



Welcome to our Webinar

The presentation will start shortly



LEA Webinar

Lean Transformation Framework

D.Brunt, D.Marriott, P.Watkins
November 17th 2021

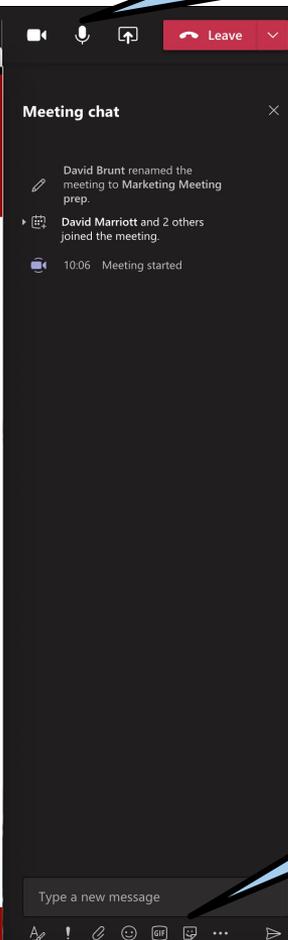
Webinar House Keeping

To ask a question click
to open the chat

Please check you are
muted

Webinar House Keeping

- Key Points:
 - Q & A – 10 minutes in the middle and at the end.
Please raise questions in the Teams Chat
 - Mute in Teams
 - We are recording
- Reminder of what we will send you
 - Exclusive access to recording of Webinar
 - PDF of Webinar Slides
 - Digital Copy of Purpose, Process & People
 - Teach Poster



Meeting chat

David Brunt renamed the meeting to Marketing Meeting prep.

David Marriott and 2 others joined the meeting.

10:06 Meeting started

Type a new message

Type question
here

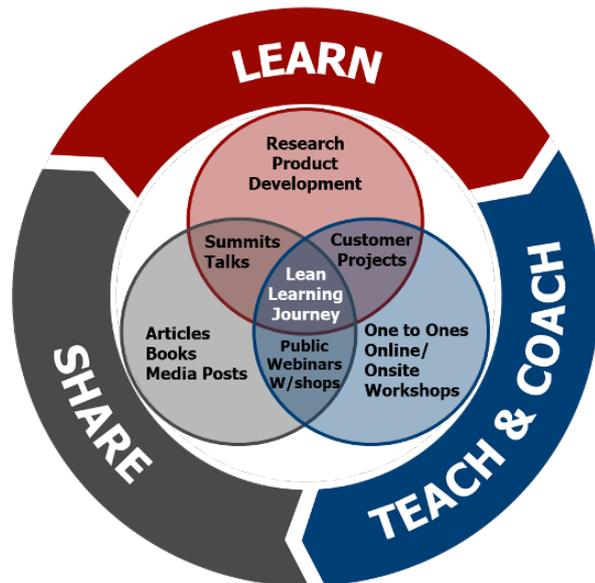
LEA - Purpose & Approach

Our Purpose:

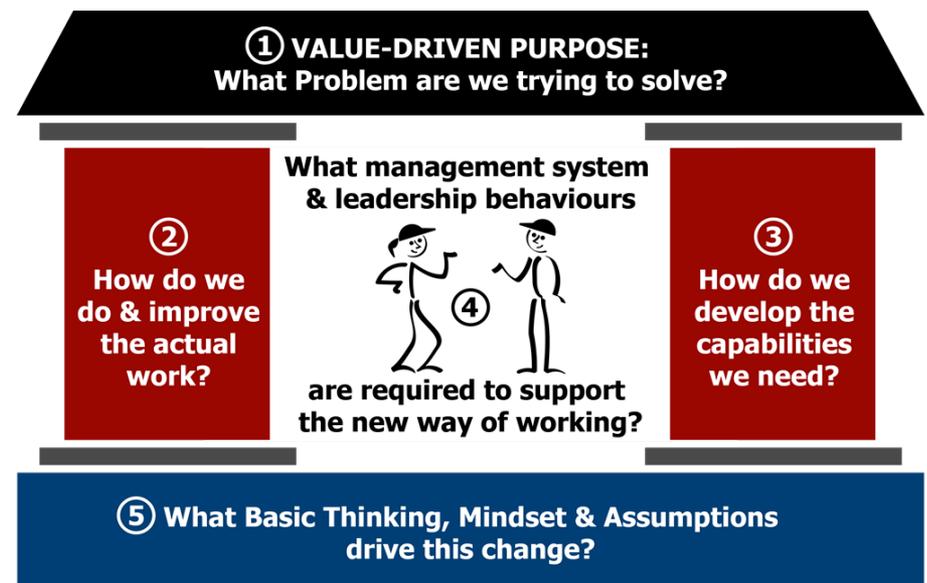
We are a not for profit organisation, established to help customers become self-reliant on their lean journey. Through research, products and services we provide better, faster and cheaper ways to learn and improve.

Our Approach:

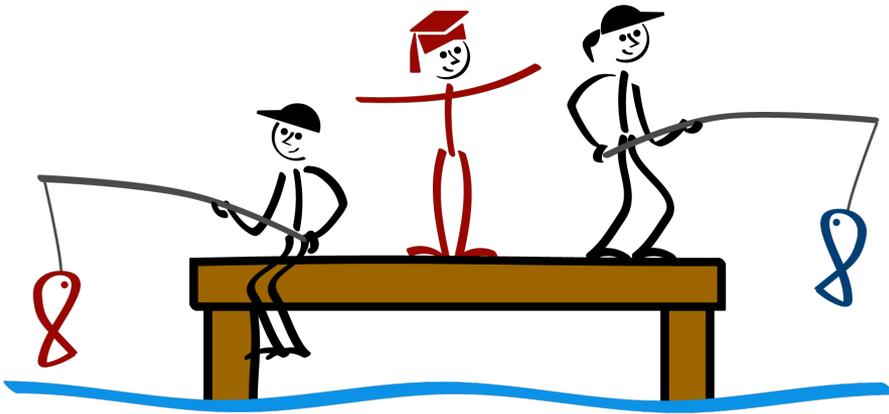
SELF RELIANT CUSTOMERS



LEAN TRANSFORMATION FRAMEWORK

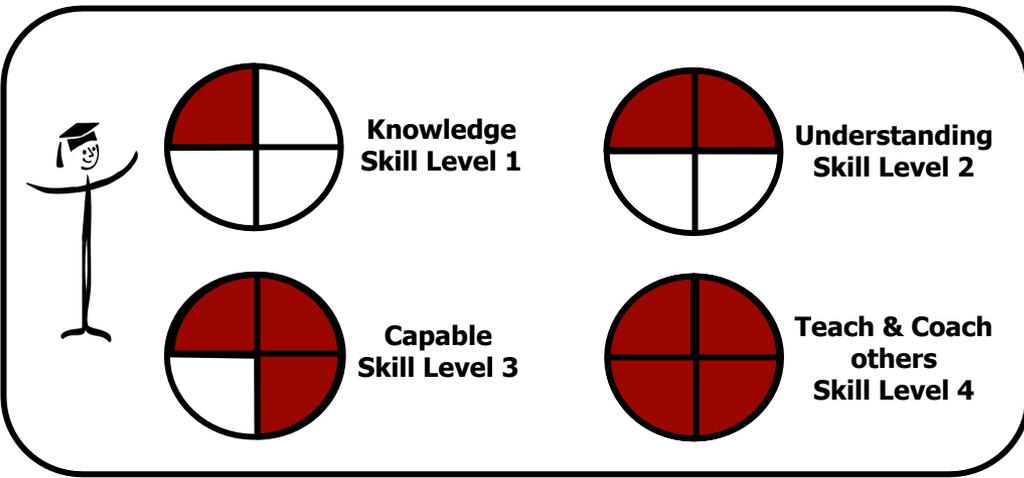


LEA - Learning Lean



*"Give a man a fish and you feed him for a day. **Teach** him how to fish and you feed him for a lifetime"*
– Lao Tzu

Skill Development – 4 Levels



Online/On Site Support



What is your Lean Journey?

Lean Learning Journey – Skill Levels



Today

LEAN TRANSFORMATION FRAMEWORK

① VALUE-DRIVEN PURPOSE:
What Problem are we trying to solve?

② How do we do & improve the actual work?

What management system & leadership behaviours are required to support the new way of working?

③ How do we develop the capabilities we need?

⑤ What Basic Thinking, Mindset & Assumptions drive this change?

- To become capable you must practice.
- We offer online & onsite Teaching and Coaching of subjects that can be organised around the LTF.

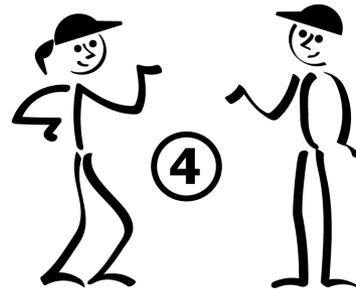
www.leanuk.org/lean-learning

- **Agenda**
 - **Background to the LTF**
 - **Introduction to the Lean Transformation Framework**
 - **Teach Poster Concept**
 - **Purpose**
 - **Process**
 - **People**
 - **Q & A**
 - **Lean Transformation Framework in Practice**
 - **Summary / Q & A**
 - **Optional Discussion**

① VALUE-DRIVEN PURPOSE: Mandating lean, but purpose is unclear



**What management system
& leadership behaviours**



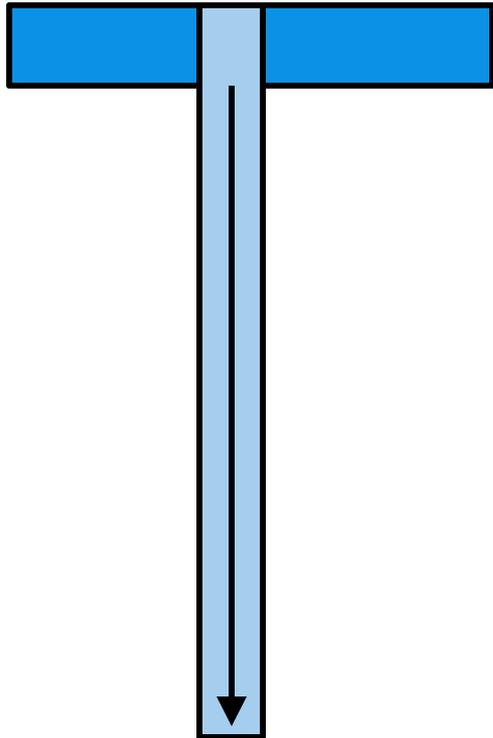
**are required to support
the new way of working?**



⑤ What Basic Thinking, Mindset & Assumptions drive this change?

Background: Common Failure Modes in Lean Transformation

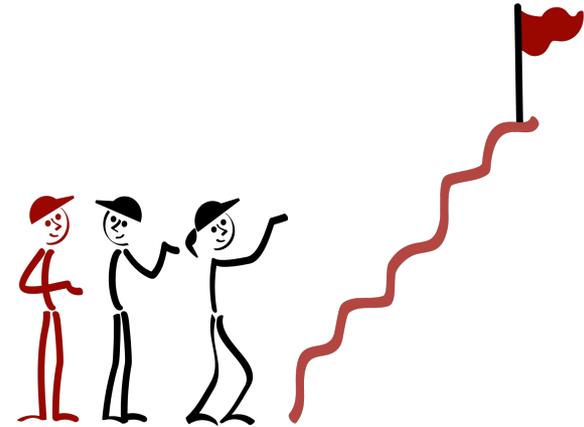
**Breadth
Before Depth**



**Too Fast,
Too Slow**



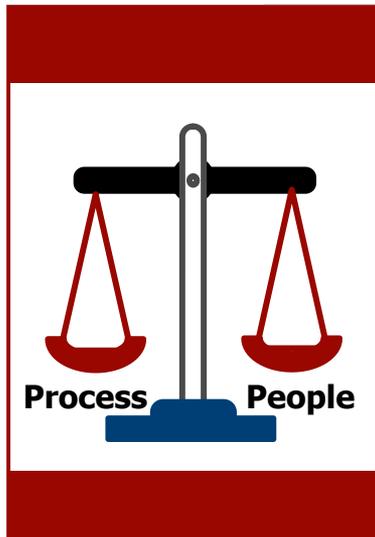
**Being Better vs
Perfection**



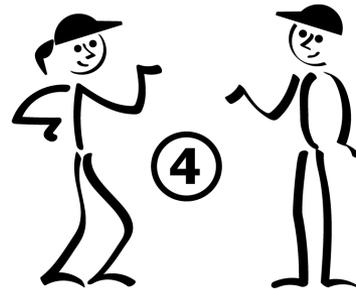
Background: Common Failure Modes in Lean Transformation

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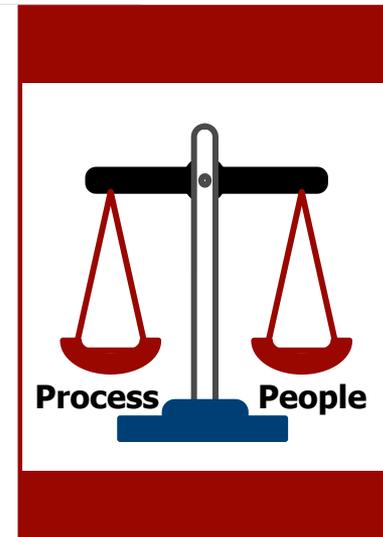
Lean means to solve problems – at every level, everywhere



What management system & leadership behaviours



are required to support the new way of working?



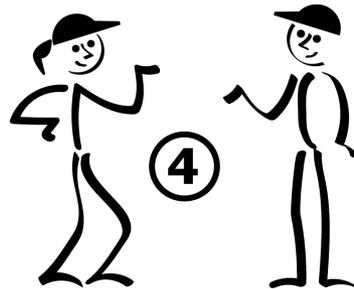
Being mindful of culture & underlying thinking but not using it as an excuse

What is the Lean Transformation Framework?

**① VALUE-DRIVEN PURPOSE:
What Problem are we trying to solve?**

**②
How do we
do & improve
the actual
work?**

**What management system
& leadership behaviours**



**are required to support
the new way of working?**

**③
How do we
develop the
capabilities
we need?**

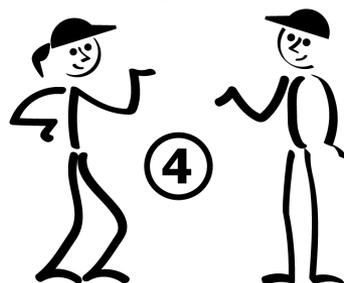
**⑤ What Basic Thinking, Mindset & Assumptions
drive this change?**

5 Dimensions, 5 Questions

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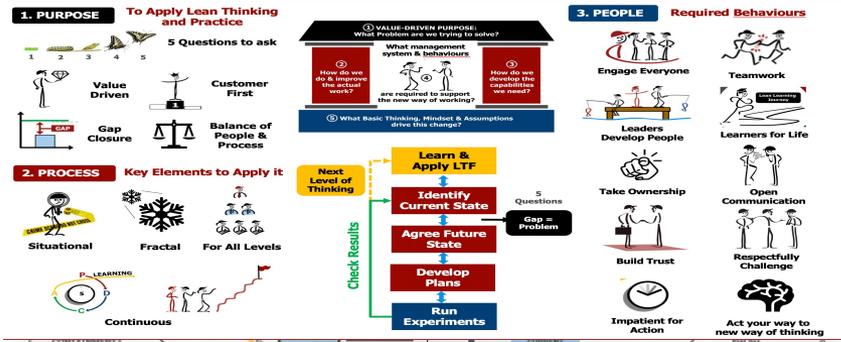


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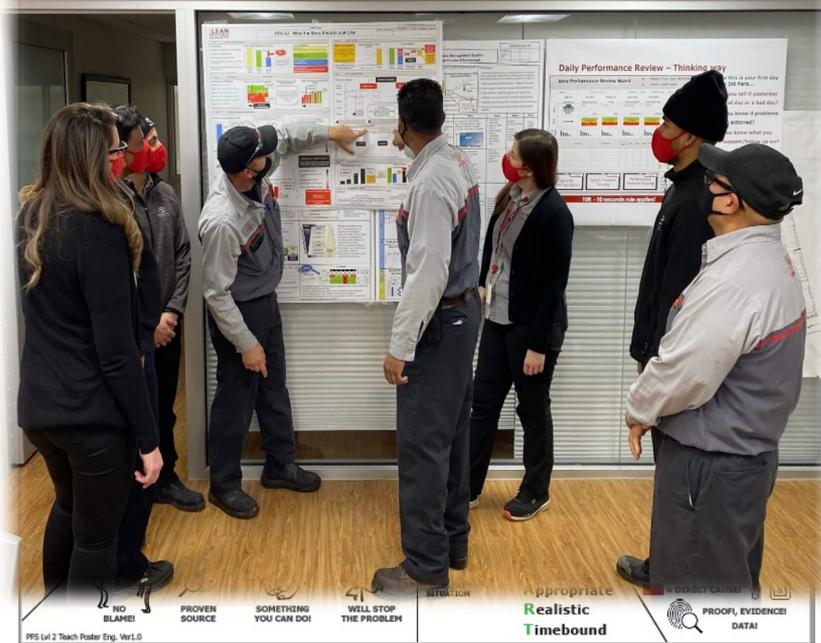
**⑤ What Basic Thinking, Mindset & Assumptions
drive this change?**

Teach Poster Concept



■ Why do we use a Poster?

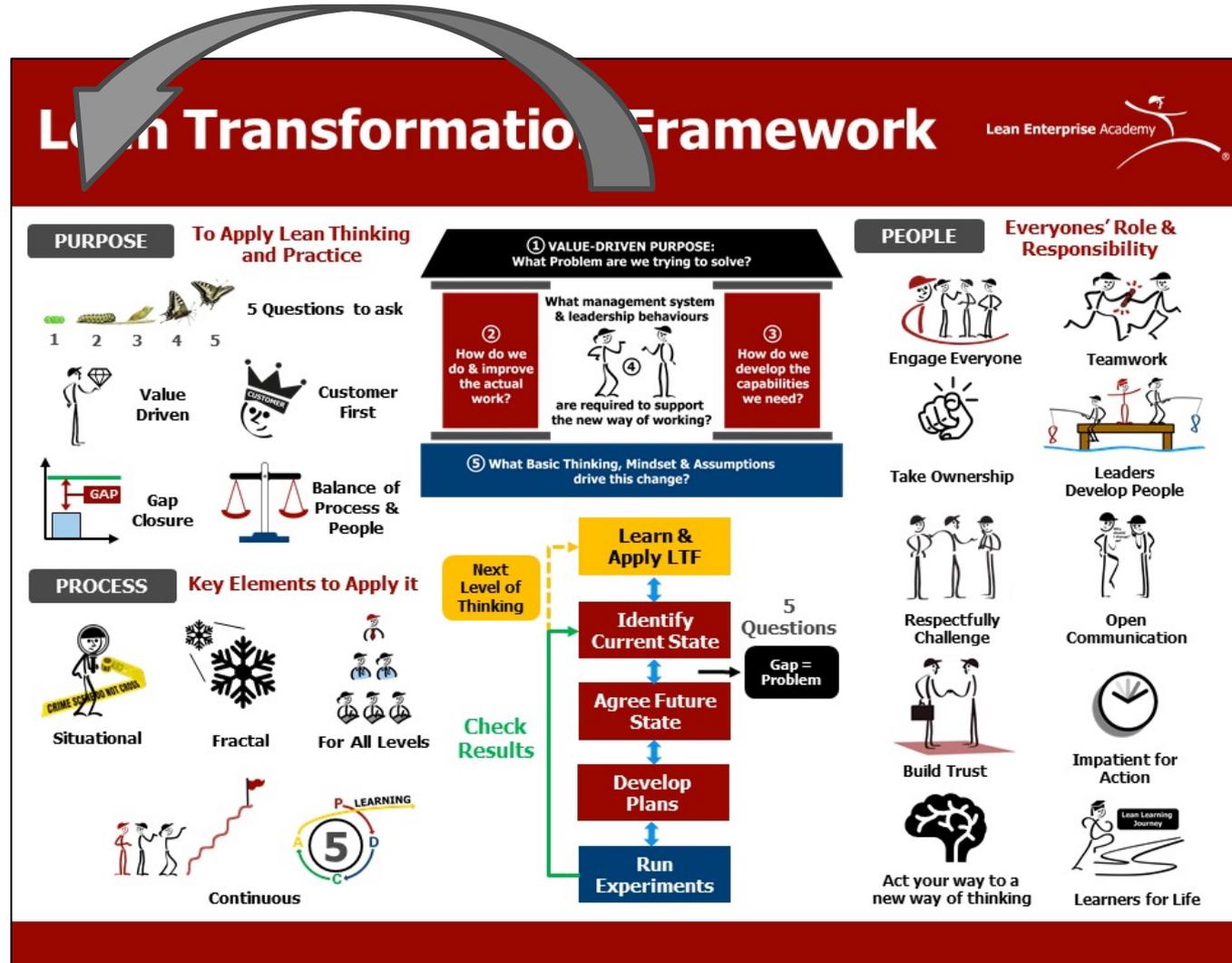
- Can be taught by leaders in the workplace or online without the need for a training room.
- Structured in to defined areas making it easier to remember.
- Pictures are remembered easier than words & create more interest and discussion.
- A poster can be put up in your workspace for future reference, not hidden on a pc.



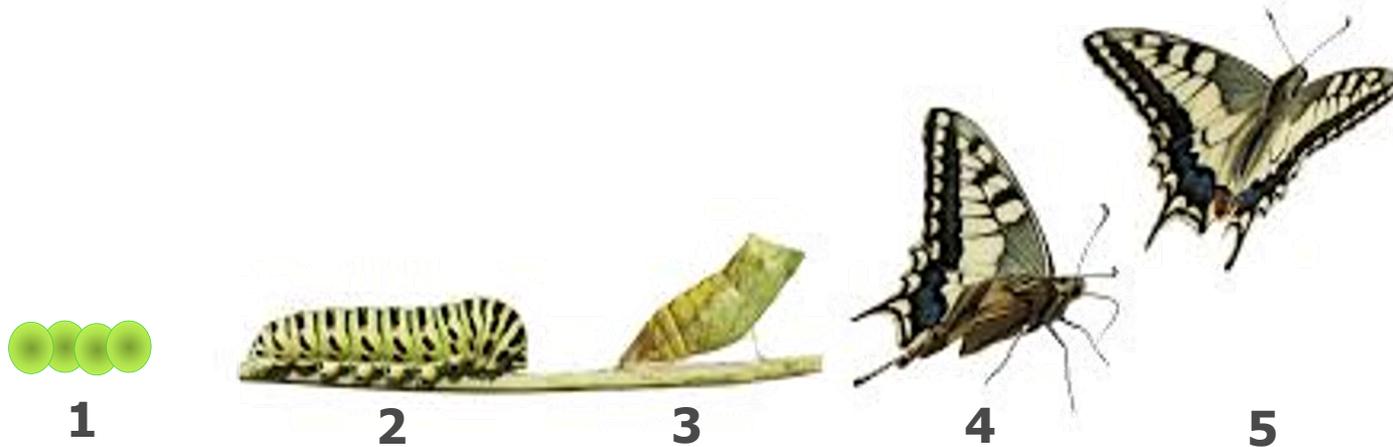
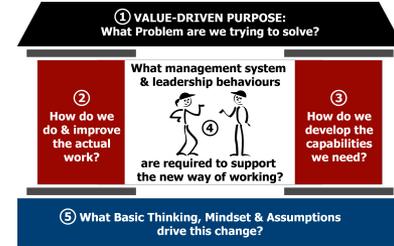
Lean Transformation Framework Teach Poster

Work through:

1. Purpose
2. Process
3. People



To Apply Lean Thinking and Practice



5 Questions to ask

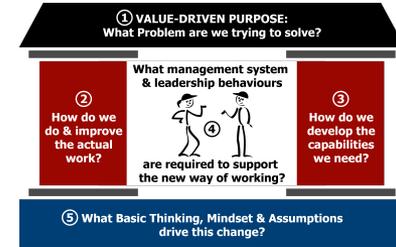
To Apply Lean Thinking and Practice



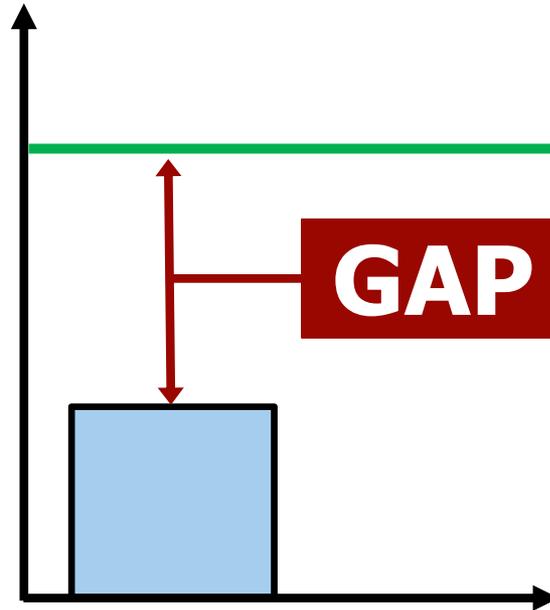
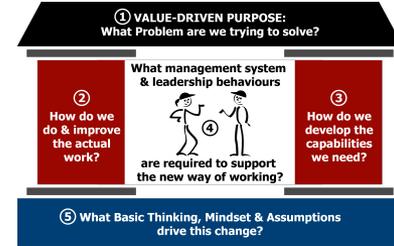
**Value
Driven**



**Customer
First**

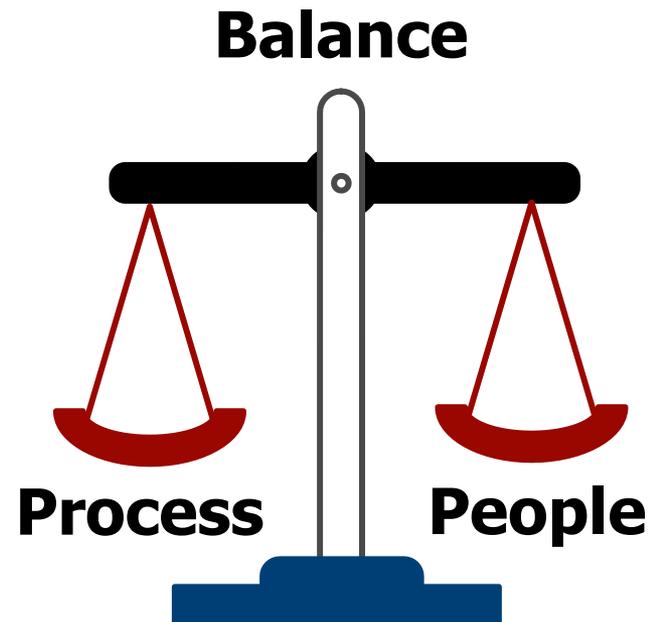
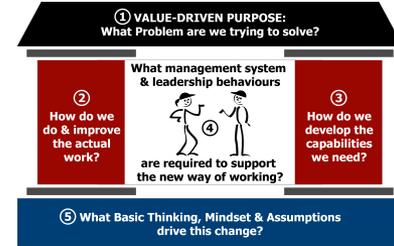


To Apply Lean Thinking and Practice

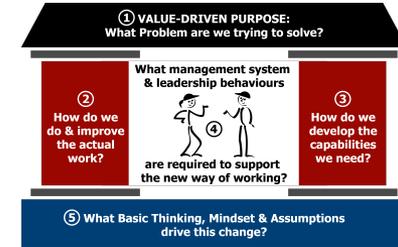


**Gap
Closure**

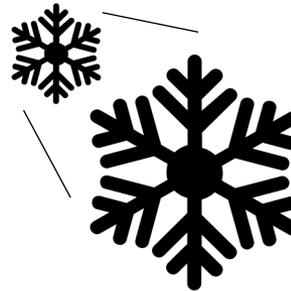
To Apply Lean Thinking and Practice



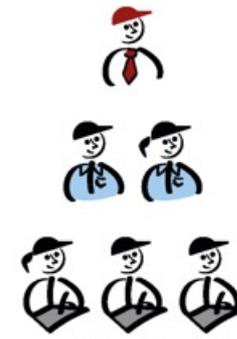
Key Elements to Apply it



Situational

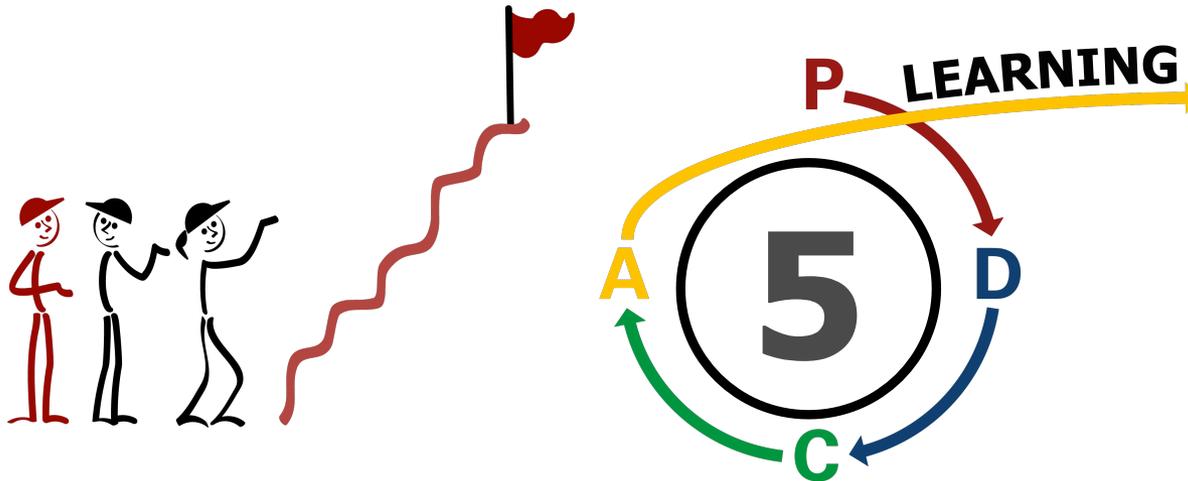
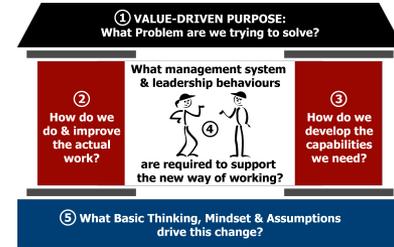


Fractal



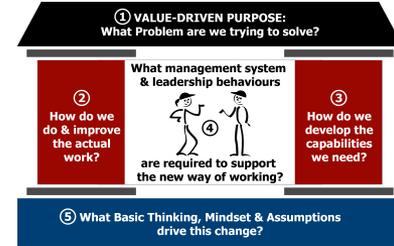
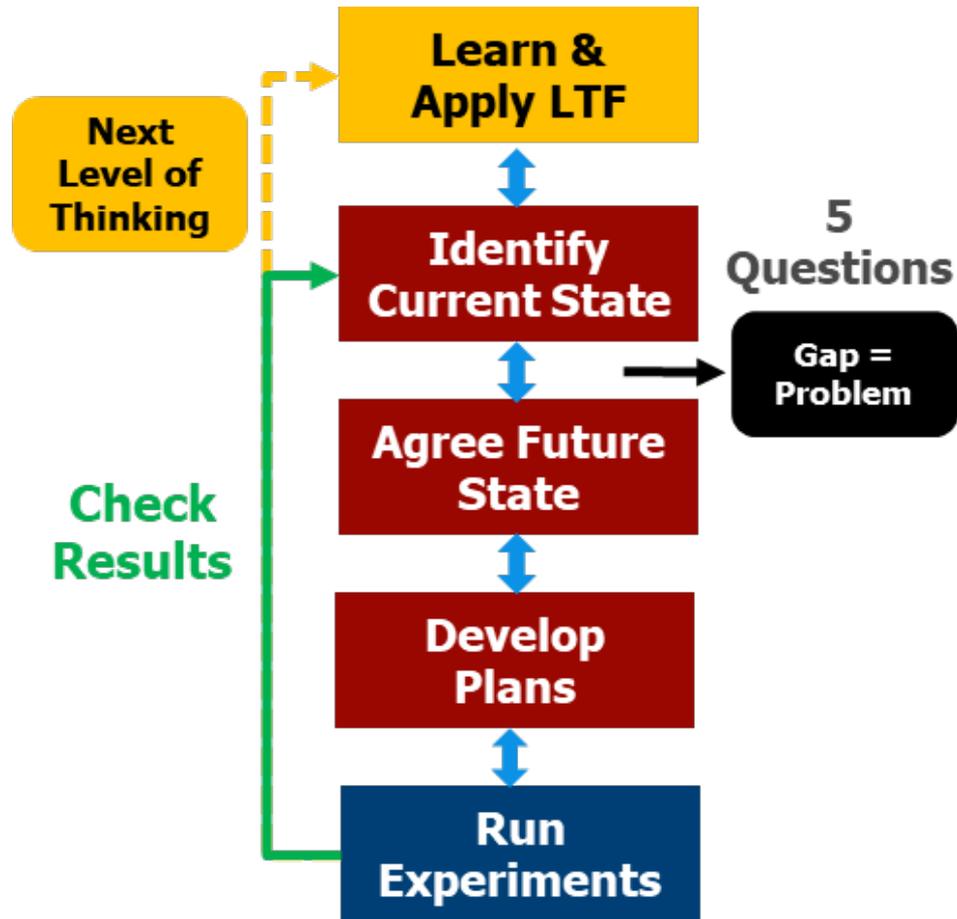
For All Levels

Key Elements to Apply it



Continuous

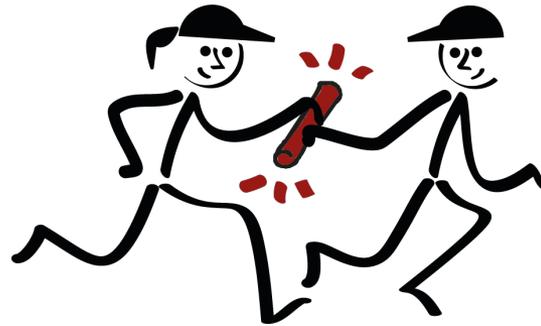
Key Elements to Apply it



Everyones' Role and Responsibility



**Engage
Everyone**

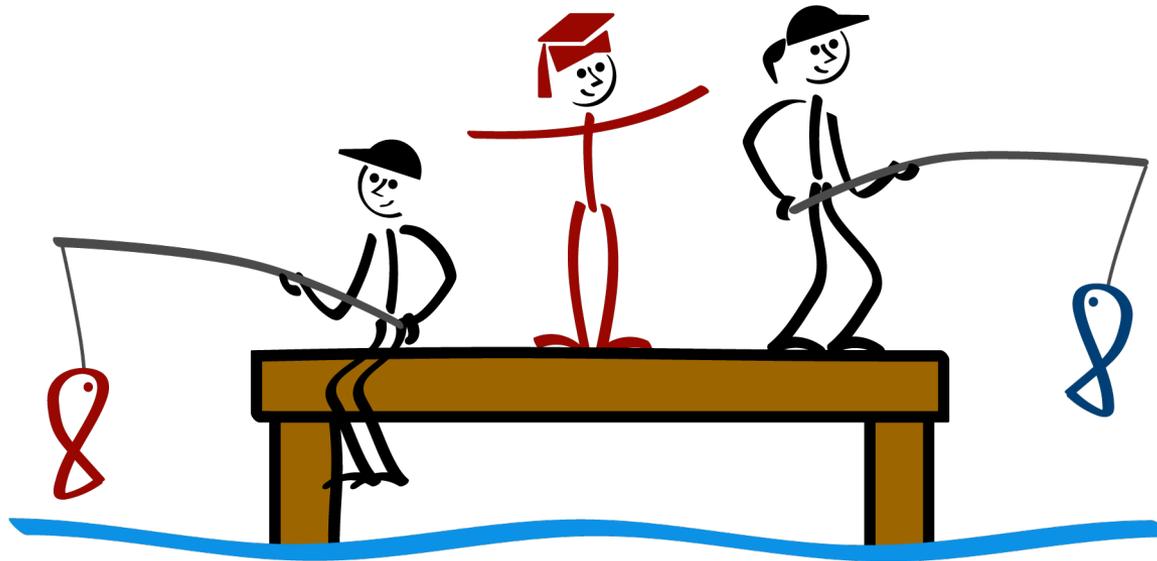


Teamwork



**Take
Ownership**

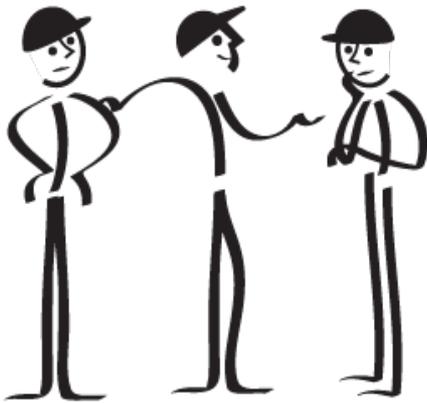
Everyones' Role and Responsibility



**Leaders
Develop People**

Get the work done and develop people...at the same time

Everyones' Role and Responsibility



**Respectfully
Challenge**



**Open
Communication**

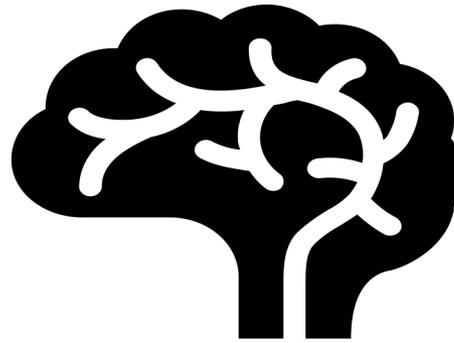


**Build
Trust**

Everyones' Role and Responsibility



**Impatient
for Action**



**Act your way to
a new way of
thinking**



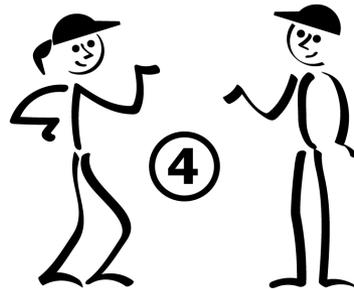
**Learners
for Life**

What Questions Do You Have?

**① VALUE-DRIVEN PURPOSE:
What Problem are we trying to solve?**

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**What management system
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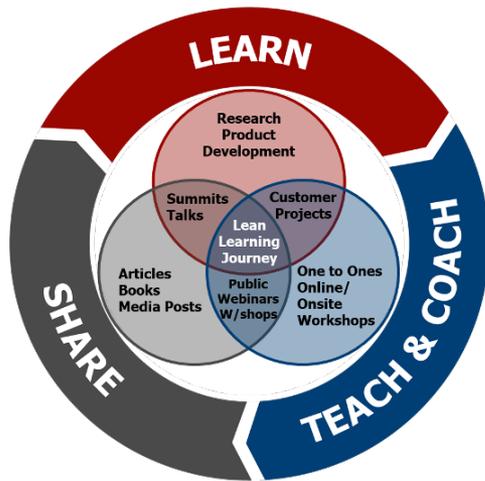
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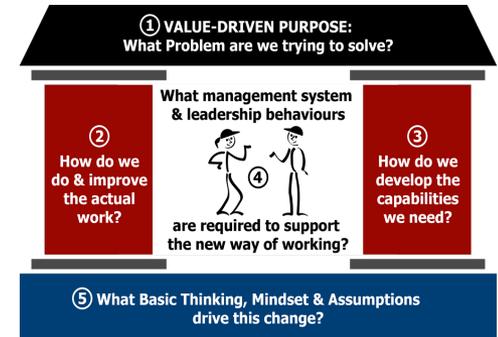
■ Agenda

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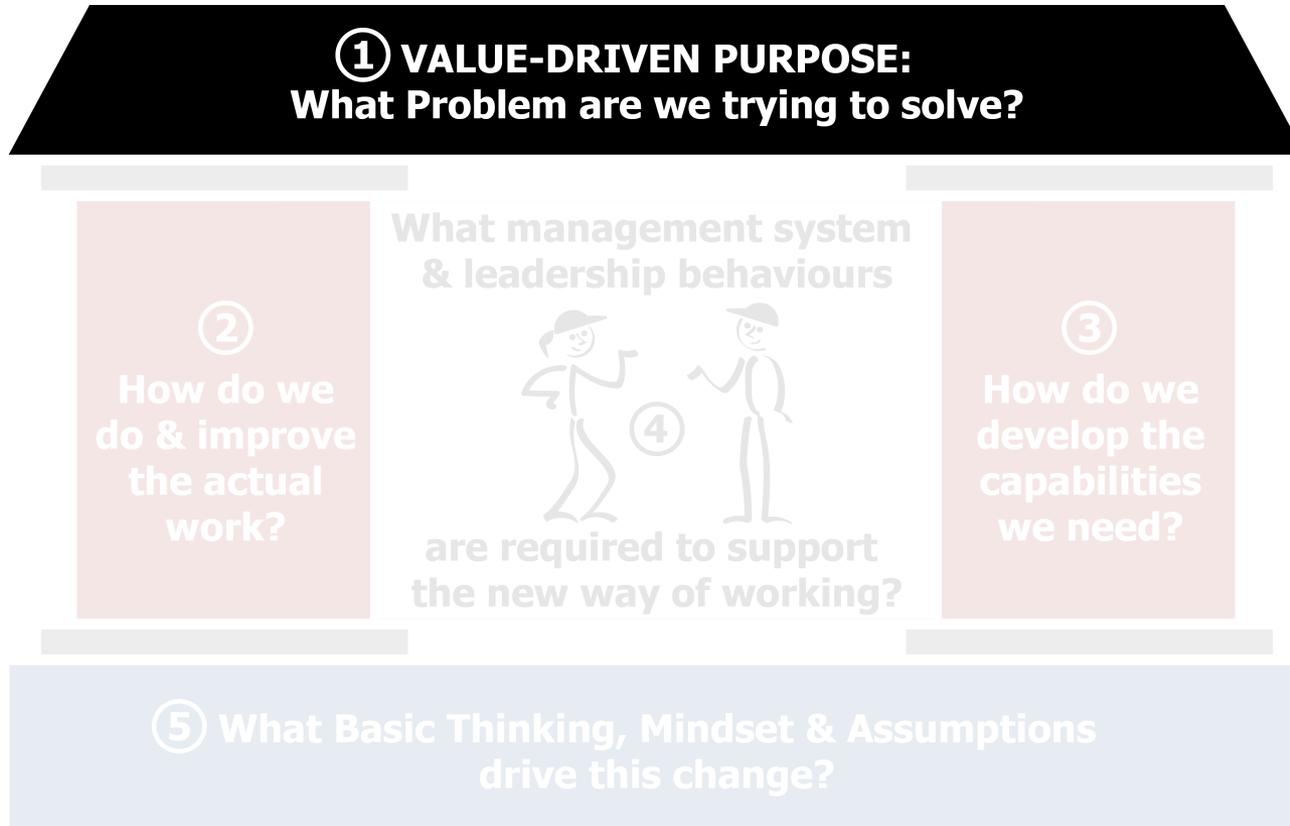
Case Study Implementation



Toyota: "Mobility" Company



1. Value driven purpose? – What problem are we trying to solve?



- Go to www.leanuk.org to see the full LTF video explanation

"Mobility"

TOYOTA

Showroom Innovation Events Sustainability **Company** News Investors



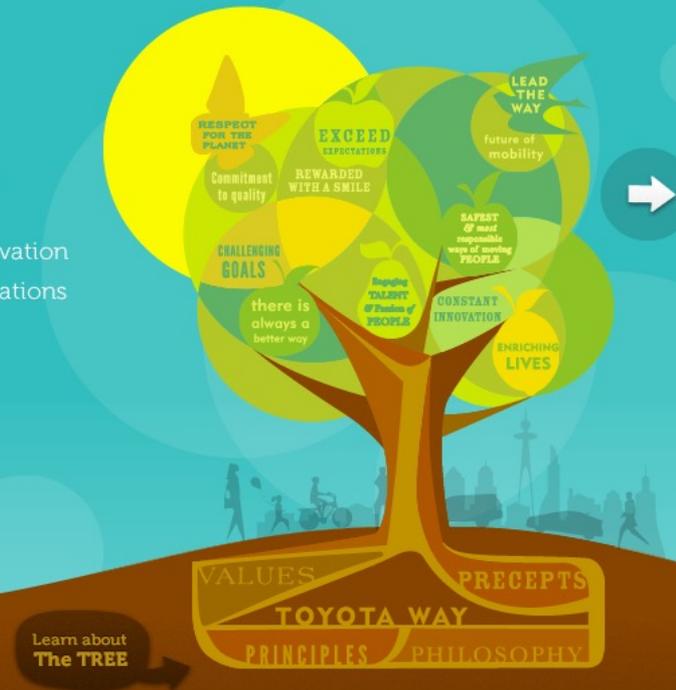
トヨタ企業サイト

toyota global vision

Toyota will lead the way to the future of mobility, enriching lives around the world with the safest and most responsible ways of moving people.

Through our commitment to quality, constant innovation and respect for the planet, we aim to exceed expectations and be rewarded with a smile.

We will meet our challenging goals by engaging the talent and passion of people, who believe there is always a better way.



Source: http://www.toyota-global.com/company/vision_philosophy/toyota_global_vision_2020.html

The Halfway Purpose

Halfway Team-X Strategy

January 2013 (Version 2)

Our Purpose

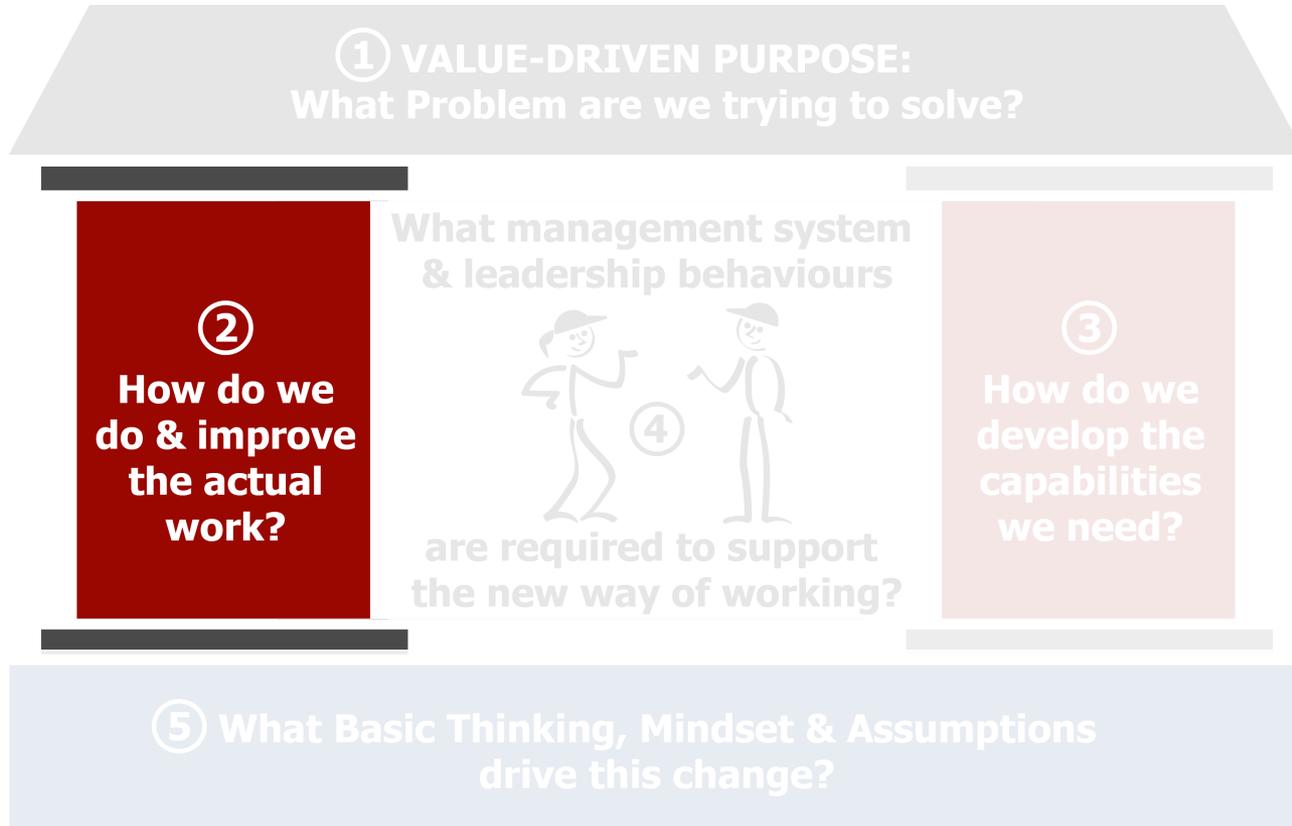
Customer Value

- ✓ Acquiring & Servicing Vehicles
- ✓ Receiving Unmatched Customer Experience
- ✓ 100% Customer fulfillment
- ✓ Right First Time – F.I.R. 100%
- On Time – OTIF 100%
- Every Time, in less Time
- ✓ Customer convenience & minimum interruption to mobility

Our Goals

- ✓ Net profit (% Turnover) > 5%
- ✓ Absorption (supporting depts) > 100%
- ✓ New Vehicle sales >8% of TSA dealer sales > 800 units
- ✓ Used: New ratio 0,75:1 (or 6000 units)
- ✓ Service Retention 80 % of 5 year sales (exc. tax)
- ✓ Increase share of customers motoring spend

2. How do we do & improve the actual work?



■ Go to www.leanuk.org
to see the full LTF video explanation

Halfway Team-X Strategy

January 2013 (Version 2)

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Process

- ✓ **Stabilise**
- ✓ **Make problems visible**
- ✓ **Brilliant Basics**
- ✓ **Easy to do business with**

Focus on Improving :

- (A) • Quality
- Delivery
- Controlled compression of Time

By Service (improve CF to 100% F .J.R) :

- Schedule predictable work
- Standard work defined for predictable work
- Keep high volume predictable work in flow
- Staggered bookings & hejunks
- Initiate the service booking

By Sales (improve CF to 100% by OTIF) :

- Plan for every car (make plan of work visible)
- Reduce leaks in Sales funnel (standard work in sales process)
- Plan for every Customer (stage in buying cycle visible)

Increase Number of Customers

- (B) • Focus on defendable underserved niches
- Reactivate existing database to fill funnel
- Demonstrate superior skills, knowledge, understanding & visible interest in key niche
- Expand base by access to Finance

Do & Improve the Work

- The people who manage the work learn to improve it
 - To achieve “**hassle free mobility**” for the customer

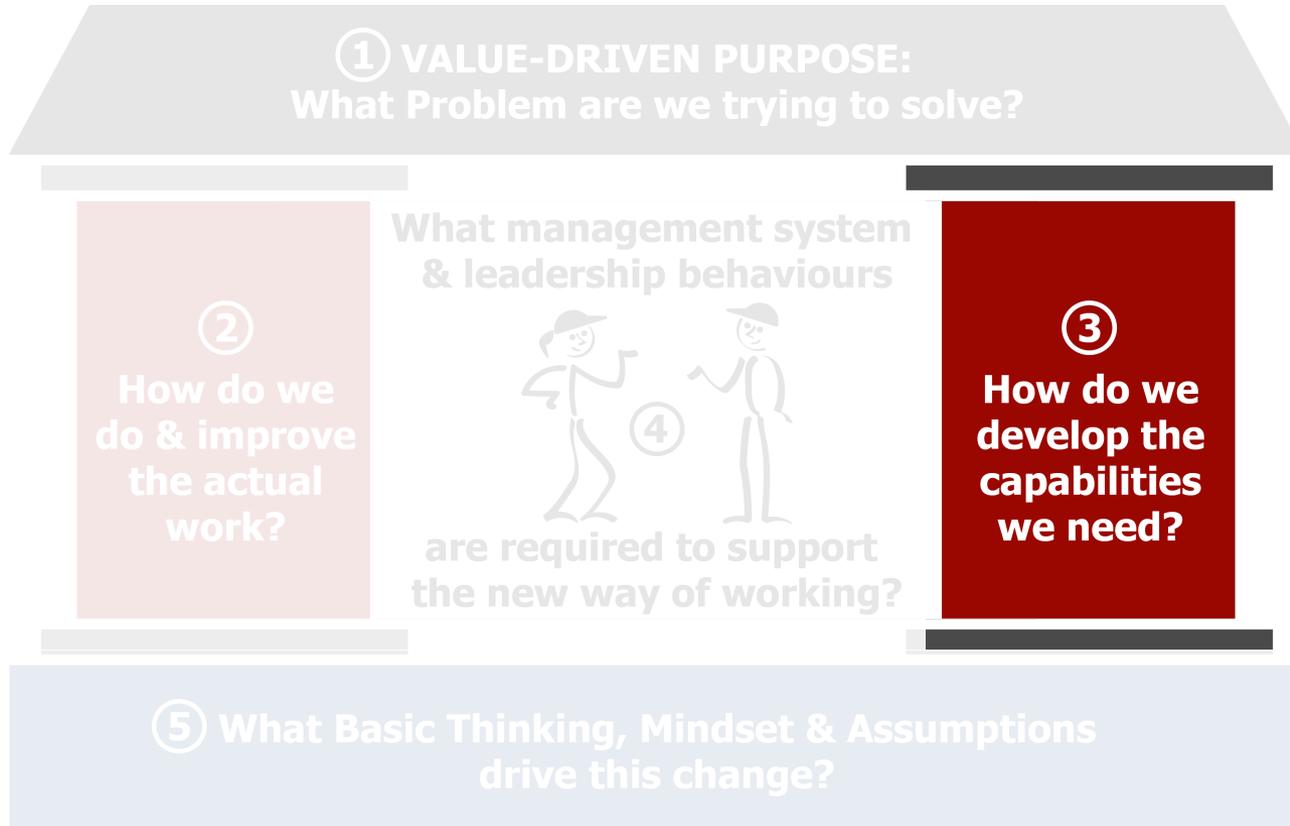


Two Stage Fixed Time Service

- In Station 1 the work on the floor is carried out in under a 10 minute cycle time (takt = 10 mins)
- The vehicle then moves to Station 2 where the vehicle is raised and the remaining work is carried out

	Cycle Time	Vehicles per Day	Lead Time
Traditional Workshop	Variable	4 to 5	One Day (8 hours)
Fixed Time Service (FTS)	30 minutes	16	30 minutes (60 including valet)
Two Stage (FTS)	10 minutes	48	20 minutes (41 including valet)

3. How do we develop the capabilities we need?



- Go to www.leanuk.org to see the full LTF video explanation

How to Teach?

- Target Condition – To build capability so people “can do & improve” (themselves)

Levels of ability

1. Knowledge



Suitable to teaching in a classroom in “Off-JT” manner

2. Understanding

3. Capable

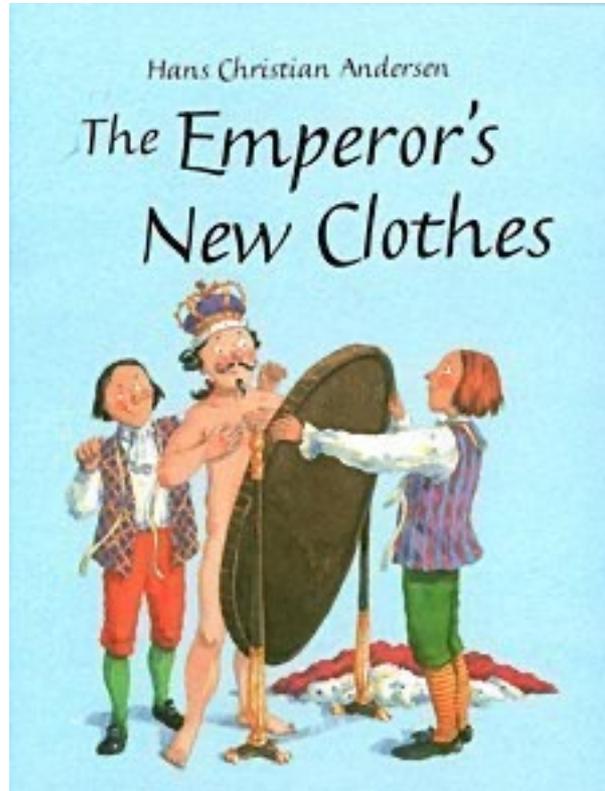
4. Do well, Can teach & coach others



Better taught with actual problems and situations through “OJT” with mentoring from capable superiors. Skill can not be developed in a classroom alone.



A Great Story, Unfortunately not Fictional!



- Lean Certification
 - The 21st Century version of The Emperor's New Clothes
- Developed by people with **little** real world experience
- Certified by people with **no** real world experience
- Sold to the organisation & improvement director as **justification** that the organisation is doing something
- Real purpose is to **build reliance** rather than building internal capability to solve problems yourself

Our Purpose

Customer Value

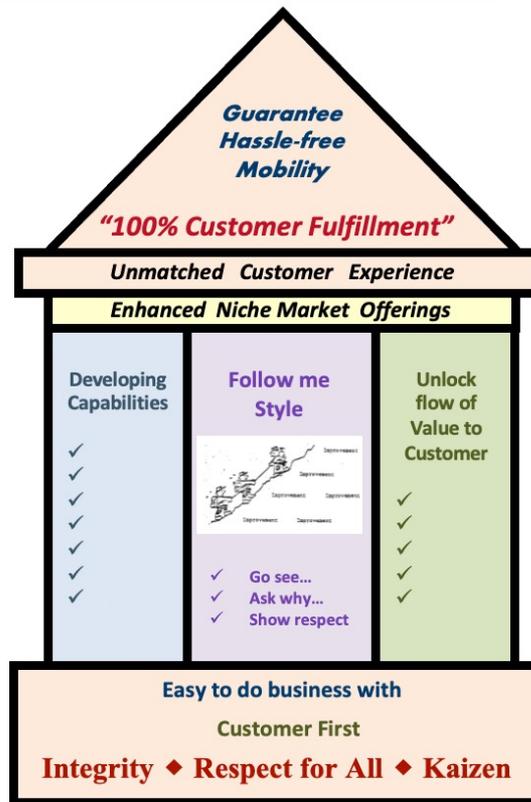
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People

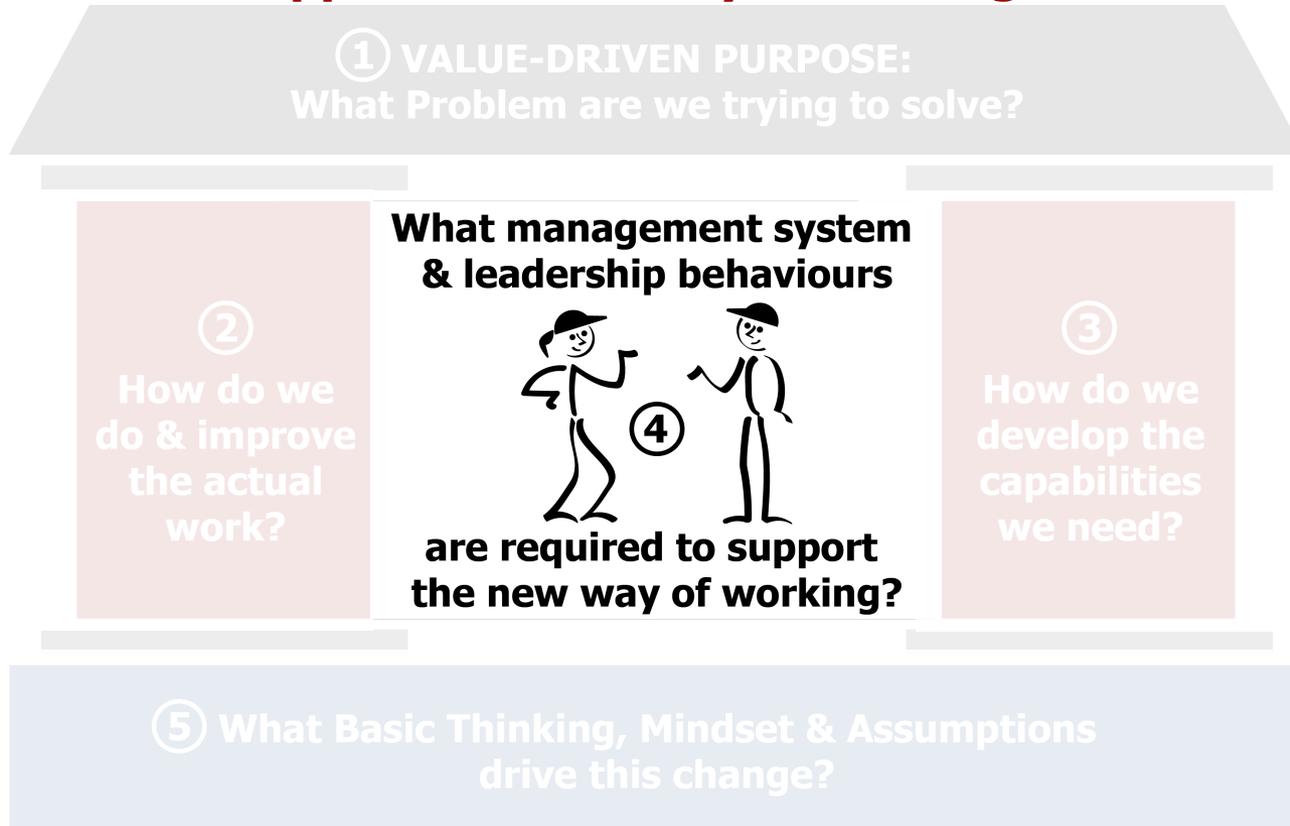
- ✓ Develop problem solving capability of managers & Staff
- ✓ Practise Genchi Gembutsu
 - Asaki
 - GG Walk
 - Kaizen reviews
- ✓ Use scientific method to evaluate & analyse GAPS & set experiments (PDCA)
- ✓ Spread Team Leader concept to implement Standard Work
- ✓ Develop capacity – A plan for every person
- ✓ Use questions to encourage focus on “Grasp the Situation”, Go to See & PDCA
- ✓ Use A3 to make thinking clear & coach
- ✓ Kaizen (CI) review at regular intervals with each value stream team
- ✓ Develop proficiency in Improvement Kata & Coaching Kata to evolve Halfway Kata
- ✓ Expose staff to Purpose & Process to get alignment & participation in goal setting
- ✓ Develop basic skills proficiencySales: product Knowledge, Service : diagnostics, Parts : Interpretation, Used : Valuation, F & I : Getting Finance Approved, Service Advisors: 7 Step Process, Managers : Coaching



Process

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- Focus on defendable underserved niches
 - Ⓑ
 - Reactivate existing database to fill funnel
 - Demonstrate superior skills, knowledge, understanding & visible interest in key niche
 - Expand base by access to Finance

4. What management system and leadership behaviours are required to support the new way of working?



- Go to www.leanuk.org to see the full LTF video explanation

Management System

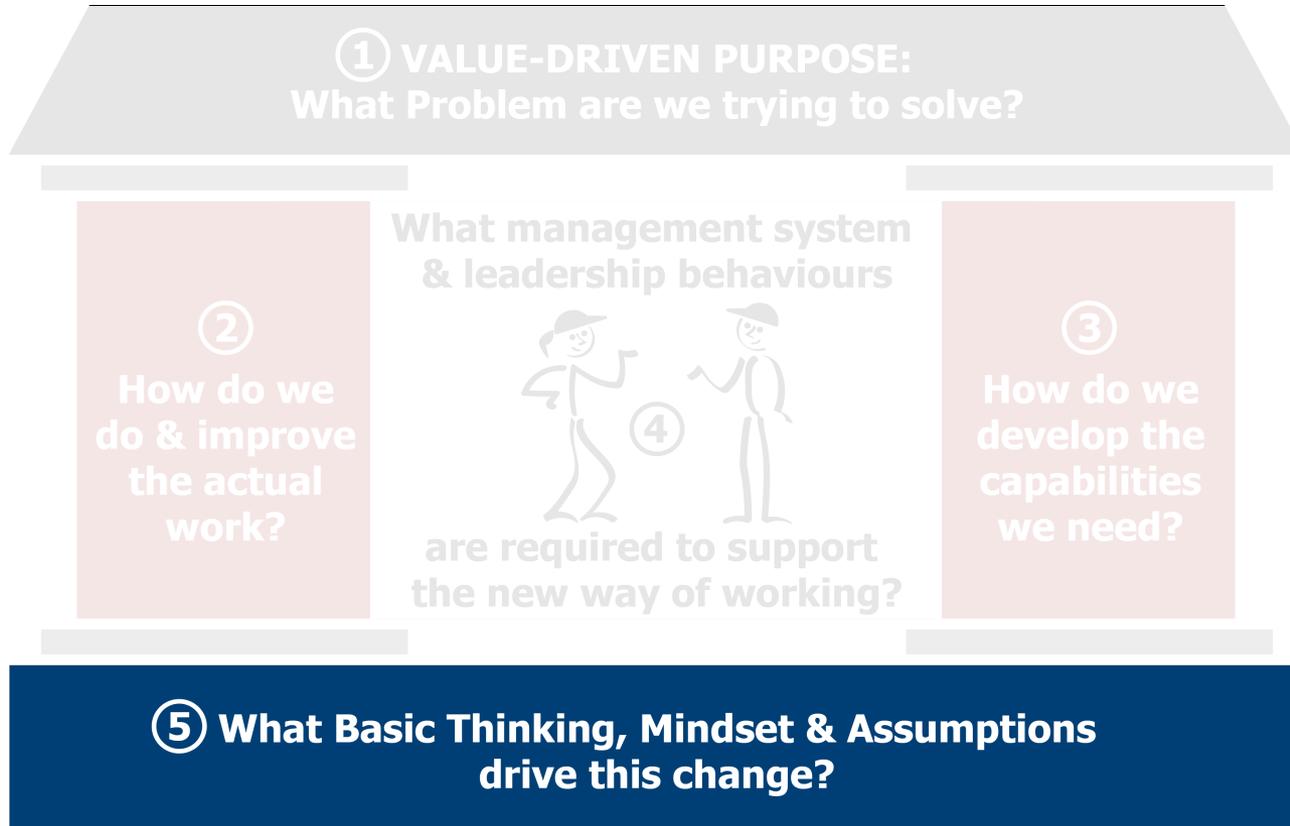


DELIVERIES

ITEM #	MANUFACTURER	STOCK #	MODEL	FITMENTS	BANK	DEL DATE
1	Subaru	14305	Ereos	PP	MEC	
2	Subaru	09975	Ereos	PP + SF	MEC	

8	Yaris	12431	Yaris P	PP+CD+TB+EP	MEC	
9	Yaris	02046	Catula	PP+CD+TB+EP	MEC	
10	Yaris	02047	Yaris P	PP+CD+TB+EP	MEC	
11	Yaris	02048	Yaris P	PP+CD+TB+EP	MEC	
12	Yaris	02049	Yaris P	PP+CD+TB+EP	MEC	
13	Yaris	02050	Yaris P	PP+CD+TB+EP	MEC	
14	Yaris	02051	Yaris P	PP+CD+TB+EP	MEC	
15	Yaris	02052	Yaris P	PP+CD+TB+EP	MEC	
16	Yaris	02053	Yaris P	PP+CD+TB+EP	MEC	
17	Yaris	02054	Yaris P	PP+CD+TB+EP	MEC	
18	Yaris	02055	Yaris P	PP+CD+TB+EP	MEC	
19	Yaris	02056	Yaris P	PP+CD+TB+EP	MEC	
20	Yaris	02057	Yaris P	PP+CD+TB+EP	MEC	

5. What basic thinking, mindset and assumptions drive this change?



- Go to www.leanuk.org to see the full LTF video explanation

The Halfway Purpose

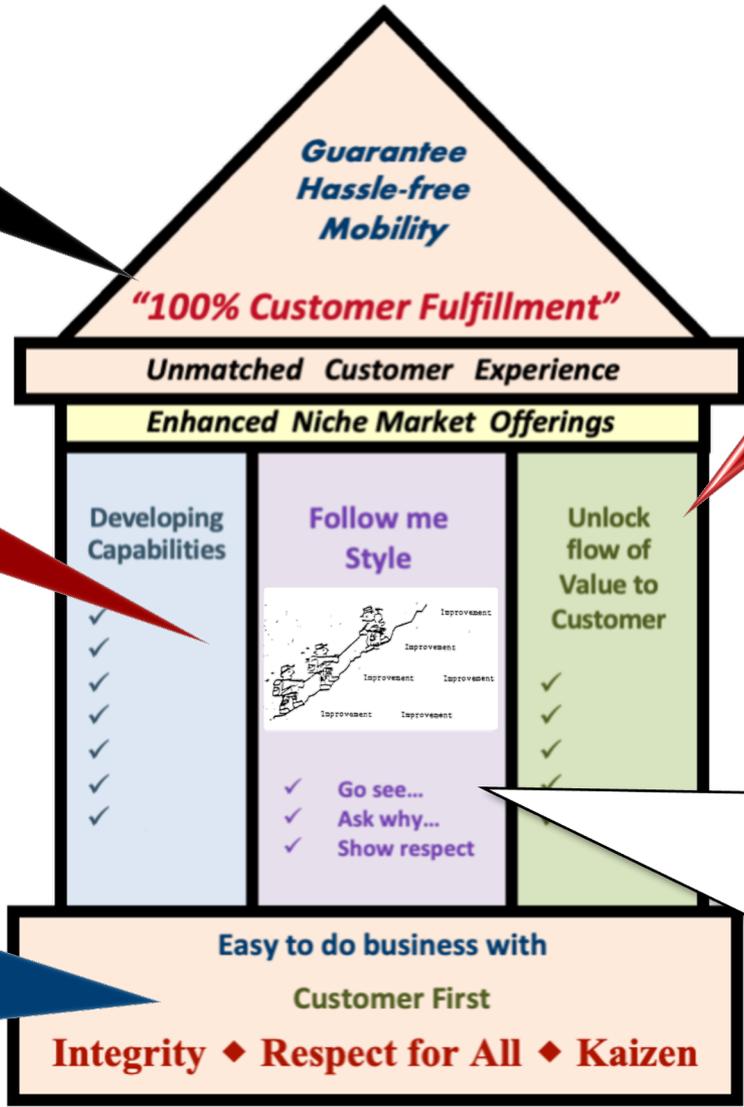
What problem are we trying to solve?

How do we do & improve the actual work?

How do we develop the capabilities we need?

What management system & leadership behaviours are required to support the new way of working?

What basic assumptions or mindsets under lie this change?



Our Purpose

Customer Value

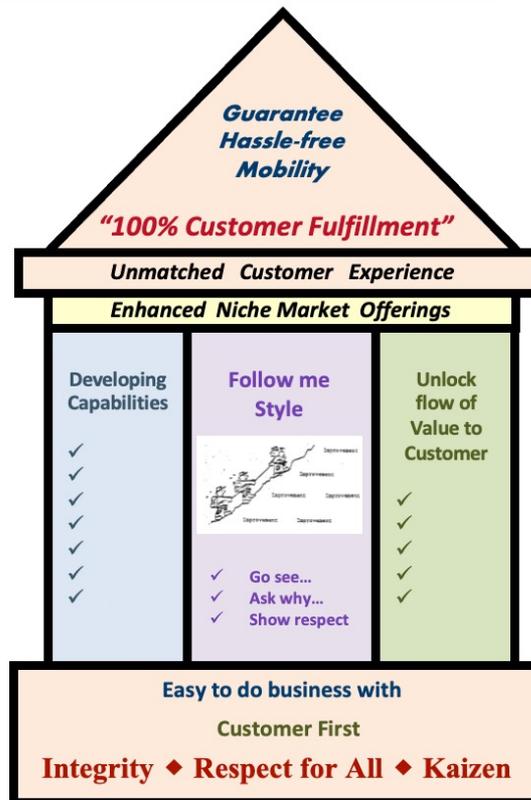
- ✓ Acquiring & Servicing Vehicles
- ✓ Receiving Unmatched Customer Experience
- ✓ 100% Customer fulfillment
- ✓ Right First Time – F.I.R. 100%
- On Time – OTIF 100%
- Every Time, in less Time
- ✓ Customer convenience & minimum interruption to mobility

Our Goals

- ✓ Net profit (% Turnover) > 5%
- ✓ Absorption (supporting depts) > 100%
- ✓ New Vehicle sales >8% of TSA dealer sales > 800 units
- ✓ Used: New ratio 0,75:1 (or 6000 units)
- ✓ Service Retention 80 % of 5 year sales (exc. tax)
- ✓ Increase share of customers motoring spend

People

- ✓ Develop problem solving capability of managers & Staff
- ✓ Practise Genchi Gembutsu
 - Asaki
 - GG Walk
 - Kaizen reviews
- ✓ Use scientific method to evaluate & analyse GAPs & set experiments (PDCA)
- ✓ Spread Team Leader concept to implement Standard Work
- ✓ Develop capacity – A plan for every person
- ✓ Use questions to encourage focus on “Grasp the Situation”, Go to See & PDCA
- ✓ Use A3 to make thinking clear & coach
- ✓ Kaizen (CI) review at regular intervals with each value stream team
- ✓ Develop proficiency in Improvement Kata & Coaching Kata to evolve Halfway Kata
- ✓ Expose staff to Purpose & Process to get alignment & participation in goal setting
- ✓ Develop basic skills proficiencySales: product Knowledge, Service : diagnostics, Parts : Interpretation, Used : Valuation, F & I : Getting Finance Approved, Service Advisors: 7 Step Process, Managers : Coaching

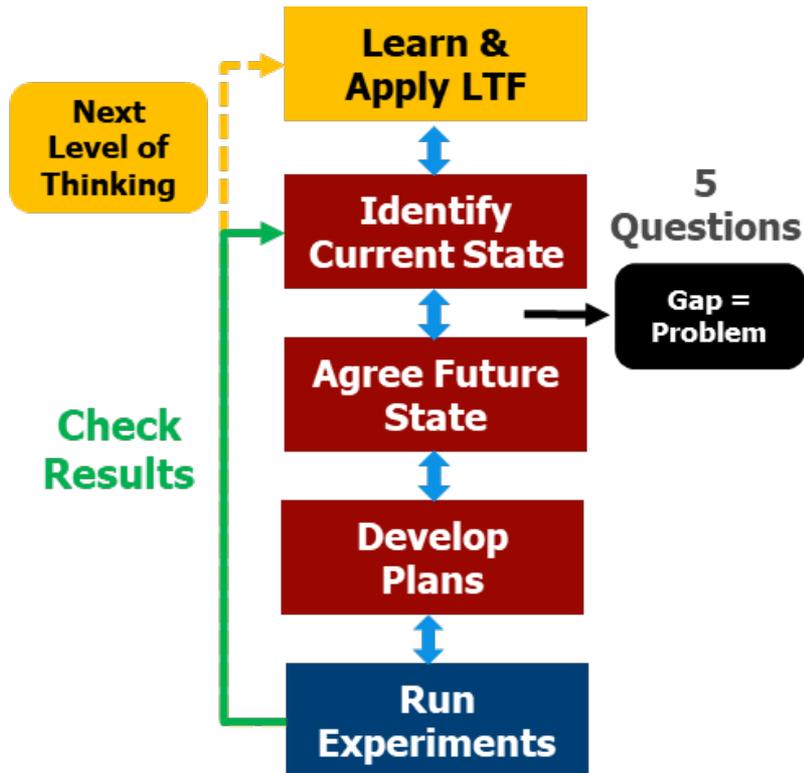


Process

- ✓ Stabilise
 - ✓ Make problems visible
 - ✓ Brilliant Basics
 - ✓ Easy to do business with
- Focus on Improving :
- Quality
 - Delivery
 - Controlled compression of Time
- By Service (improve CF to 100% F .J.R) :
- Schedule predictable work
 - Standard work defined for predictable work
 - Keep high volume predictable work in flow
 - Staggered bookings & hejunks
 - Initiate the service booking
- By Sales (improve CF to 100% by OTIF) :
- Plan for every car (make plan of work visible)
 - Reduce leaks in Sales funnel (standard work in sales process)
 - Plan for every Customer (stage in buying cycle visible)
- Increase Number of Customers
- Focus on defensible underserved niches
 - Reactivate existing database to fill funnel
 - Demonstrate superior skills, knowledge, understanding & visible interest in key niche
 - Expand base by access to Finance

Summary - Your Next Steps

① VALUE-DRIVEN PURPOSE: What Problem are we trying to solve?



Your level of influence

- ✓ Organisation
- ✓ Location/Dept
- ✓ Team
- ✓ Yourself

Summary – Your Next Steps

Approval	
Created by	
Last Update	05-Dec-16

Global Operations - 3 Year Improvement Strategy

Original Approval Sign off		
K.C	VP/2 of Ops	B.G
		B.G 

1.0 Background - Delphi Improvement Approach

3 Year Strategic Business Goals

2016	2017	2018	2019
17.2%	16.8%	16.4%	16.2%

542M cumulative gross performance



Lean Transformation Framework (LTF)



- What does this framework do to improve the current work?
- How do we not develop the capabilities we need?
- What basic Thinking, Mindset & Assumptions drive this change?

2.0 Current State Performance

2017 BBP Manufacturing

2016 Metrics Performance

Corporate metric	2015	2016	2016 Plan	YoY Improvement
Safety	0.052	0.049	0.0	6% decrease
Quality	0.44	0.32	<10	27% decrease
Volume	3.2%	3.2%	3.3%	flat
Change	0.23%	0.29%	0.11%	6 bps increase
Cost	17.6%	17.3%	16.8%	30 bps reduction



Key Points

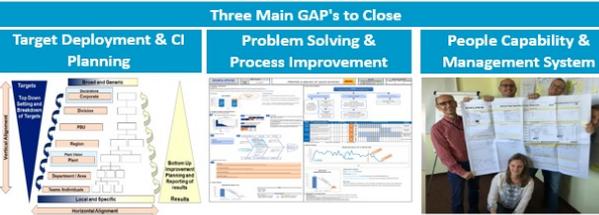
- Continued improvement in Mfg % to sales - 16.9% by 2017, 16.0% by 2019
- 6.4% performance driven by La Rochelle & Barcelona closures, and EA recovery in Mexico & Romania
- Global economies to improve, particularly Mexico, China, & Eastern Europe remain challenging
- Power Electronics (JMS) negatively impacted 2016 performance - anticipated turnaround in 2017
- Ops Excellence team delivering programs to systematically attack process losses

4.0 3 Year Strategy Proposal - 2017 - 2019

Close GAP's on our Lean Culture Through ensuring ALL our people are contributing daily to achieving our strategic goals, by taking initiative to solve problems and continually improve the way their work is done

Three Main GAP's to Close

Target Deployment & CI Planning	Problem Solving & Process Improvement	People Capability & Management System
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Global Operations - 2017 Improvements

- Separate & further improve daily performance management & continuous improvement processes. Ensure performance management is stable and increase the alignment and contribution of everyone towards our strategic objectives & goals
- Speed up the rate and depth of improvement activity. Develop the plant leaderships capability to teach and coach others in problem solving and process improvement through learning by doing - OpEx team working (set leadership expectations in developing others - connect to BBP)
- Reduce Key process losses by understanding "Cost Losses" and redesigning processes to focus organisation on "end to end" value flow versus silo optimisation
- Increase the time spent by leaders to developing their own people improvement capability, and hold them accountable with aligned PDCA Management Routines
- Make the enterprise lean maturity transparent and visible to everyone through globally agreed lean leadership assessment process, address gaps and robustly share learning

3.0 - 2016 Analysis against transformation model.

GAP Analysis Against LTF

Purpose	Management Systems	People Capability
<ol style="list-style-type: none"> Performance Management vs Continuous Improvement Daily performance management activities are not separated from CI which result in less focus & visible of daily continuous improvement actions Strategy Deployment & CI Planning - Weak cascade, linkage and priority of strategic objectives and goals, results in poor development and focus of CI action planning. Not all levels of the organization understand or are engaged in contributing to company strategy through problem solving & process improvement 	<ol style="list-style-type: none"> Accountability for driving improvement - Management systems do not drive accountability for improvement in a sustainable way. Leaders are spending most of their time running processes (leads to overburden) versus supporting process improvement & developing strategy PDCA Management Routines - Routines are not well defined or connected at each level using PDCA for go see for process & people development 	<ol style="list-style-type: none"> Time Spent Developing People - Leader are not spending enough time developing their own capability to teach & coach others in problem solving & process improvement Widening Employee Involvement - Lack of time spent developing people has led to low involvement of first line Team Leaders & team members in driving small daily CI of their work activities

Lean Thinking & Practice

- Lean Maturity - Level of lean maturity is not understood by leaders and supporting tools & methods have not been updated to help them teach & coach others in CI
- Structure for Learning & Sharing - Key learnings from problems & improvement activities are not robustly shared to help drive further improvement

5.0 Strategic: Tactics and timings to improve



2016: Leadership Learning by doing, 10 x OpEx Team Working Groups (360 Plant Leaders), *2 x Lean Leader Programs (36 Future Leaders)

2017: Introduce Leadership Assessment & Sharing Networks, Update Lean Tools & Methods

2018: Separate & Improve Performance Management & CI Processes, Improve CI Planning and Launch Hoshin Kanri Process

2019: Redesign Snr Management Routines to better support CI & End to End Process Focus, Improve Plant Performance & CI Management Routines

Outcomes: Reduce Losses & Improve EOS Processes, "Self Reliant" Team Members for daily Problem Solving & Process Improvement

6.0 Verification

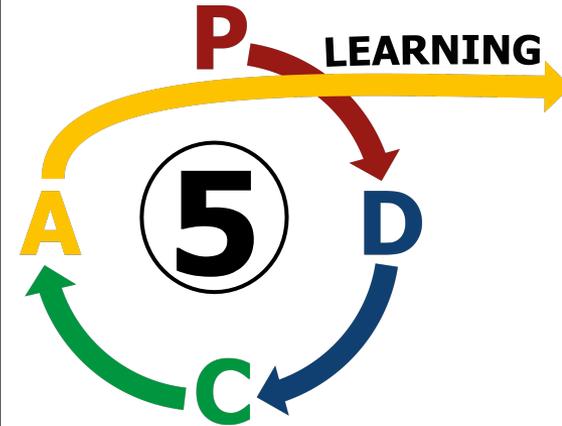


2016: Tiered Go See process with results distributed

2017: Monthly reviews of status in OTT

2018: MBR review of progress with Kevin Clark

2019: Monthly review of CI Plans in OTT



£9.99 Online Course

A3 Document Types and Uses Level 1

GO TO THE GENBA



Knowledge

Understanding

Capable

Teach & Coach Others

2 Hours, On Demand, Self Paced Learning.

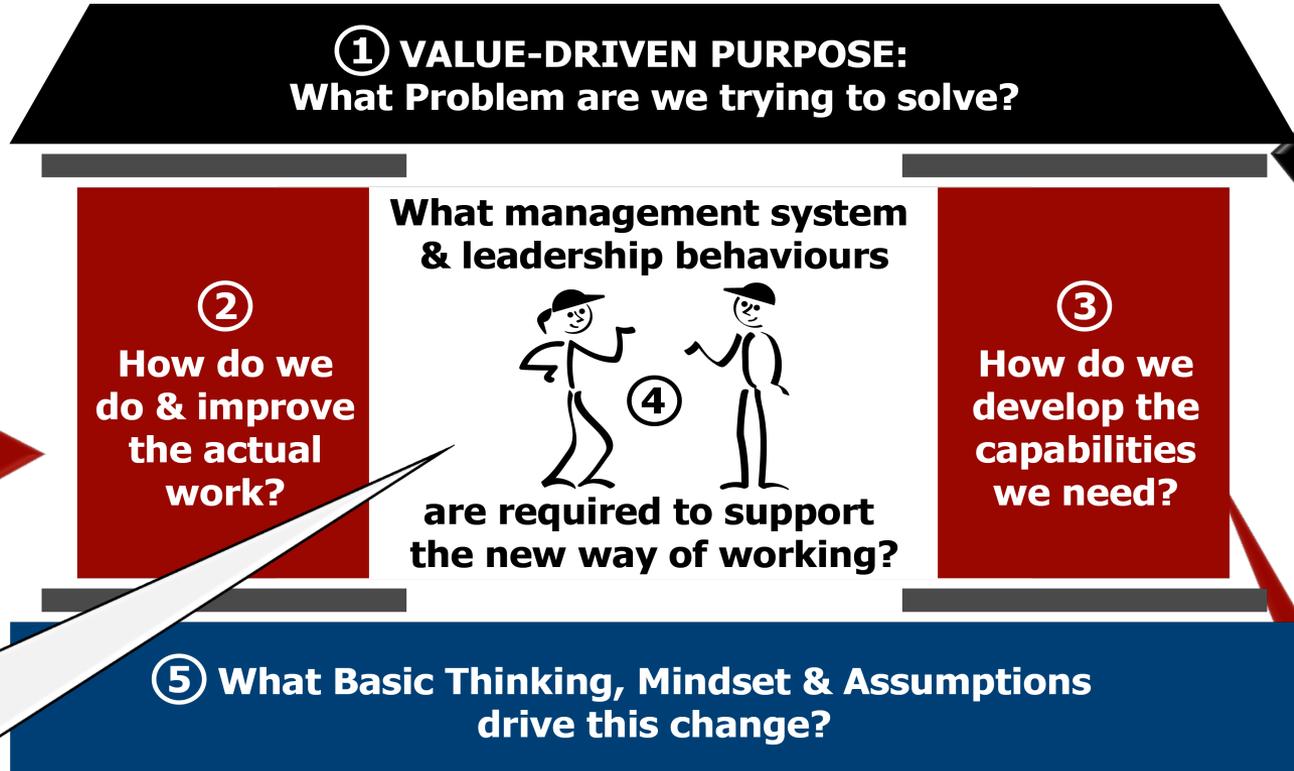
Purpose, Process, People aspects of A3's and their Uses.

4 Types of A3: Proposal, Problem Solving, Status & Reflection with Examples.

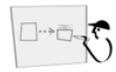
Downloadable A3 Templates.

Lean Enterprise Academy

Capture Your Thinking - Proposal Type A3




Individual Level Work Improvement

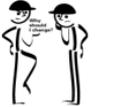

System Level Work Improvement


Creating a Lean Management System


Lean Leadership Roles & Behaviours


Lean Thinking & Practice


Lean Values & Beliefs


Lean Culture Creation


Understanding Purpose & Customer Value


Problem Solving


Deploying Strategy


Developing Lean Leadership Skills


Developing Lean Skills

Learning Materials Around LTF



Free Online Course

A3 8 Step Practical Problem Solving Level 1

Knowledge
Understanding
Capable
Teach & Coach Others

- 2 Hours, Online, On Demand, Self Paced Learning.
- Purpose, Process & People of Practical Problem Solving.
- Teach Poster, 3 Teach Videos, Problem Solving Capability Assessment.
- Learning Confirmation and Certificate of Completion.

Lean Enterprise Academy

£50.00 Online Course

A3 8 Step Practical Problem Solving Level 2

Knowledge
Understanding
Capable
Teach & Coach Others

- 12 Hours Online, On Demand, Self Paced Learning.
- Purpose, Process, People & Method of Practical Problem Solving.
- Teach Poster, 31 Teach Videos, A3 Case Study, A3 Evaluation Method.
- Learning Confirmation and Certificate of Completion.

Lean Enterprise Academy

Free Online Course

4 Step Rapid Problem Solving Level 1

Knowledge
Understanding
Capable
Teach & Coach Others

- 1 Hour, Online, On Demand, Self Paced Learning.
- Purpose, Process & People of Rapid Problem Solving.
- Teach Poster, 3 Teach Videos, Problem Solving Capability Assessment.
- Learning Confirmation and Certificate of Completion.

Lean Enterprise Academy

£29.99 Online Course

4 Step Rapid Problem Solving Level 2

Knowledge
Understanding
Capable
Teach & Coach Others

- 4 Hours, Online, On Demand, Self Paced Learning.
- Purpose, Process, People & Method of Rapid Problem Solving.
- Teach Poster, Delegate Workbook, 12 Teach Videos, RPS Case Study.
- Learning Confirmation & Certificate of Completion.

Lean Enterprise Academy

£19.99 Online Course

Lean Management System - Performance Level 1

Knowledge
Understanding
Capable
Teach & Coach Others

- 2 Hours, Online, On Demand, Self Paced Learning.
- Purpose, Process & People aspects of a Lean Management System - Performance.
- Teach Poster, Facilitation Guide, 3 Teach Videos.
- Learning Confirmation, Certificate of Completion.

Lean Enterprise Academy

£9.99 Online Course

Business Process Improvement Level 1

Knowledge
Understanding
Capable
Teach & Coach Others

- 2 Hours, Online, On Demand, Self Paced Learning.
- Purpose, Process & People aspects of Business Process Improvement (BPI).
- Teach Poster, 3 Teach Videos.
- Learning Confirmation and Certificate of Completion.

Lean Enterprise Academy

Free Online Course

Standardised Work Level 1

Knowledge
Understanding
Capable
Teach & Coach Others

- 2 Hours, Online, On Demand, Self Paced Learning.
- Purpose, Process & People aspects of Standardised Work.
- Teach Poster, 3 Teach Videos.
- Learning Confirmation and Certificate of Completion.

Lean Enterprise Academy

£9.99 Online Course

A3 Document Types and Uses Level 1

Knowledge
Understanding
Capable
Teach & Coach Others

- 2 Hours, On Demand, Self Paced Learning.
- Purpose, Process, People aspects of A3's and their Uses.
- 4 Types of A3: Proposal, Problem Solving, Status & Reflection with Examples.
- Downloadable A3 Templates.

Lean Enterprise Academy

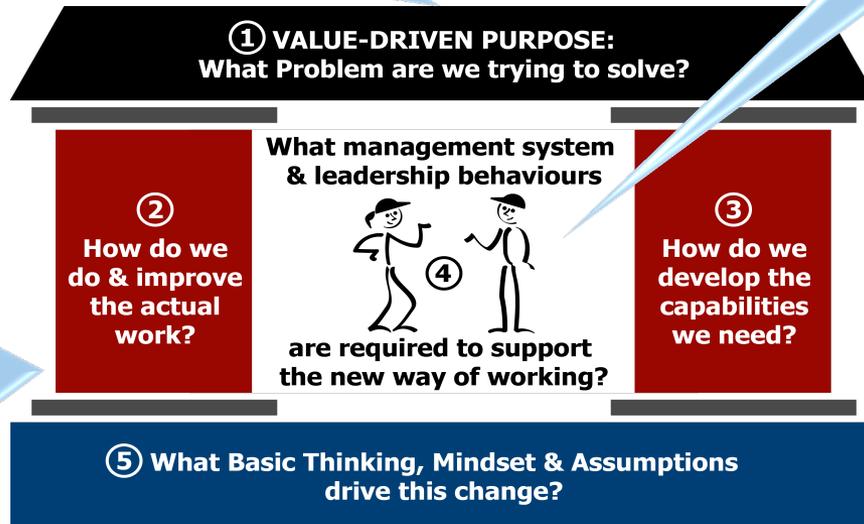
£9.99 Online Course

MUDA – The 8 Wastes Level 1

Knowledge
Understanding
Capable
Teach & Coach Others

- 2 Hours, On Demand, Self Paced Learning.
- Purpose, Process, People aspects of MUDA – The 8 Wastes.
- Teach Poster, 8 Wastes Capture Sheet, MURA, MURI explanation.
- Learning Confirmation, Certificate of Completion.

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www.leanuk.org/courses

What GAP's do you have around the 5 dimensions of your Lean Transformation ?

