Catalyst's British Quality Foundation

Lean Practitioner Programme

Overview

This three-day programme is a highly participative course which introduces the key principles, concepts and benefits of Lean Thinking, including a brief introduction to the importance of the 'softer skills' needed for successful projects and continuous improvement.

The broad aim is to provide participants with an increased knowledge of the Lean tool-kit and an awareness of the importance of Change Management techniques to ensure successful change. Following the programme, they should be able to demonstrate their active use of appropriate Lean concepts, tools and techniques including, for example, the introduction of 5S and Visual Management into a work area, the elimination of waste to improve flow, and facilitation of Kaizen Rapid Improvement Events.

Ideally, the participants should attend with an identified process problem or project to tackle. Where appropriate, the practical syndicate exercises will look to work on these issues.

Content

The programme also seeks to enable the participants to apply for Lean Practitioner certification through the British Quality Foundation and the framework of the course has been specifically designed for this purpose:

Understanding the Principles and Concepts

- **The importance of Customers (Suppliers and Stakeholders), including:**
  - Developing Critical to Quality Customer Requirements (CTQs)
  - Determining the relevant process measures
  - Identifying Customer Value and the Moments of Truth
  - Use of the Kano model

- **How the work gets done and how well, including:**
  - Standard Operating Procedures (standard work)
  - Understanding how the processes flow
  - Creating Process and Value Stream maps, as appropriate
  - Creating Spaghetti diagrams
  - Identifying Value-Add and Non-Value-Add activity
  - Data collection and display
  - Understanding variation and the use of Control Charts
  - Developing Visual Management

- **Optimising process flow, including:**
  - Stabilising the process
  - Reducing/removing Non-Value Add activity
  - Identifying and reducing waste including the introduction and deployment of 5S and 'Waste Walks'
  - Understanding waste from the customer's perspective
  - Demonstrating the use of the Theory of Constraints in addressing bottle-necks
  - Levelling and sequencing production (Heijunka)
  - Identifying opportunities for Just in Time and Kanban (Pull production/Single piece flow)
  - Identifying the opportunity for enhanced workplace layout

- **Understanding the importance of team working, including:**
  - The team roles required to deliver a Lean environment
  - Communication
  - Team briefings
  - Ensuring the use of up to date Visual Management

- **Participating in and leading improvement activity, using a systematic method, including:**
  - Identifying, prioritising and scoping improvement projects
  - Following DMAIC (Define, Measure, Analyse, Improve and Control) or PDCA (Plan, Do, Check, and Act), as appropriate
  - Planning and facilitating Kaizen Rapid Improvement Events
  - Assessing and managing risk
  - Developing and maintaining Storyboards/A3s
  - Understanding E = Q x A, ensuring effective 'buy-in'
  - Ensuring effective Control Plans

A comprehensive range of Lean Thinking tools and techniques are covered in varying degrees of detail – see Appendix.

The supporting materials include a wiro-bound copy of the slides, the 'Go Lean' book and complementary pocket guide.

Appendix - Lean Thinking Tools and Techniques

5 Whys
5S
Brainstorming
Cellular Manufacturing
Change Management
Control Charts
Control Plan
CTQs
Data Collection
DMAIC
Elements of Change (E = Q x A)
Error Proofing
Facilitation Skills
Fishbone
FMEA
Heijunka
Improvement Charter
In Frame out of Frame
Is/Is Not
Jidoka
Just in Time
Kaizen
Kanban
Kano
Line Balancing (Yamazumi)
Moments of Truth
Muda
Mura
Muri
N/3
Overall Process or Equipment Effectiveness
Paired Comparisons
Pareto
PDCA
Problem and Goal Statements
Problem Solving/Counter Measures
Process Mapping
Process Stability
Process Stapling
Priority Based Matrix
Product Families
Pull versus Push
Quick Changeover (SMED)
Risk Assessment
Root Cause Analysis
Seven Wastes (Tim Wood)
Short Interval Control
Singe Piece Flow
SIPOC
Solution Prioritisation Techniques
Spaghetti Diagrams
Stakeholder Analysis
Standard Work
Storyboards and/or A3 Reporting
Supermarket FIFO
Takt Time
Theory of Constraints - Bottlenecks
Total Productive Maintenance
Toyota Way
Value Stream Mapping
Visual Management
Waste Walks
XY Grid/Boston Box