Master Certificate








WHY PURSUE A LEAN LEARNING CENTER CERTIFICATE?

The Lean Learning Certificate and Lean Master Certificate programs offer the most advanced and action-oriented Lean Certificates available. Both programs are unique when compared to other Certificate programs because of the focus placed on participant action and results rather than test scores.

OUR UNIQUE “LEARN BY DOING” FOCUS

Certificate candidates for both programs will learn by applying formal classroom knowledge to their work environment and observing the results. The culmination of both programs is a final project analyzing a current organizational process and implementing effective and sustainable improvements.

ADDITIONAL CERTIFICATE BENEFITS

-  Lean expertise develops from a holistic approach of classroom and in-company application requirements
-  A customizable learning experience that allows participants to complete program elements in a sequence that is responsive to individual learning needs.
-  Modular programs that allow participants to establish foundational knowledge and understanding of lean concepts and principles by completing one or two elements before making the commitment to pursue a Certificate program.
-  Convenient, candidate-paced learning enables participants to tailor completion of program requirements to the needs of the individual's schedule.
-  Flexible program elements that can be completed on-site with a minimum of 12 co-workers at the candidate's organization or individually at the Lean Learning Center in Novi, Michigan. More specific information regarding our on-site elements is available by contacting the Lean Learning Center directly at (248) 478-1480.



WHAT DIFFERENTIATES THE PROGRAMS FROM ONE ANOTHER?

While both programs are uniquely designed to deliver a comprehensive review of lean tools, techniques and principles, the most significant differences between the programs include:

- | | |
|---|--|
| <input checked="" type="checkbox"/> The depth and breadth of content | <input checked="" type="checkbox"/> Time commitment |
| <input checked="" type="checkbox"/> 4 elements for the Lean Learning Certificate and 7 elements for the Lean Master Certificate | <input checked="" type="checkbox"/> Financial commitment |
| | <input checked="" type="checkbox"/> On-site Lean Learning Center support |

LEAN LEARNING CERTIFICATE



This certificate program was designed to develop foundational leadership skills and understanding of Lean Rules and Principles through application and reflection within the individual's organization. At the completion of the core certificate elements, the candidate will be prepared to move their organization's lean journey forward through a comprehensive application of newly acquired skills and knowledge in the final on-site demonstration project element that is required for certificate completion. During the on-site demonstration project, the certificate candidate will convert an existing process within their immediate organization from its current state into a world-class operation. The program consists of five elements.
























LEAN MASTER CERTIFICATE



This certificate program takes a deeper dive into Lean Rules and Principles through on-site application, demonstration and reflection. The most significant element that makes this program unique is the opportunity for the certificate candidate to strengthen their facilitation and leadership skills by directing a support team on-site to integrate lean tools into daily work through the Lean Learning Laboratory requirement that can be completed in approximately 10 months. This program converts the participant from a candidate into a teacher, coach, leader and visionary that is prepared to lead his/her organization's lean efforts. Upon completion, a certificate is awarded to the candidate on-site, a special designation from the Lean Learning Center is awarded, and an announcement acknowledging the accomplishment is prepared to commemorate the occasion. The program consists of eight elements.



CERTIFICATE REQUIREMENTS

| ELEMENT | | OVERVIEW DESCRIPTION | TIME | LEAN LEARNING | LEAN MASTER | COST |
|---------|--|--|------------------------------------|--|---|--|
| 1 | Lean Experience | Build the foundation of lean through Rules and Principles. | 5 Days |  |  | \$2,495 per person |
| | Rules/Principles Organizational Assessment | Use the Rules and Principles to assess participant's organization. | App. 4 hrs. |  |  | |
| 2 | Lean Kaizen Facilitator Boot Camp | Learn to facilitate kaizen processes in organizational and administrative processes. | 5 Days |  |  | \$2,495 per person |
| | On-Site Kaizen Facilitation | Facilitate 2 kaizens using different process tools. | App. 10 days |  |  | |
| 3 | Lean Learning Laboratory | Educate, lead and support an on-site team in integrating lean tools into daily work. | App. 15 days spread over 10 months | |  | \$30,000 plus travel (Additional \$25,000 for license of materials) |
| 4 | Leading Lean | Learn the different roles and behaviors of lean leaders. | 3 Days |  |  | \$1,695 per person |
| | On-Site Coaching Project | Coach a co-worker on an issue relating to the organization's lean transformation. | App. 2 hrs. |  |  | |
| 5 | Lean Value Stream | Map the information and flow of processes in pursuit of strategies to reach the ideal state. | 2 Days |  |  | \$1,195 per person |
| | On-Site Value Stream Project | Execute/facilitate a value stream exercise. | App. 24 hrs. |  |  | |
| 6 | Lean Coaching | Assessment and guidance of participant's skill with lean. | App. 60 hrs. | |  | \$9,000 plus travel for 3 coaching visits |
| 7 | Self Study | Strengthen technical lean knowledge through benchmarking. | Varies | |  | \$1,250 |
| 8 | On-Site Demonstration Project | Apply knowledge to transform a process into a world-class operation. | At least 120 hrs. |  |  | \$6,000- \$9,000 plus travel for 2-3 visits  |
| | | | | | | Written Summary Only  |



ELEMENT DESCRIPTION

The Lean Experience course covers the principles and rules that enable a lean transformation. Reinforcing the Learn-Apply-Reflect process, the objective of this course is not only to pass on information, but to allow participants to internalize Lean through personal experience and application. In this course, a powerful and realistic simulation is combined with case studies, video, lecture, and other learning techniques designed to allow participants to internalize concepts, evoking a significant difference in how they look at lean, their operations, and their organizational transformation.

APPLICATION ASSIGNMENT

Following completion of *The Lean Experience*, the certificate candidate will submit a 3-page minimum lean rules and principles assessment that specifically addresses the following:

1. Where do you violate the four lean rules?
 - Structure every activity
 - Clearly connect every customer-supplier
 - Specify and simplify every flow path
 - Improve through experimentation
2. Assess where your organization lives and doesn't live the five lean principles while providing examples to justify your assessment for each.
 - Directly observe work as activities, connections and flows
 - Systematic waste elimination
 - Systematic problem solving
 - Establish high agreement of both what and how
 - Create a learning organization
3. Develop a specific action plan to correct the violations that you have identified in your assessment.



LEAN KAIZEN BOOT CAMP

ELEMENT DESCRIPTION

A Kaizen workshop is a vigorous, structured, team-based approach to driving waste out of any process. At the end of this program, participants will be enabled with the understanding and tools necessary to plan, facilitate, and lead Kaizen workshops on their own. Key benefits of attending the program include learning to make rapid and dramatic performance improvements to any process; learning to build effective teams; learning tools that can be used in both administrative and shop-floor processes; and learning to generate savings that can be used to fund long-term transformation efforts.

APPLICATION ASSIGNMENT

Following the completion of the *Lean Kaizen Facilitator Boot Camp*, the certificate candidate will complete the following requirements:

1. Facilitate a kaizen event of an *operational process* within the certificate candidate's organization and submit the following deliverables to the candidate's Lean Learning Center Coach:
 - Digital photos of activity maps of the process.
 - Digital photos of product/process maps of the process.
 - Problem solving worksheets that document the kaizen team's discussions, deliberations and decisions for implementing improvements within the area.
 - Final action sheets that detail the baseline measurements prior to the kaizen event and the performance results for the process at the completion of the kaizen event.
2. Facilitate a kaizen event of an *administrative process* within the certificate candidate's organization and submit the following deliverables to the candidate's Lean Learning Center Coach:
 - Digital photos of activity maps of the process.
 - Digital photos of product/process maps of the process.
 - Problem solving worksheets that document the kaizen team's discussions, deliberations and decisions for implementing improvements within the area.
 - Final action sheets that detail the baseline measurements prior to the kaizen event and the performance results for the process at the completion of the kaizen event.



ELEMENT DESCRIPTION

The Lean Learning Laboratory (L3) is a highly effective technique for changing the culture of an organization and realizing meaningful performance gains. It is regarded by lean implementation experts and those who have led organizations through lean transformation as the single most powerful method for affecting sustained results.

L3 is a place – determined by process, sub-process, or geography – where small groups of people learn, practice and apply the rules, principles and tools of lean at a faster pace, with greater frequency and at less risk than do entire business units.

Once the L3 is successful, these small groups become catalysts for broader application throughout a business unit.

The Lean Learning Laboratory is a certificate element that is implemented on-site at the certificate candidate's organization. This element requires approximately 15 days of committed time from the certificate candidate to participate in formal activities as the Lean Learning Center comes on-site to support the development of the team and delivery of educational materials.

APPLICATION ASSIGNMENT

The following requirements will be completed by the candidate throughout the Lean Learning Laboratory element:

1. Lead a team of 5-10 team members through a Learn-Apply-Reflect process of integrating lean tools into their daily work. Tools to be integrated include:
 - 5S
 - Standard Work Instructions
 - 7 Wastes
 - Process Mapping.
2. Provide support to the team as they apply what they have learned in between Lean Learning Center visits.



ELEMENT DESCRIPTION

A sustainable lean transformation requires dedication and determination at all levels of your organization. With *Leading Lean*, you can successfully address the various roles and responsibilities that you fulfill as a lean change agent, and learn to take significant leadership strides that will push your organization further and faster. This three-day course will teach you to examine the five leadership moves that are essential to successful leadership, and to explore the ten tactics of innovation that can be utilized to gain a commitment to the lean journey.

APPLICATION ASSIGNMENT

Following the completion of *Leading Lean*, the certificate candidate will coach a supervisor, boss, subordinate or peer on a challenging issue surrounding the organization's lean transformation. The certificate candidate must provide written documentation of the coaching relationship to the candidate's Lean Learning Center Coach. Documentation of the coaching relationship must address:

1. A defined ideal state for the individual being coached that addresses the following questions:
 - What do you want out of this situation?
 - What is the goal of what would be ideal? What would it look like?
 - What do you want out of this coaching session?
2. An analysis of the coachee's current reality:
 - What has been tried?
 - What was the result? Why? Why? Why? Why?
3. Brainstorm and document ideas to close the gap between the goal and current reality. Collectively explore the best options and define an action plan.
4. A defined action plan.
 - What, when, who?
 - What barriers exist? What support is needed?
 - On a scale of 1-10, 10 being the highest, what is your confidence that you will complete this action? If not a 10, what do you need to make it a 10?
5. A synopsis of the certificate candidate's perception of how the coaching conversation went.
6. A discussion of what the certificate candidate learned from the coaching experience.



ELEMENT DESCRIPTION

Promoting the concept of learning through personal experience and application, this course covers the entire value stream improvement process, including mapping, thinking, team views, priority setting, and tools for closing your gaps. Participants can expect to engage in realistic simulations, and can count on leaving the course with not only an understanding of how to build and utilize value stream maps, but with the proper skills and tools to enable them to turn the map into a powerful program for change.

APPLICATION ASSIGNMENT

Upon completion of the *Lean Value Stream* course, the certificate candidate will complete the following requirements:

1. Facilitate a value stream exercise complete with:
 - Current state map.
 - Ideal state map.
 - Action plan for moving toward the ideal state.
 - New current state map complete with final implemented improvements.
2. Submit the following deliverables to the certificate candidate's Lean Learning Center Coach:
 - Digital photo of the current state map.
 - Digital photo of the ideal state map.
 - Action plan for moving toward the ideal state.
 - Digital photo of the new current state map complete with final implemented improvements.
 - Lessons learned from the experience.



ELEMENT DESCRIPTION

The on-site coaching element is to help the candidate further develop themselves as a lean master. This includes understanding the rules and principles. This will start by individually completing a personal leadership development guide, which will help the candidate look at themselves, their actions and their results differently.

Then a Lean Learning Center Coach will visit with a primary focus on taking on a process (operational or administrative) and with the guidance of the coach, begin to apply the lens of the 4 Lean Rules and 5 Lean Principles to the process. Throughout the day, feedback will be given and results monitored, with the candidate making physical changes to the process throughout the day.

Coaching will require between 1 and 3 visits by the Lean Learning Center Coach, depending on the need as determined by the coach.



ELEMENT DESCRIPTION

The self-study requirement consists of two distinct elements, self-guided research and benchmarking, to broaden the candidate's breadth and depth of lean knowledge and experience beyond their immediate organization. The candidate will review a minimum of two books during their independent research and also complete a minimum of one benchmarking visit.

SELF-GUIDED RESEARCH

The first element is self-guided research through two carefully selected lean books that will complete the certificate candidate's technical lean knowledge. Books will be selected based on specific gaps that the candidate must close including lean tools or processes, connections to business/strategic issues, leadership or facilitation.

Potential book candidates could include:

- *A Study of the Toyota Production System* (Shingo)
- *Difficult Conversations: How to Discuss What Matters Most* (Stone)
- *Leading Change* (Kotter)
- *Lean Product and Process Development* (Ward)
- *Lean Solutions: How Companies and Customers Can Create Value and Wealth Together* (Womack/Jones)
- *New Manufacturing Challenge: Techniques for Continuous Improvement* (Suzaki)
- *New Shop Floor Management: Empowering People for Continuous Improvement* (Suzaki)
- *Real Numbers* (Fiume, Cunningham)
- *The Toyota Way Fieldbook* (Liker)
- *Toyota Production System: Beyond Large-Scale Production* (Ohno)



BENCHMARKING

The second portion of the self-study requirement is the benchmarking requirement that provides the certificate candidate with a unique opportunity to gain a broadened perspective that expands beyond the immediate lean journey that they are directly engaged in within their organization.

Through the benchmarking visit, the candidate will explore cultural attributes and challenges different than their own, implementation strategies, barriers and challenges different than their own, and share in the successes of others pursuing the continuous improvement journey.

Potential benchmarking opportunities must satisfy the following criteria:

- Represent significant learning opportunities that can be directly connected to certificate elements.
- The benchmark company may not be the current employer of the candidate.
- The benchmark company must be agreed upon by the Lean Learning Center in advance.

APPLICATION ASSIGNMENT

Upon completion of the self-guided research and benchmarking site visit, the certificate candidate must document the lessons learned on one sheet of paper for each of the three events.



ELEMENT DESCRIPTION

Upon completion of previously completed certificate elements, the candidate will be expected to take on one final project that will represent the culmination of the candidate's newly acquired lean knowledge and skills. Generally, this will consist of applying the candidate's newly acquired skills and knowledge to a project or process, approved by the Lean Learning Center in advance, to transform the process into a world-class operation.

There are no barriers to this demonstration. It is expected that the candidate now has the skills, leadership, coaching and knowledge to be able to work through any barrier in one way or another and only a successfully improved process, plant, or operation will be accepted as completion of this phase.

LEAN LEARNING CERTIFICATE APPLICATION ASSIGNMENT

The Lean Learning Certificate candidate will be required to submit a minimum of a 5-page written report to the candidate's Lean Learning Center Coach that documents:

- A brief summary of why the process was selected by the candidate
- The current state of the process, including baseline metrics, prior to the candidate's analysis and implemented improvements.
- Data to validate the impact of improvements on the baseline metrics.
- A description of challenges encountered, including the actions selected by the candidate to address those challenges.
- A description of surprising developments that emerged throughout the project.
- A brief summary of major lessons learned throughout the project.



LEAN MASTER CERTIFICATE APPLICATION ASSIGNMENT

The Lean Master Certificate candidate will also be required to complete a demonstration project of the same quality and caliber of the Lean Learning Certificate requirement, but the project will be overseen directly by the candidate's Lean Learning Center coach through one or more on-site visits.

The Lean Learning Center Coach will visit the certificate candidate and their project when it is nearing completion. If necessary, the Coach will comment on progress, provide feedback and direction for the project. The Lean Learning Center Coach will return (up to two times) until the adjustments have been made.

The candidate will be required to present their project findings to the Lean Learning Center Coach. The presentation must include:

- A brief summary of why the process was selected by the candidate
- The current state of the process, including baseline metrics, prior to the candidate's analysis and implemented improvements.
- Data to validate the impact of improvements on the baseline metrics.
- A description of challenges encountered, including the actions selected by the candidate to address those challenges.
- A description of surprising developments that emerged throughout the project.
- A brief summary of major lessons learned throughout the project.

