

Smallpeice Enterprises

a division of GP Strategies Limited



Lean & Continuous Improvement practical team training modules

Lean Leadership

Lean Foundations –
Delivering Quick Wins

Daily Lean & Problem Solving

Standard Work &
Process Mapping

Root Cause Analysis

Lean Optimisation:
Rapid Changeovers & TPM

Value Stream Mapping

8D Problem Solving

CI Leadership Programme

Overview

The CI Leadership training provides the opportunity for Leaders to become actively involved in shaping and supporting the deployment of the Lean programme. The training is a pre-cursor to the roll out of Lean Practitioner training and as such it has three broad aims:

1. To induct Leaders in the Lean approach and how the Lean practitioner toolkit that will be used to deliver quick wins as well as larger scope problem solving projects
2. To equip Leaders to lead by example and become an active and visible champion and sponsor for Lean within their part of the business
3. To facilitate a joint vision and pipeline for the project activity; and ensure detailed implementation and logistics planning to set-up the programme for success

Objectives

- Create and communicate a shared vision for CI and know the steps required to achieve this
- Lead by example in applying CI to transform and continually improve ways of working
- Have a good working knowledge of the CI Toolkit and how this can be applied in the local workplaces
- Be an active and visible sponsor of team based continuous improvement activity at a local site level

Content

Module 1 The CI Toolkit	Module 2 CI Leadership & Planning
Introduction to the CI Programme • Old and new business paradigms • Understanding the key programme elements Building the Brilliant Basics • Waste Elimination, Visual Management, SIC, Workplace Organisation, Standard Work, Leader Standard Work, Problem Solving • Getting started: strategies for building employee involvement • Maintaining momentum: strategies for making CI part of business as usual CI & Lean Leadership • The role of the Lean Leader • Enablers/barriers to embedding & sustaining improvement activity Next Steps: activity before Part 2 • Lean assessment questionnaire	Review Lean Assessments Planning for success • Developing and prioritising critical Key Performance Indicators for the programme • Priming the Pump: Foundation projects identification & selection • Coordination & management; responsibility vs accountability of projects Setting-Up for Success • Practical planning session • Communication cascade: sharing the vision with the wider team

Overall Programme Objectives

The Lean Practitioner programme will enable participants to:

- Assess their own working environment and identify and prioritise opportunities to eliminate non-value added activities
- Fully understand the Brilliant Basics and how to implement these successfully
- Lead and involve teams in bottom-up waste elimination activities
- facilitate the analysis of current state end to end processes to identify opportunities to improve flow and reduce waste
- Facilitate the design of future state end to end processes which incorporate the principles of Lean process design
- Develop an improvement plan for their own sites/process areas which uses Lean principles to drive improvement in efficiency and effectiveness

CI Foundations & Taking a Quick Win Approach

Workshop focused on the Brilliant Basics to enable participants to identify & target opportunities for improvement in their site area/s

CI & Lean Thinking

- The key principles of Lean thinking: value add vs non-value add
- Key elements of a successful CI activities in the workplace

Focusing on the Brilliant Basics

- The role of workplace organisation, Visual management (A3's) & SIC in waste elimination and sustaining Improvements
- The need for standards and their role in CI
- Process confirmation & Standard Work
- Basic Problem Solving

Implementing the Lean Foundations

- Involving your team & leading the activity
- Adopting a 'Just Do It' culture and delivering quick wins
- Identifying opportunities that are in scope
- Enablers and Barriers for Success
- Maintaining the gains



Assignment

Carry out a Waste Walk & 5S Audit of an area of your site & conduct first Quick Win activity



Coaching Review

1 hour coaching sessions with individuals or teams to provide guidance on Assignment 1 &/or review outputs

Daily CI & Problem Solving Basics

Workshop to develop the skills and knowledge to become a confident leader of individual and teams capable of working in a CI environment

Key Skills for Effective Continuous Improvement

- The role of the CI Practitioner
- Inspiring others to help create what 'good looks like'
- Managing daily communications

Visual Management

- Creating a visual workplace
- Start of shift – handover and communication
- Using short interval control effectively
- Using A3's as the means of communication
- Concepts of visual management: Control or display

Leading Teams through Problem Solving

- The importance of defining the problem
- Using basic problem solving tools
- Focusing on the most impactful issues (Pareto analysis)
- Introduction to fishbone diagram & 5Why
- Using PDCA to implement change

Assignment

Capture your 'Day in the Life Of' to analyse & identify value add / non-value add activities as a basis for improvement & progress to a leaner future state for the working date

Standard Work

Workshop focusing on recognising that before any improvements are made, we need to understand where we are currently. Develop the ability to map the process, eliminate waste & set the standard

Standardised Work as the Foundation for CI

- The importance of standards
- Understanding the current state – observing the process
- Process Confirmation

Making Our Processes Visible (Mapping tools)

- Process sequence charting
- Spaghetti diagrams

Selecting the "Best Current Method" ensuring Safety, Quality, Delivery

- Single point lessons
- The importance of checking we are working to the standard
- Consequence of not following standards
- Relevance of skills matrices

Assignment

Assess the CURRENT process standards for an area of your site; identify potential improvements and capture in a plan

Process Mapping

Workshop focused on the core skill to map, analyse and improve the current state process.

Planning for a Process Mapping Activity

- Defining a process & deciding where to start
- Use of SIPOC maps to understand the process
- Who should be in the mapping team
- Scoping the activity using in/out scope tool

Mapping the Current State

- Introduction to mapping principles
- Basic process flow chart approach
- Use of swim-lane maps to understand who does what
- Identifying Waste – use of process sequence charting

Analysing the Current State

- Value add / non-value add analysis

Developing the Target State

- Approach to to-be mapping
- Identifying & assessing risks

Implementing the New Process

Assignment

Carry out a Process Mapping activity in your area. List issues & improvement ideas.

Practical Problem Solving (RCA)

Workshop providing a practical, step-by-step guide to taking a rigorous, data driven approach to root cause analysis using the 7 tools of quality.

Grasping the Current Situation

- Taking a facts driven approach & creating the problem statement
- The reason & use of Pareto charts
- Developing SMART objectives
- Understanding the situation

Getting to the Root Cause

- Pre-conditions for beginning root cause analysis
- Cause and effects analysis
- Using 5 why
- Use of is/is not analysis

Implementing Countermeasures

- Solution identification and selection
- Application of mistake proofing
- Testing countermeasures
- Checking and acting on the results
- Implementing permanent countermeasures
- Using A3 Reports for Root Cause Analysis

Assignment

Select an issue from your list of improvements identified in the Process Mapping exercise and carry out a Root Cause Analysis investigation.

Lean Optimisation Techniques

Workshop to introduce the toolkit for practitioners to select from and use in relation to their specific problem solving improvement project

This module will be bespoke for each site and will focus on the relevant Lean optimisation technique, such as:

Rapid Changeovers

- Defining what is classed as changeover
- Identifying opportunities to reduce changeover times
- Standardising changeover processes

Total Productive Maintenance

- The role of TPM within asset care
- Identifying opportunities to use TPM
- Step-by-step TPM approach to achieving autonomous maintenance

Making Value Flow

- Workplace layout & dealing with barriers to flow
- DesiHeijunka – benefits of levelled scheduling
- Push vs pull techniques
- Jidoka principle (autonomation), stop, call, wait
- Kanban techniques for managing inventory

Assignment

This assignment will be linked to the optimisation toolkit that is selected for your site and project.

Accreditation Framework

The CI Practitioner programme will enable participants to become qualified as Lean Practitioners. This will require:

- Attendance on all training modules
- Completion of the 6 x assignments, which will be reviewed by Smallpeice

Achieving Lean Practitioner status means that participants are able to:

- identify and prioritise opportunities to eliminate non-value added activities
- Understand & use the Lean Foundation toolkit
- Carry out process mapping activities to identify opportunities to improve flow and reduce waste
- Use Root Cause Analysis and problem solving skills to deliver small projects that drive improvement in efficiency and effectiveness

Certification

Lean Practitioner Certification can be attained on completion of a short multiple choice knowledge test and submission of an assignment/project portfolio that demonstrates application of key Lean tool

8D Problem Solving

Overview

This workshop provides a detailed understanding of the 8D problem solving process – using practical simulation exercises to ensure a hands-on learning experience. Participants will learn how to apply the process to firstly get to the root cause of problems, and then to go on to develop permanent solutions to prevent problems from reoccurring.

8D problem solving can be applied within any business sector. It is a powerful technique that helps to embed a culture of team-based problem solving to target the elimination of one-off or recurring problems which will otherwise continue to cause noise internally - and can also impact the externally facing customer experience.

Content

Introduction to Problem Solving

- Overview of 8D

D0 - Implement emergency actions and preparing to launch the 8D process

- Define and implement emergency actions
- Identify stakeholders and engage support

D1 - Forming the Team

- Getting a GRIP of your team (power & influence; skill & experience; synergy)
- Establishing Goals Roles, Interpersonal relationships, Processes

D2 - Define the Problem

- Define non-conformance requirements
- Identify the impact in terms of quality, reliability and productivity
- Identify opportunities to narrow down the focus towards the root cause

D3 - Develop Containment Actions

- Selecting most effective method of containment
- Record containment measure effectiveness

D4 - Identify and Verify Root Causes

- Quality tools to identify potential root causes
- Identify where the problem occurs in the process and potential escape points
- Verification of root causes and escape points
- Leading root cause analysis activities

D5 - Identify Corrective Actions

- Generating permanent corrective actions
- Creativity techniques for generating alternate solutions
- Assessing the risk of the corrective action on other processes, & supporting effective decisions

D6 - Implement Corrective Action

- Techniques for creating and delivering a successful implementation plan
- Gaining buy in and commitment
- Methods to validate the effectiveness of the permanent solution
- Ensuring appropriate documentation is updated to support the new standard

D7 - Preventing Recurrence

- Taking systemic action to prevent the problem recurring
- Identifying opportunities to replicate corrective actions on other processes
- Sharing lessons learnt to ensure value is taken from the activity

D8 - Recognise the Team

- Effectively closing the problem solving activity & recognising the achievements of the team
- Documenting the lessons learnt for reference in future programmes

Value Stream Mapping

Overview

A core skill when implementing continuous improvement is to be able to map, analyse and improve the current state process. This module gives participants a highly practical introduction to the most commonly used process mapping tools. Delegates will leave with the confidence and ability to be able to lead process mapping and analysis activity for the purpose of continuous improvement.

Content

Scoping Value Stream Improvement

- Scoping the improvement activity: defining product/process families
- Understanding value from the customer perspective: defining CTQs
- Writing the Improvement Charter

Engaging Stakeholders

- Stakeholder analysis tools
- Building effective sponsorship
- Selecting team members

Planning a Value Stream Mapping Activity

- Defining a value stream
- Understanding the 4-step approach
- Deciding where to start: defining the boundaries

Drawing the Current State

- What data is required
- Level of detail required
- Step by step current state mapping

Analysing the Current State Process

- Can we meet the customer demand
- Is the process stable?
- Balancing load and capacity: finding and analysing bottlenecks
- Cycle time and workload analysis
- Work-in-process and lead time analysis

Creating a Future State Map

- Creating a lean vision and a 'must be' list
- Developing the future state map
- Creating continuous flow
- WIP control strategies / push versus pull systems
- Mistake proofing
- Introduction to rapid changeovers and Total Productive Maintenance

Developing the Improvement Plan

- Optimising the solution
- The use of FMEA to manage risk
- Developing the improvement plan: levels of improvement activities
- Managing the implementation
- Use of kaizen events

Facilitating Improvement Events

- Dealing with facilitator's 'nightmares'
- Group dynamics, reading body language, developing active listening
- Best practices in facilitation

Next Steps Planning

- Next steps overview
- Personal action planning

Programme Delivery Options:

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 60 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
- 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.