



# Lean & Continuous Improvement accredited training programmes



Lean Associate



Lean Practitioner



Advanced Lean Practitioner



Master Lean Practitioner



# Modular Lean Training Programmes – Developing Lean Competency & Culture

## Introduction

Implementing Lean is a proven method to improve any business by adopting a culture of continuous improvement, waste elimination and process efficiency.

The Smallpeice accredited Lean programmes are structured to provide exactly the right level training to suit your requirements, existing experience and company maturity with Lean.

Each of the training levels is linked to an accreditation path which is based on the practical application of the tools. This 'learn by doing' approach ensures the rapid development of skills and confidence in using Lean, and returns benefits to the sponsoring company with tangible waste elimination and process improvements.

The Lean training curriculum provides recognised qualifications based on the assessment of Lean competencies and capability. Companies and candidates can enter the programme at any of the following 4 levels.



Lean Associate  
(1 day)



This 1-day workshop introduces the foundation principles of Lean thinking and practical ways to build waste elimination into everyday work activities. Lean Associates will also be well placed to support team based improvement projects.

Lean Practitioner  
(3 days)



Lean Practitioners are trained to lead and facilitate process improvement and problem solving activities within their local work area. The 3-day programme includes practical training in mapping tools and root cause analysis.

Advanced  
Lean Practitioner  
(5 days)



At this level, the training focuses on developing highly skilled Improvement Practitioners who are equipped with the confidence and tools to lead significant process improvement, waste elimination, and value stream mapping activities.

Master  
Lean Practitioner  
(10 days)



Develops expert Improvement Practitioners able to lead company-wide Lean deployment programmes and large-scale improvement projects. Advanced Lean tools include Kaizen facilitation, risk assessment and coaching skills.

# Programme Delivery Options: Open Enrolment & In-company

- Smallpeice Enterprises (a division of GP Strategies Ltd) specialise in providing training and coaching solutions for business improvement (Lean and Six Sigma), and team performance programmes.
- With over 50 years experience and working with an international client base, we are known for our pedigree and results in implementing change, transferring knowledge and supporting clients to ensure business improvement success.
- Our mission is based on the fundamental goal of building internal capability into your teams by using a blend of classroom training, expert coaching and 'learning by doing'. The result will be teams of internal experts capable and confident in delivering sustainable improvement results.
- We support a global client base with an international training team of expert facilitators who lead programmes across Europe, Americas, and Asia Pacific.

## Contact Us:

To discuss requirements, please contact us on:

- T: +44 (0)1926 336423
- [train@smallpeice.com](mailto:train@smallpeice.com)
- [www.smallpeice.com](http://www.smallpeice.com)



## In-company training

- All courses can be linked to your products and processes with custom-designed programmes delivered onsite to groups of attendees.
- Please contact us to discuss your requirements and we will then provide you with a custom designed proposal.



## Programme Packages Include:

- Comprehensive reference materials including Lean training manual and Lean toolkit.
- Support portal with online tools and templates for download.
- Accreditation process incorporating knowledge test and assessment of project work.



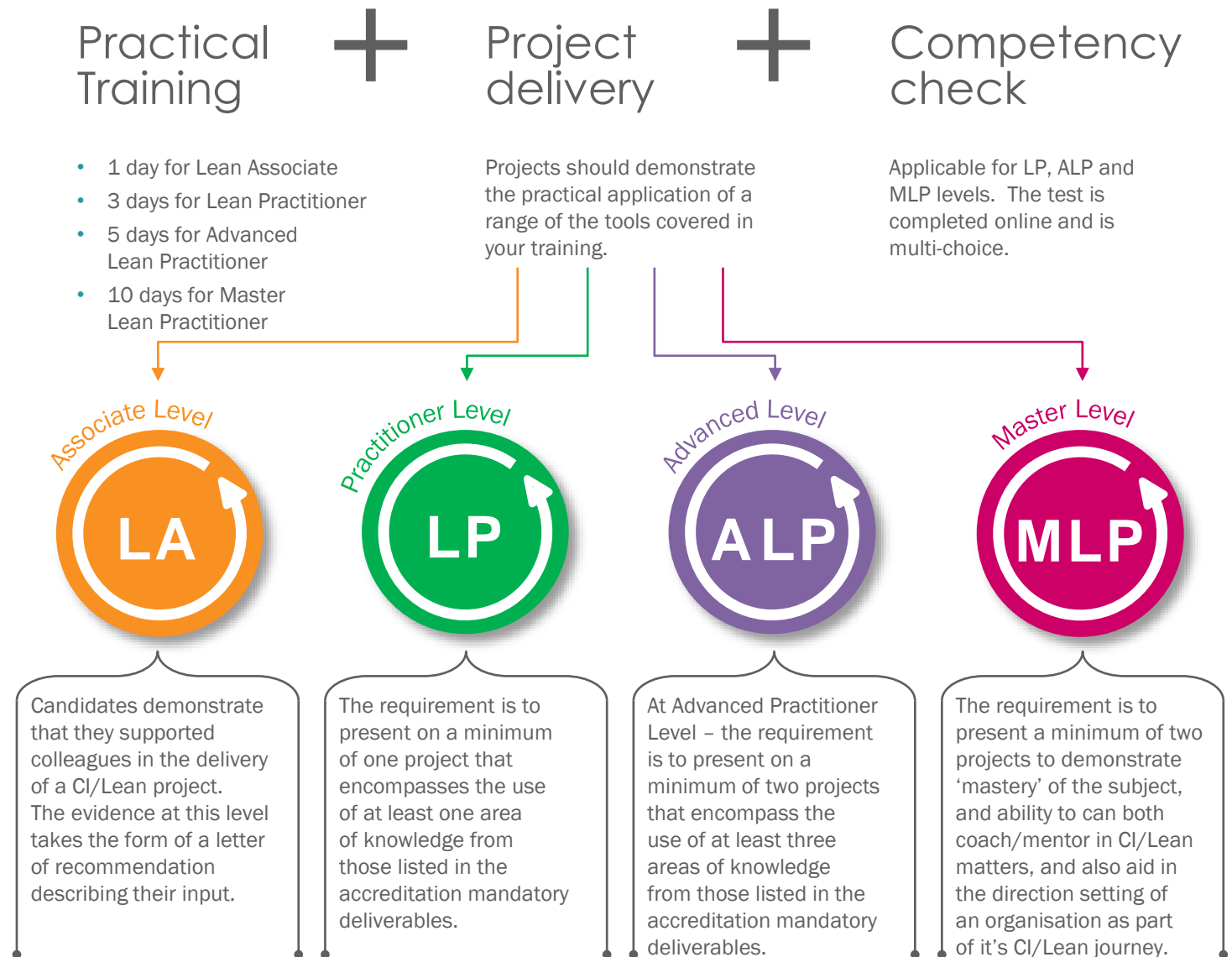
# Overview of the Accreditation Framework

## Delivering Results & Developing Competencies

All of the Lean training levels offer accreditation to assess and certify Lean Practitioners to internationally recognised standard qualifications.

The formal accreditation path also ensures a swift return on training investment as the improvement projects will deliver quantifiable benefits.

The clear structure for levels of competency enables companies to adopt a skills matrix that ensures a sustainable approach to skills development.



# Modular Lean Training Programme Content

Candidates can enter the programme at a specific and stand-alone level to suit the requirements of their role and business requirements – or follow the ‘upgrade’ path to progress from Lean Associate through to Advanced or Master Lean Practitioner. The coloured bars in the graphic show the duration and modules to be covered at each level of the training.

## Lean Associate

## Lean Practitioner (3 days)

## Advanced Lean Practitioner (5 days)

## Master Lean Practitioner (Block 1 – 5 days & Block 2 – 5 days, see overleaf)

DAY 1 Implementing Lean Foundations	DAY 2 Mapping Tools – Identifying Quick Wins	DAY 3 Root Cause Analysis	DAY 4 Leading Value Stream Improvement	DAY 5 Lean Optimisation Techniques
<p><b>Introduction to Lean Thinking</b></p> <ul style="list-style-type: none"> <li>The principles of Lean thinking: value add vs non-value add</li> <li>Identifying the 7 classic wastes</li> <li>Getting started: waste walking and the chalk circle</li> </ul> <p><b>Workplace Organisation (5S)</b></p> <ul style="list-style-type: none"> <li>The role of workplace organisation in waste elimination</li> <li>How to achieve and sustain an organised workplace using the 5S approach (sort, straighten, sweep/shine, system, sustain)</li> <li>Planning, implementing and sustaining workplace organisation</li> </ul> <p><b>Standard Working</b></p> <ul style="list-style-type: none"> <li>The importance of standards and their role in Lean implementation</li> <li>The difference between engineering standards and workplace standards</li> <li>A guide to writing and implementing standards in the workplace</li> <li>Process confirmation</li> </ul> <p><b>Visual Management</b></p> <ul style="list-style-type: none"> <li>Visual tools to support waste elimination and process control</li> <li>Creating a visual workplace</li> </ul> <p><b>Implementing the Lean Foundations</b></p> <ul style="list-style-type: none"> <li>Engaging sponsor support</li> <li>Creating the ‘Just Do It’ culture and encouraging quick wins</li> <li>A3 reporting – DMAIC and PDCA</li> </ul>	<p><b>Understanding Processes</b></p> <ul style="list-style-type: none"> <li>Defining a value stream</li> <li>Overview process improvement approach</li> </ul> <p><b>Planning a Mapping Activity</b></p> <ul style="list-style-type: none"> <li>Deciding where to start: prioritising and scoping improvement activity</li> <li>Defining the purpose of the activity</li> <li>Use of SIPOC maps to understand the process at a high level</li> <li>Understanding voice of the customer</li> </ul> <p><b>Understanding the Current State</b></p> <ul style="list-style-type: none"> <li>Introduction to mapping tools</li> <li>Value stream mapping</li> <li>Process flow charting</li> <li>Process sequence charting</li> <li>Use of swim-lane mapping</li> <li>Spaghetti diagrams</li> </ul> <p><b>Analysing the Current State</b></p> <ul style="list-style-type: none"> <li>Value add/non-value add analysis</li> <li>Analysing process risk</li> </ul> <p><b>Developing the Target State</b></p> <ul style="list-style-type: none"> <li>Approach to ‘to be’ mapping</li> <li>Lean design principles</li> </ul> <p><b>Implementing the New Process</b></p> <ul style="list-style-type: none"> <li>Planning and communication steps</li> <li>Links to standard operations and process confirmation – maintaining the standard</li> <li>Checklist for next steps</li> </ul>	<p><b>Introduction to Problem Solving</b></p> <ul style="list-style-type: none"> <li>Conditions for effective problem solving</li> <li>Different levels of problem solving</li> <li><math>E = Q \times A</math> – the importance of engagement</li> <li>The 8 disciplines of problem solving</li> <li>Introduction to the 8D problem solving sheet</li> </ul> <p><b>Grasping the Current Situation</b></p> <ul style="list-style-type: none"> <li>Emergency response actions</li> <li>Forming the team</li> <li>Taking a facts driven approach</li> <li>Use of Is/Is Not analysis</li> <li>Problem statements and goal setting</li> <li>Understanding the situation</li> <li>Data collection tools and techniques</li> <li>The reason and use of Pareto charts</li> </ul> <p><b>Getting to the Root Cause</b></p> <ul style="list-style-type: none"> <li>Cause and effects analysis</li> <li>Analysing data: use of histograms, control charts and scatter plots</li> <li>Identify the root cause (5-Why)</li> </ul> <p><b>Implementing Countermeasures</b></p> <ul style="list-style-type: none"> <li>Solution identification and selection</li> <li>Application of mistake proofing</li> <li>Testing countermeasures</li> <li>Checking and acting on the results</li> <li>Implementing permanent countermeasures</li> <li>Sharing lessons learned</li> <li>Links to the importance of standards and process confirmation</li> </ul>	<p><b>Advance Lean Practitioner Role</b></p> <ul style="list-style-type: none"> <li>The role of the facilitator: key skills, attributes and responsibilities</li> <li>Leading improvement projects</li> </ul> <p><b>Scoping Value Stream Improvement</b></p> <ul style="list-style-type: none"> <li>Scoping the improvement activity: defining product/process families</li> <li>Understanding value from the customer perspective: defining CTQs</li> <li>Writing the Improvement Charter</li> </ul> <p><b>Engaging Stakeholders</b></p> <ul style="list-style-type: none"> <li>Stakeholder analysis tools</li> <li>Building effective sponsorship</li> <li>Selecting team members</li> </ul> <p><b>Planning a Value Stream Mapping Activity</b></p> <ul style="list-style-type: none"> <li>Defining a value stream</li> <li>Understanding the 4-step approach</li> <li>Deciding where to start: defining the boundaries</li> </ul> <p><b>Drawing the Current State</b></p> <ul style="list-style-type: none"> <li>What data is required</li> <li>Level of detail required</li> <li>Ste by step current state mapping</li> </ul> <p><b>Analysing the Current State Process</b></p> <ul style="list-style-type: none"> <li>Can we meet the customer demand</li> <li>Is the process stable?</li> <li>Balancing load and capacity: finding and analysing bottlenecks</li> <li>Cycle time and workload analysis</li> <li>Work-in-process and lead time analysis</li> </ul>	<p><b>Creating a Future State Map</b></p> <ul style="list-style-type: none"> <li>Creating a lean vision and a ‘must be’ list</li> <li>Developing the future state map</li> <li>Creating continuous flow</li> <li>WIP control strategies / push versus pull systems</li> <li>Mistake proofing</li> <li>Introduction to rapid changeovers and Total Productive Maintenance</li> </ul> <p><b>Developing the Improvement Plan</b></p> <ul style="list-style-type: none"> <li>Optimising the solution</li> <li>The use of FMEA to manage risk</li> <li>Developing the improvement plan: different levels of improvement activities</li> <li>Managing the implementation</li> <li>Use of kaizen events</li> </ul> <p><b>Facilitating Improvement Events</b></p> <ul style="list-style-type: none"> <li>Dealing with facilitator’s ‘nightmares’</li> <li>Managing group dynamics, reading body language, and developing active listening</li> <li>Best practices in facilitation</li> </ul> <p><b>Next steps planning</b></p> <ul style="list-style-type: none"> <li>Next steps overview</li> <li>Personal action planning</li> </ul>

# Modular Lean Training Programme Content: Master Lean Practitioner Level

This 5-day module is specific to the Master Lean Practitioner level, and must be preceded by the 5 days of training shown at Lean Practitioner / Advanced Lean Practitioner levels. If you do not wish to follow the full accreditation path, then please contact Smallpeice to discuss training in specific modules to suit your requirements.



## Master Lean Practitioner (Block 2 – 5 days)

DAY 6 Designing & Leading your Deployment	DAY 7 Managing Risk	DAY 8 Advanced Lean Optimisation Techniques	DAY 9 Leading Kaizen Events	DAY 10 Coaching Improvement Teams
<p><b>Role of The Master Lean Practitioner</b></p> <ul style="list-style-type: none"> <li>Master Lean Practitioner role and competencies</li> <li>Overview of requirements for certification</li> </ul> <p><b>Creating a Change Culture</b></p> <ul style="list-style-type: none"> <li>Understanding change, the emotional factors</li> <li>Concepts and models for change</li> <li>Understanding barriers to change</li> <li>Managing resistance</li> <li>Personal action planning - persuasion campaigning</li> </ul> <p><b>Designing Your Deployment</b></p> <ul style="list-style-type: none"> <li>Setting the vision and strategy for the Lean programme</li> <li>The role of policy deployment</li> <li>Aligning with business goals</li> <li>Roles and responsibilities</li> <li>Deployment design</li> <li>Barriers to success</li> <li>Management engagement approach</li> <li>Communications strategy</li> </ul>	<p><b>Introduction to FMEA</b></p> <ul style="list-style-type: none"> <li>The need for FMEA; objectives and benefits</li> </ul> <p><b>Defining the Process</b></p> <ul style="list-style-type: none"> <li>Overview of the process steps, including incoming sources of variation</li> <li>Characteristic matrix (linking important process steps to product characteristics in order to identify potential failures)</li> </ul> <p><b>Failure Modes, Effects and Severity</b></p> <ul style="list-style-type: none"> <li>Types of testing and analysis</li> <li>Setting priorities using the severity rating scale</li> </ul> <p><b>Cause and Occurrence</b></p> <ul style="list-style-type: none"> <li>Multiple causes of failures and defects</li> <li>Cause analysis and countermeasures</li> <li>Using the occurrence rating table</li> </ul> <p><b>Current Controls and Detection</b></p> <ul style="list-style-type: none"> <li>Evaluating the effectiveness of process based controls using the detection rating table</li> </ul> <p><b>Risk Priority Number and Corrective Actions</b></p> <ul style="list-style-type: none"> <li>Working out the RPN and options for corrective actions, and re-scoring the FMEA</li> </ul> <p><b>Management Process of FMEA</b></p> <ul style="list-style-type: none"> <li>Key pointers in driving improvements with FMEA, using a team-based approach</li> </ul>	<p><b>Rapid Changeovers</b></p> <ul style="list-style-type: none"> <li>The benefits of rapid changeovers</li> <li>Defining what is classed as changeover</li> <li>Breaking down internal and external elements of changeovers</li> <li>Identifying opportunities to reduce changeover times</li> <li>Standardising changeover processes</li> <li>Applying rapid changeovers to non-manufacturing processes</li> </ul> <p><b>Total Productive Maintenance</b></p> <ul style="list-style-type: none"> <li>The role of TPM within asset care</li> <li>TPM activities within manufacturing and transactional processes</li> <li>Step by step TPM approach to achieving autonomous maintenance</li> <li>Identifying opportunities to use TPM</li> </ul> <p><b>Making Value Flow</b></p> <ul style="list-style-type: none"> <li>Workplace layout</li> <li>Dealing with barriers to flow</li> <li>Designing cells</li> <li>Heijunka - benefits of levelled scheduling</li> <li>Push vs pull techniques</li> <li>Jidoka principle (autonomation): stop, call, wait</li> <li>Supply chain optimisation</li> <li>Kanban techniques for managing inventory where continuous flow is not possible</li> </ul>	<p><b>The 12 Step Approach to Kaizen</b></p> <ul style="list-style-type: none"> <li>Application of the PDCA and the 12-step approach for rapid improvement</li> <li>Selecting and communicating the business case for the project</li> <li>Preparing for the event</li> </ul> <p><b>During the Event</b></p> <ul style="list-style-type: none"> <li>Grasping the current situation</li> <li>Approaching the mapping activity</li> <li>Collecting data</li> </ul> <p><b>Analysing the Facts</b></p> <ul style="list-style-type: none"> <li>Analysing, interpreting and presenting process maps</li> <li>Application of the 7 quality tools to identify root causes</li> </ul> <p><b>Developing the Solutions</b></p> <ul style="list-style-type: none"> <li>Brainstorming and creativity techniques to develop alternative solutions</li> <li>Testing and validating solutions</li> <li>Considering the risk (FMEA overview)</li> </ul> <p><b>After the Event</b></p> <ul style="list-style-type: none"> <li>Follow-up on outstanding actions</li> <li>Monitoring the improvement</li> <li>Capturing lessons learned and sharing best practice</li> </ul>	<p><b>Leading and Developing Improvement Teams</b></p> <ul style="list-style-type: none"> <li>Characteristics of effective teams and stages of team development</li> <li>Developing performing teams through effective leadership</li> </ul> <p><b>Facilitating for Maximum Results</b></p> <ul style="list-style-type: none"> <li>Running effective workshops and meetings</li> <li>Managing conflict; dealing with difficult people and situations</li> <li>Adapting communications for groups</li> </ul> <p><b>The Importance of Coaching and Mentoring</b></p> <ul style="list-style-type: none"> <li>Styles of coaching/mentoring</li> <li>Core coaching skills</li> <li>Giving and receiving feedback</li> <li>A structure for coaching/mentoring</li> <li>Non-verbal behaviours and building rapport</li> <li>Skill practice</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>Certification roadmap</li> <li>Curriculum review</li> <li>Next steps action planning</li> </ul>

# Smallpeice Feedback & Sample of Our Client Base

Smallpeice training is designed to be inspirational, enjoyable and effective. You will work with expert facilitators who are experienced in working across different business sectors.

Everyone should be educated on this culture. The skills and tools are relevant to all areas of the business.



I found the whole course incredibly useful and delivered by an extremely knowledgeable and well-versed trainer.

Great training! I can't wait to go back and start applying the new techniques into my day.

Fabulous course and extremely enjoyable. Great mix of content and exercises.

Looking forward to implementing the tools within the team, sharing knowledge and hopefully formulating a process to improve efficiency.



The course was highly enjoyable. The modelling exercises really hammer home the point of Lean working.



Really pleased with the course – would recommend to colleagues. Good trainer with great knowledge and excellent practical examples.

Great consideration for how techniques can be applied within my company's processes.

Thought provoking, and provided a methodical approach. Lots of ideas to apply to ongoing issues within my department.

## Sample of our client base



**Rolls-Royce**



**dyson**



**DRAXLMAIER**



**AMG PETRONAS**  
FORMULA ONE TEAM

**SITA**

**pladis**

**KONE**

**MEGGITT**

**M&S**  
EST. 1884

**THALES SIEMENS**

Rolls-Royce  
Motor Cars Limited

**MBDA**  
MISSILE SYSTEMS

**RENISHAW**  
apply innovation™

**Malvern**



# Smallpeice Enterprises

a division of GP Strategies Limited



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full range of our training  
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