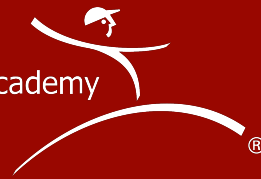




Welcome to our Webinar

The presentation will start shortly



LEA Webinar

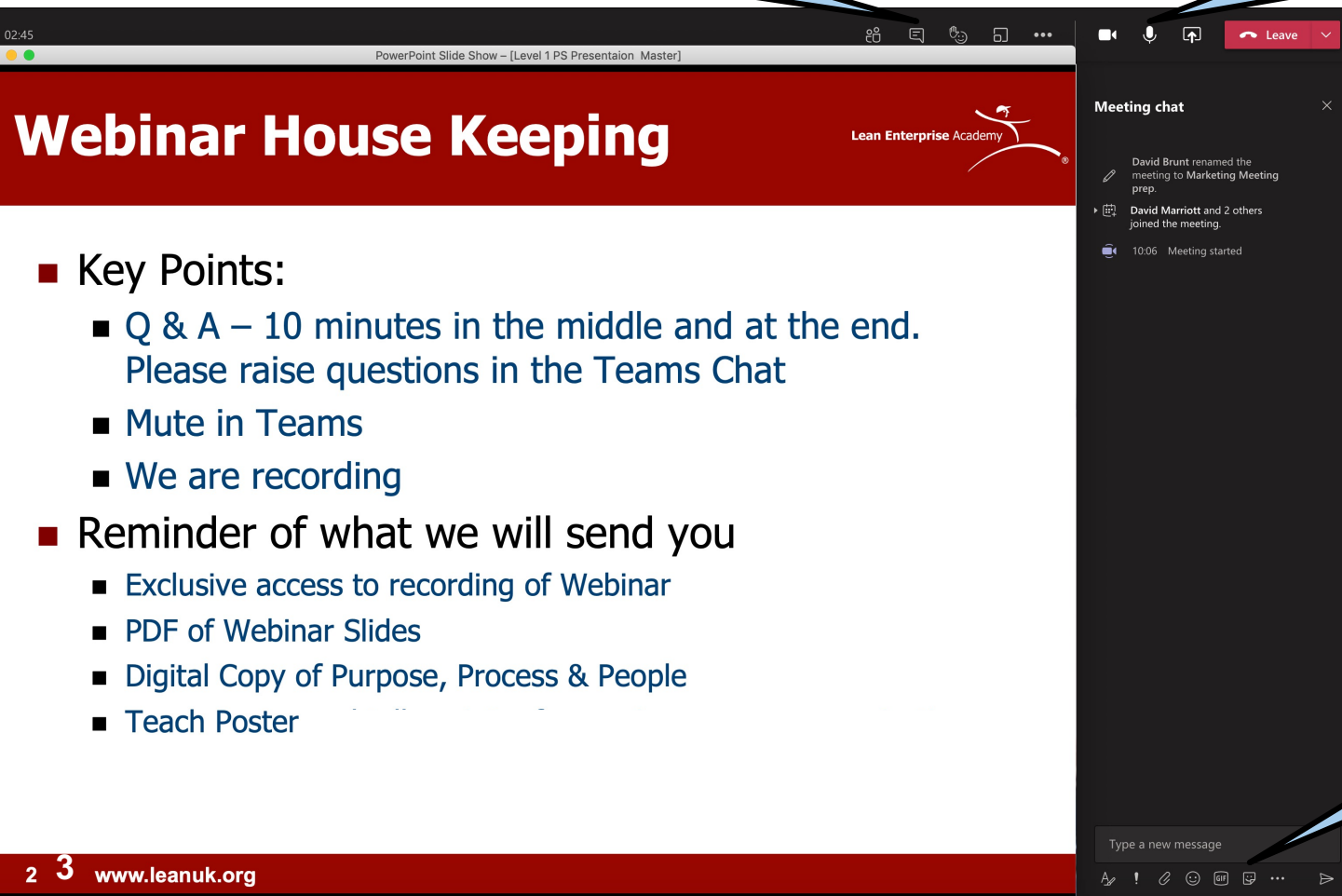
Lean Transformation Framework

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

Webinar House Keeping

To ask a question click
to open the chat


Please check you are
muted



The screenshot shows a Microsoft Teams meeting interface. On the left, a PowerPoint slide titled 'Webinar House Keeping' is displayed. The slide content includes a list of key points and a reminder of what will be sent to participants. On the right, the Teams chat window is open, showing a list of messages. A speech bubble points to the chat input field at the bottom of the chat window.

02:45 PowerPoint Slide Show - [Level 1 PS Presentaion Master]

Webinar House Keeping

Lean Enterprise Academy 

- 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

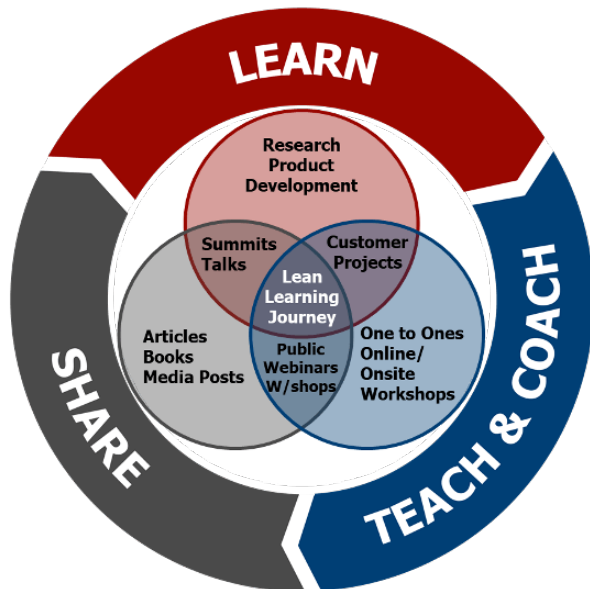
LEA - Purpose & Approach

Our Purpose:

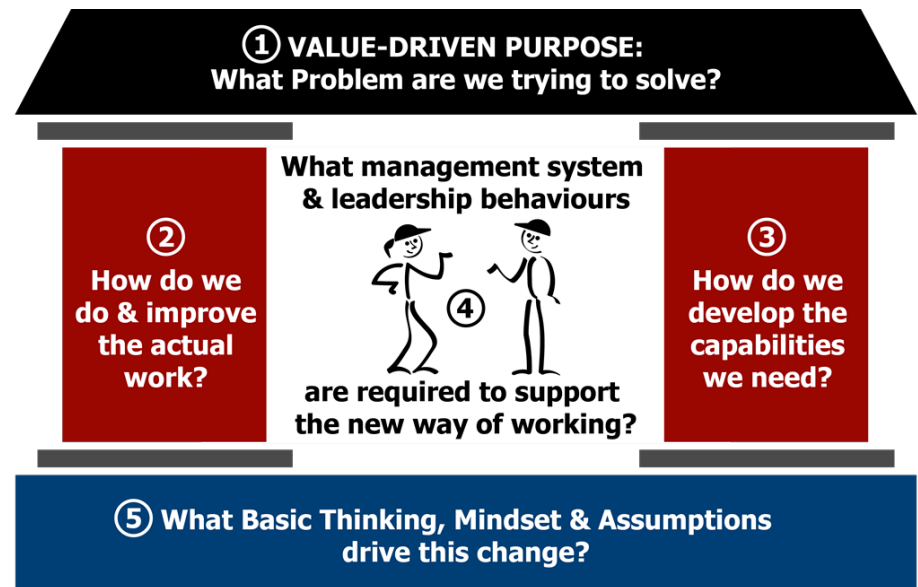
We are a not for profit organisation, established to help customers become self-reliant on their lean journey. Through research, products and services we provide better, faster and cheaper ways to learn and improve.

Our Approach:

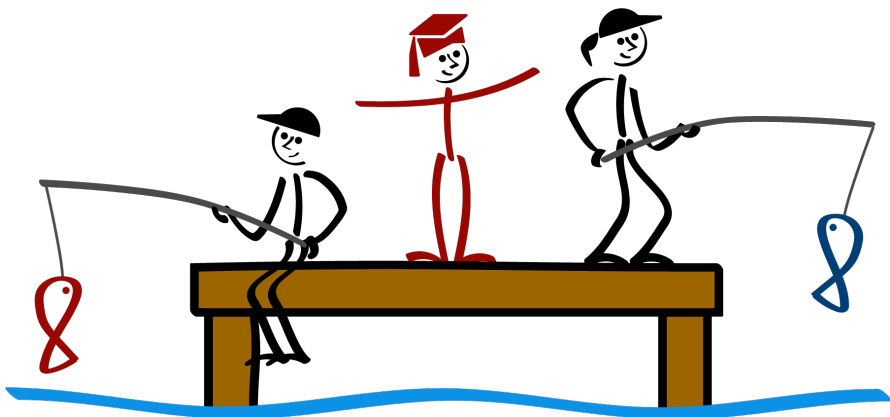
SELF RELIANT CUSTOMERS



LEAN TRANSFORMATION FRAMEWORK



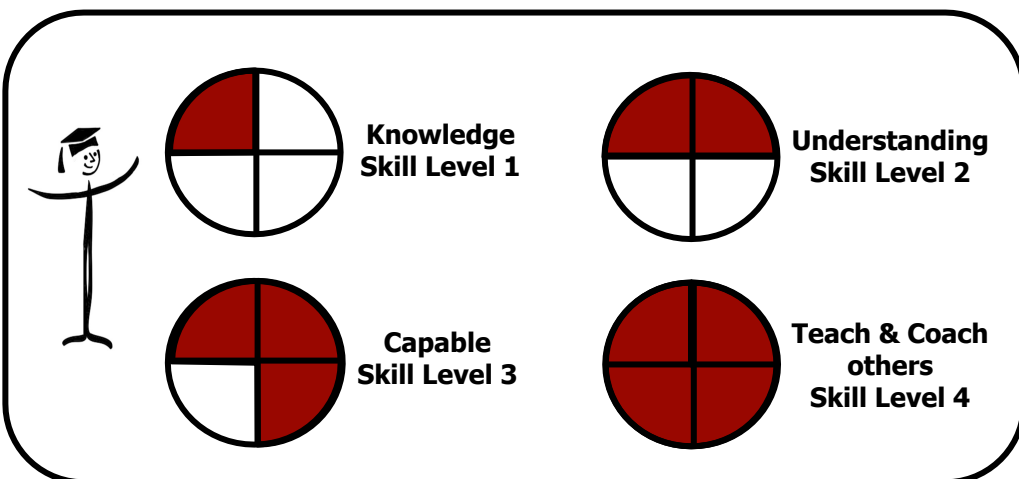
LEA - Learning Lean



*"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

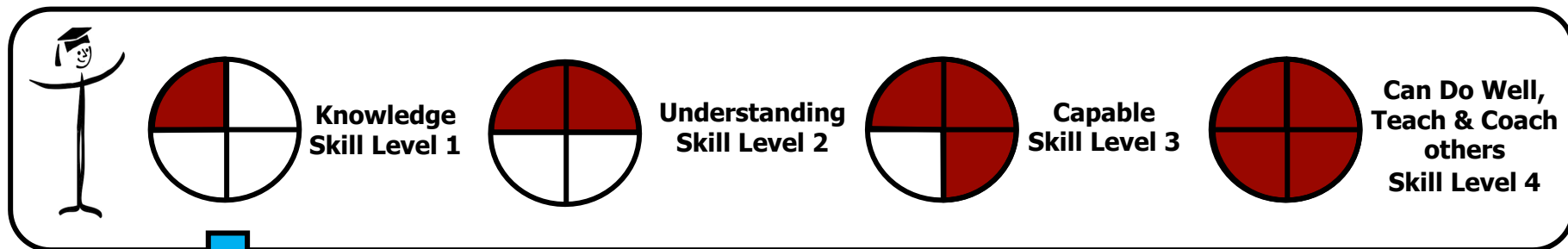


Online/On Site Support



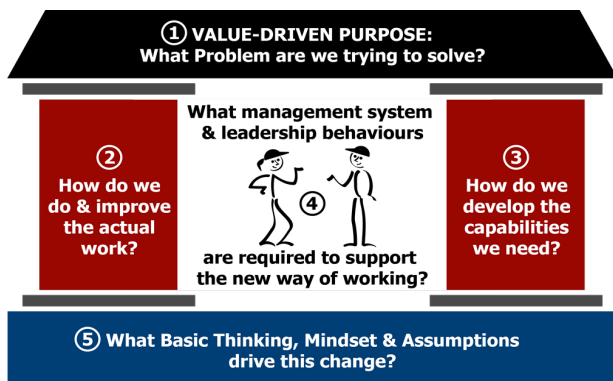
What is your Lean Journey?

Lean Learning Journey – Skill Levels



Today

LEAN TRANSFORMATION FRAMEWORK



- 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

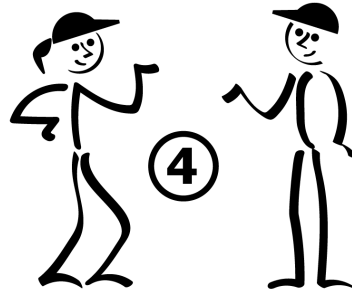
- **Agenda**
 - **Background to the LTF**
 - **Introduction to the Lean Transformation Framework**
 - **Teach Poster Concept**
 - **Purpose**
 - **Process**
 - **People**
 - **Q & A**
 - **Lean Transformation Framework in Practice**
 - **Summary / Q & A**
 - **Optional Discussion**

Background: Common Failure Modes in Lean Transformation

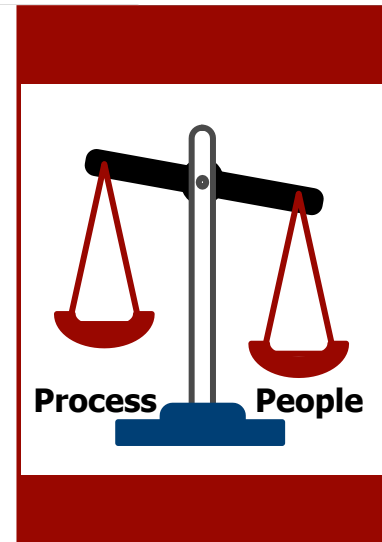
① VALUE-DRIVEN PURPOSE: Mandating lean, but purpose is unclear



What management system
& leadership behaviours



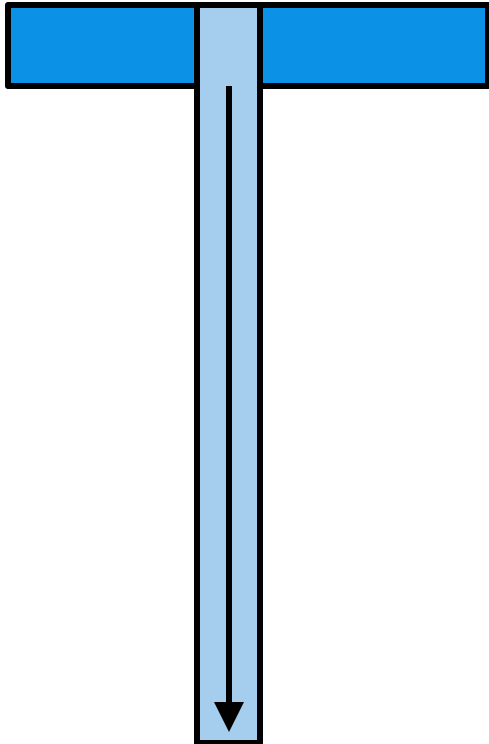
are required to support
the new way of working?



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

Background: Common Failure Modes in Lean Transformation

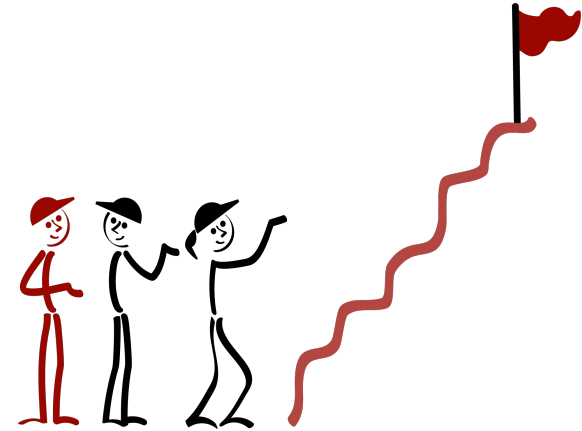
**Breadth
Before Depth**



**Too Fast,
Too Slow**



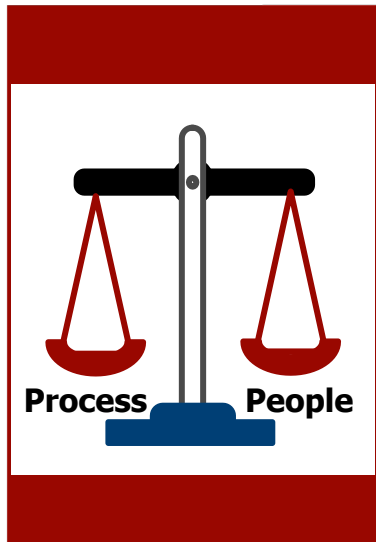
**Being Better vs
Perfection**



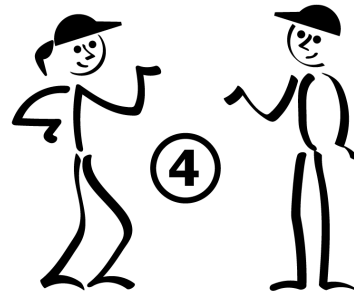
Background: Common Failure Modes in Lean Transformation

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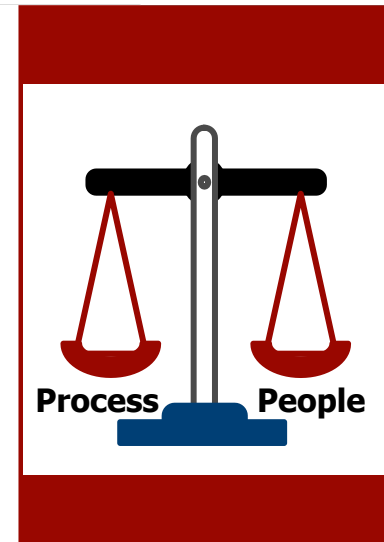
Lean means to solve problems – at every level, everywhere



What management system
& leadership behaviours



are required to support
the new way of working?



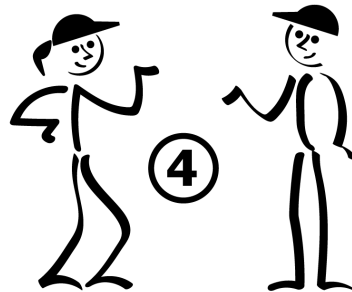
Being mindful of culture & underlying thinking but not using
it as an excuse

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?**

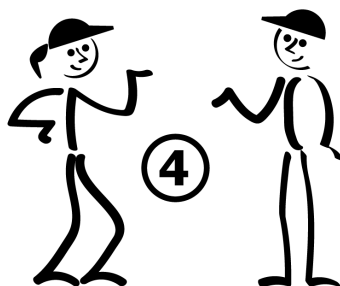
**⑤ What Basic Thinking, Mindset & Assumptions
drive this change?**

5 Dimensions, 5 Questions

**① VALUE-DRIVEN PURPOSE:
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**What management system
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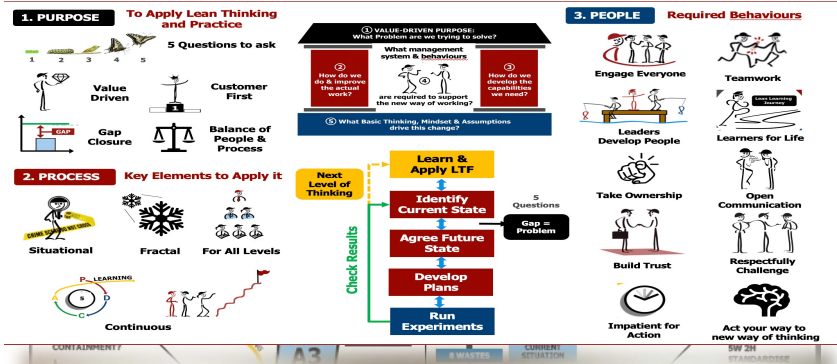


**are required to support
the new way of working?**

**③
How do we
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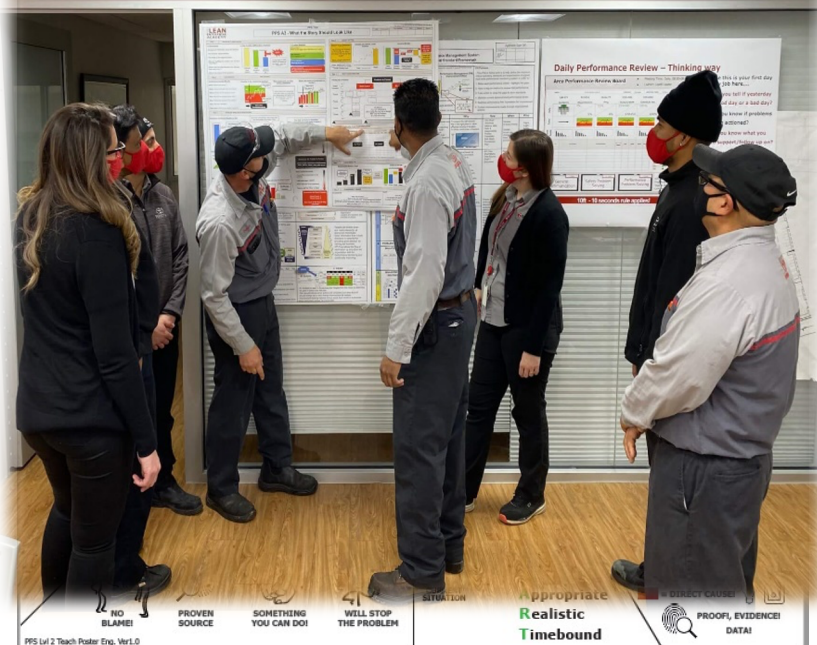
**⑤ What Basic Thinking, Mindset & Assumptions
drive this change?**

Teach Poster Concept



■ Why do we use a Poster?

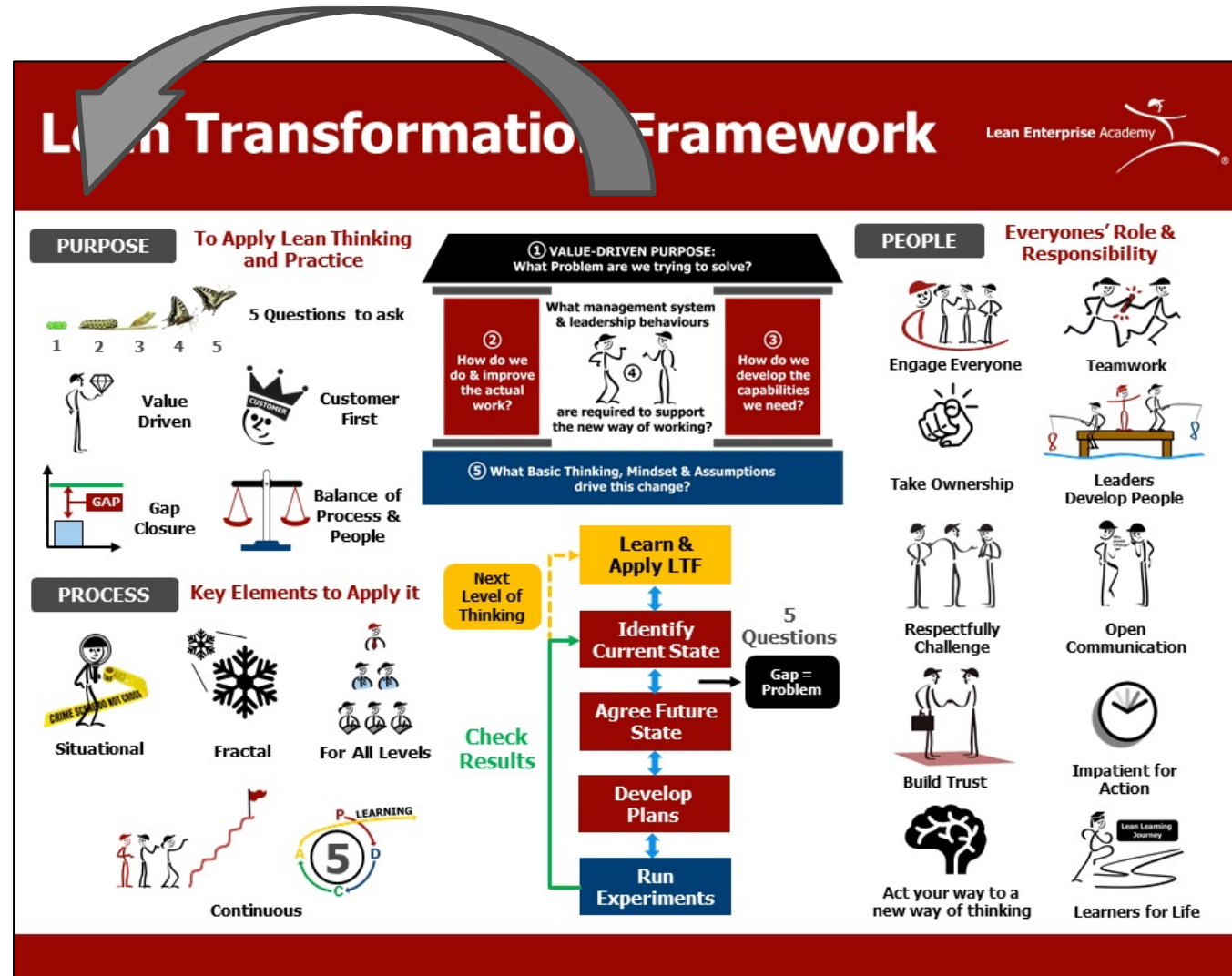
- Can be taught by leaders in the workplace or online without the need for a training room.
- Structured in to defined areas making it easier to remember.
- Pictures are remembered easier than words & create more interest and discussion.
- A poster can be put up in your workspace for future reference,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



Lean Transformation Framework Teach Poster

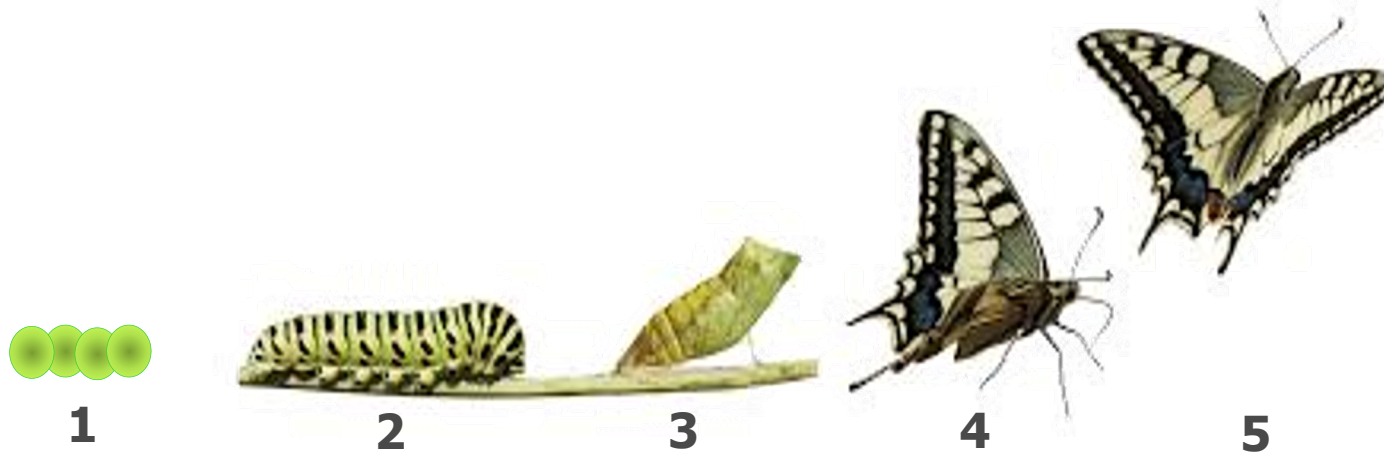
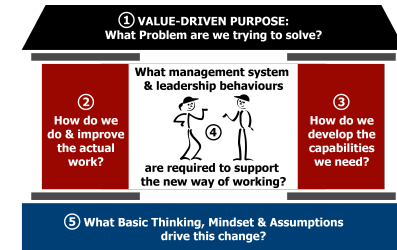
Work through:

1. Purpose
2. Process
3. People



Purpose

To Apply Lean Thinking and Practice



5 Questions to ask

Purpose

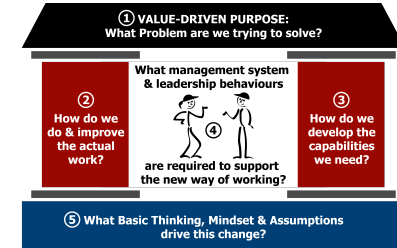
To Apply Lean Thinking and Practice



**Value
Driven**

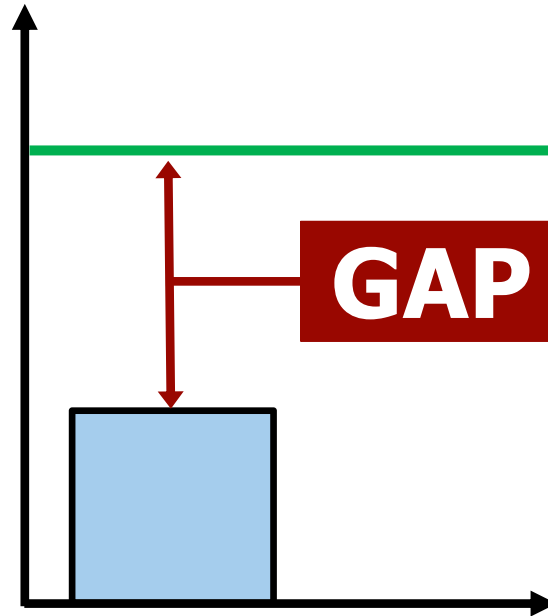
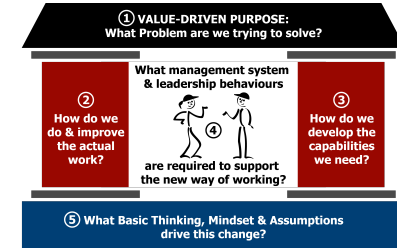


**Customer
First**



Purpose

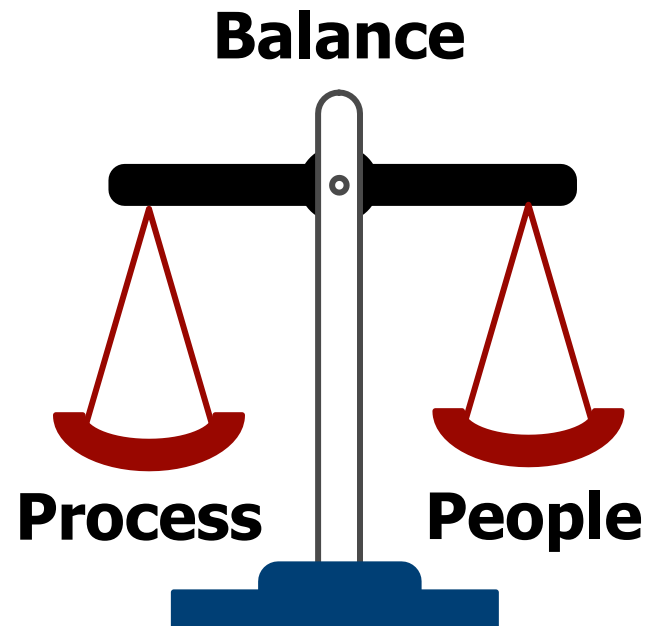
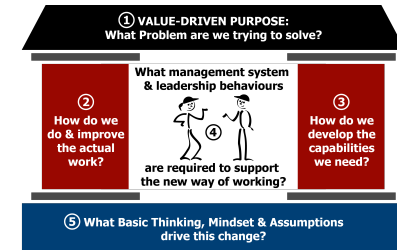
To Apply Lean Thinking and Practice



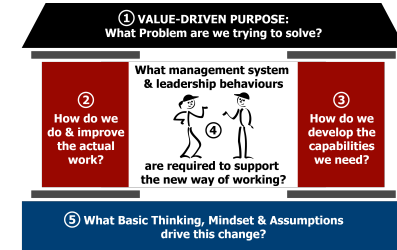
**Gap
Closure**

Purpose

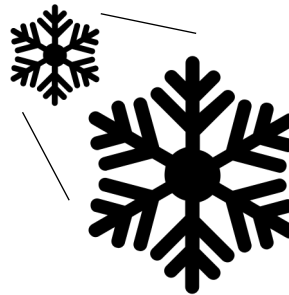
To Apply Lean Thinking and Practice



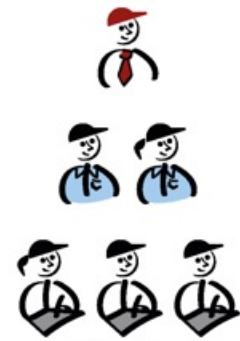
Key Elements to Apply it



Situational

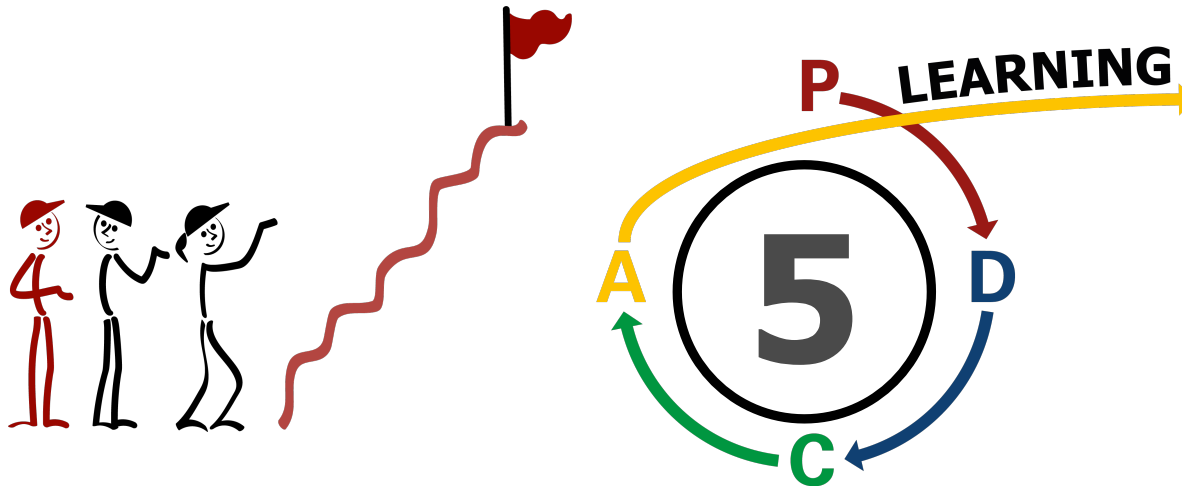
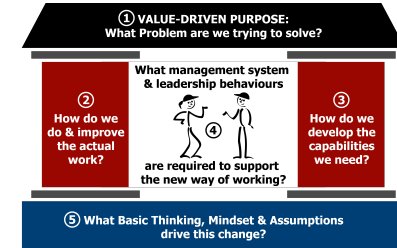


Fractal



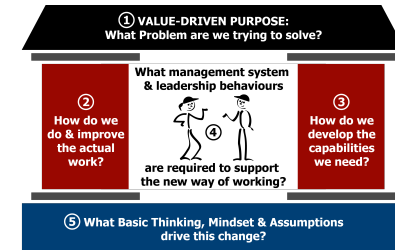
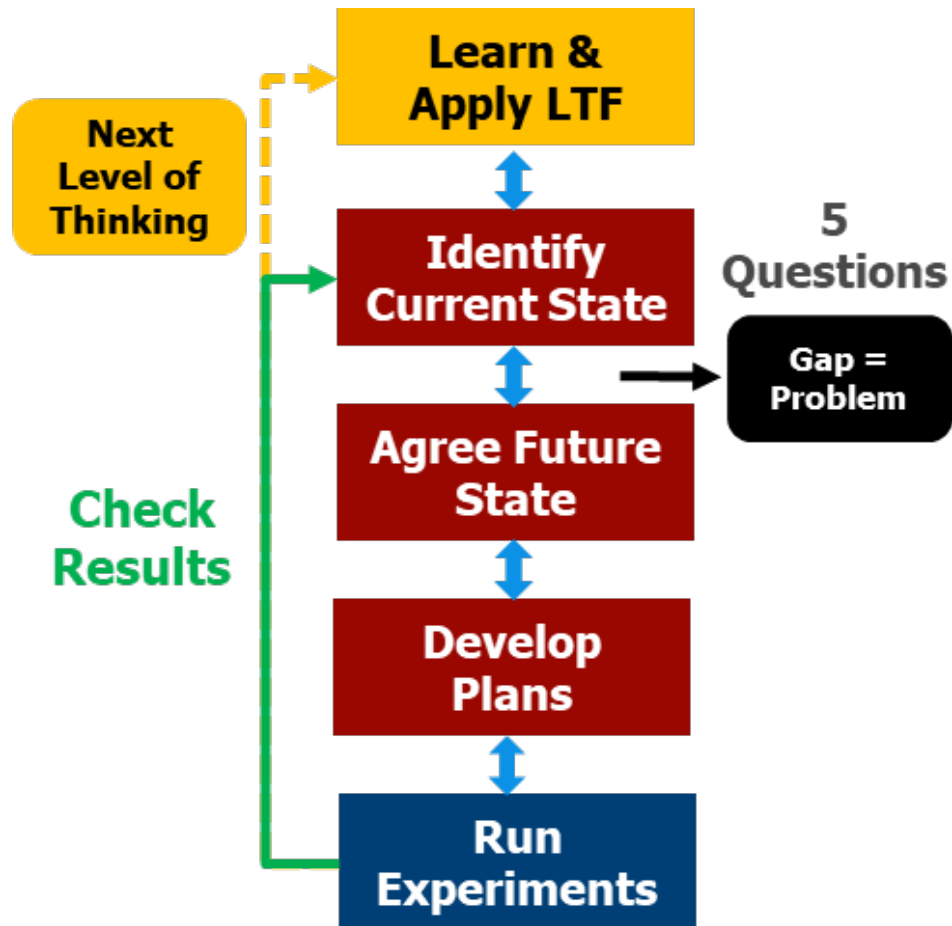
For All Levels

Key Elements to Apply it



Continuous

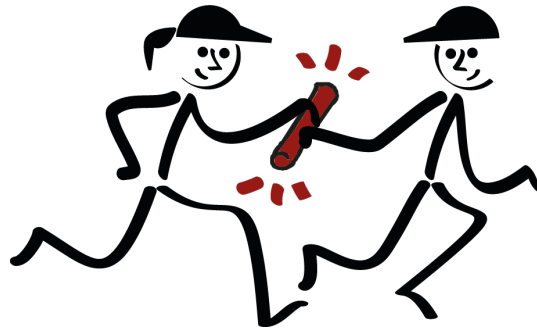
Key Elements to Apply it



Everyones' Role and Responsibility



**Engage
Everyone**

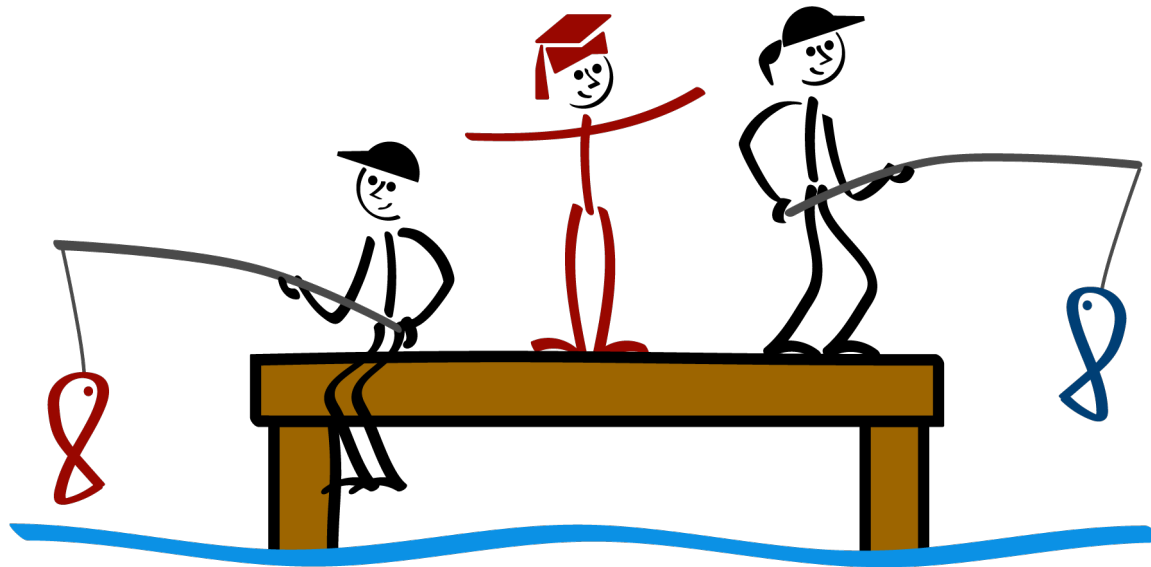


Teamwork



**Take
Ownership**

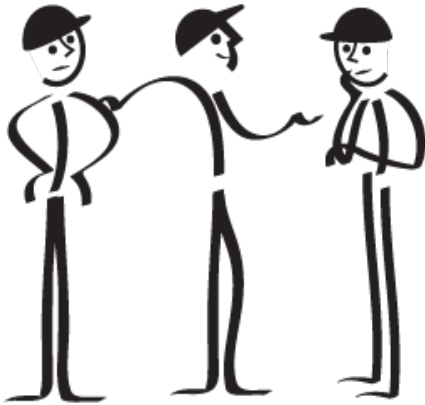
Everyones' Role and Responsibility



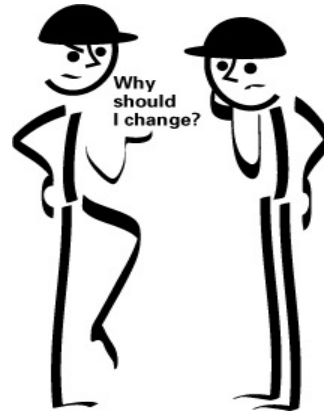
**Leaders
Develop People**

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

Everyones' Role and Responsibility



**Respectfully
Challenge**



**Open
Communication**

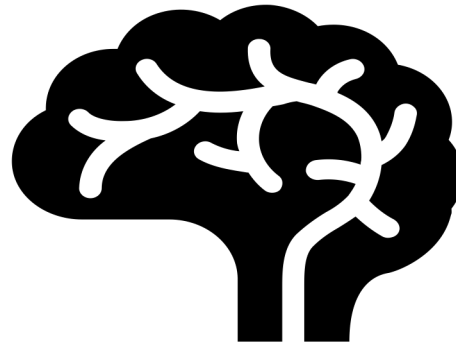


**Build
Trust**

Everyones' Role and Responsibility



**Impatient
for Action**



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



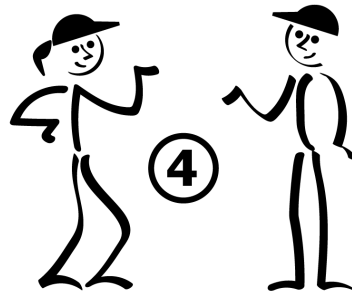
**Learners
for Life**

What Questions Do You Have?

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

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

**What management system
& leadership behaviours**



**are required to support
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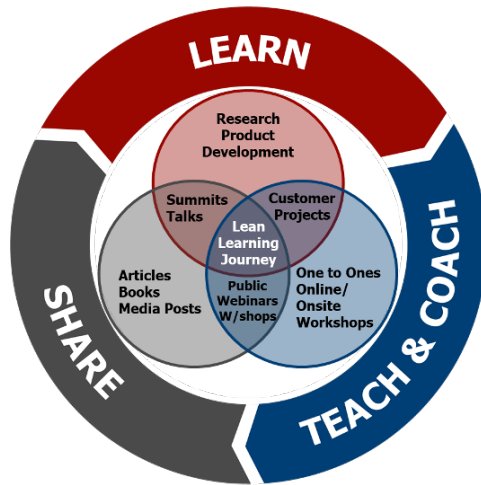
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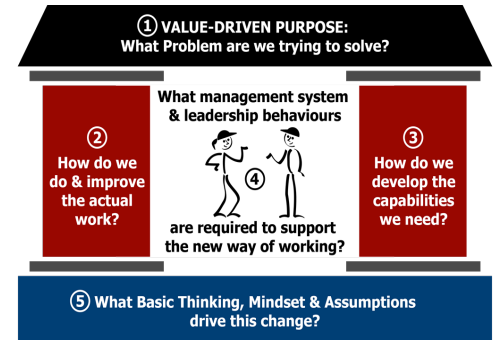
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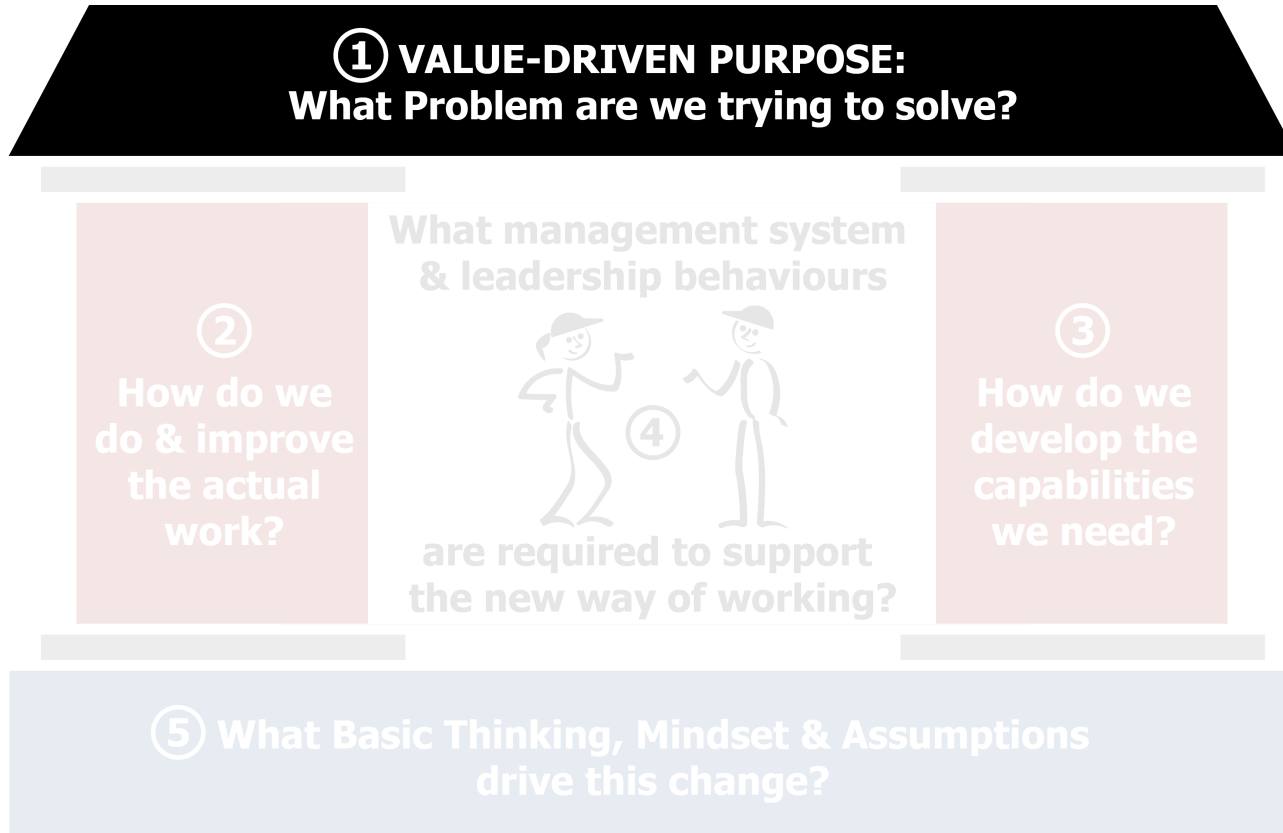
Case Study Implementation



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

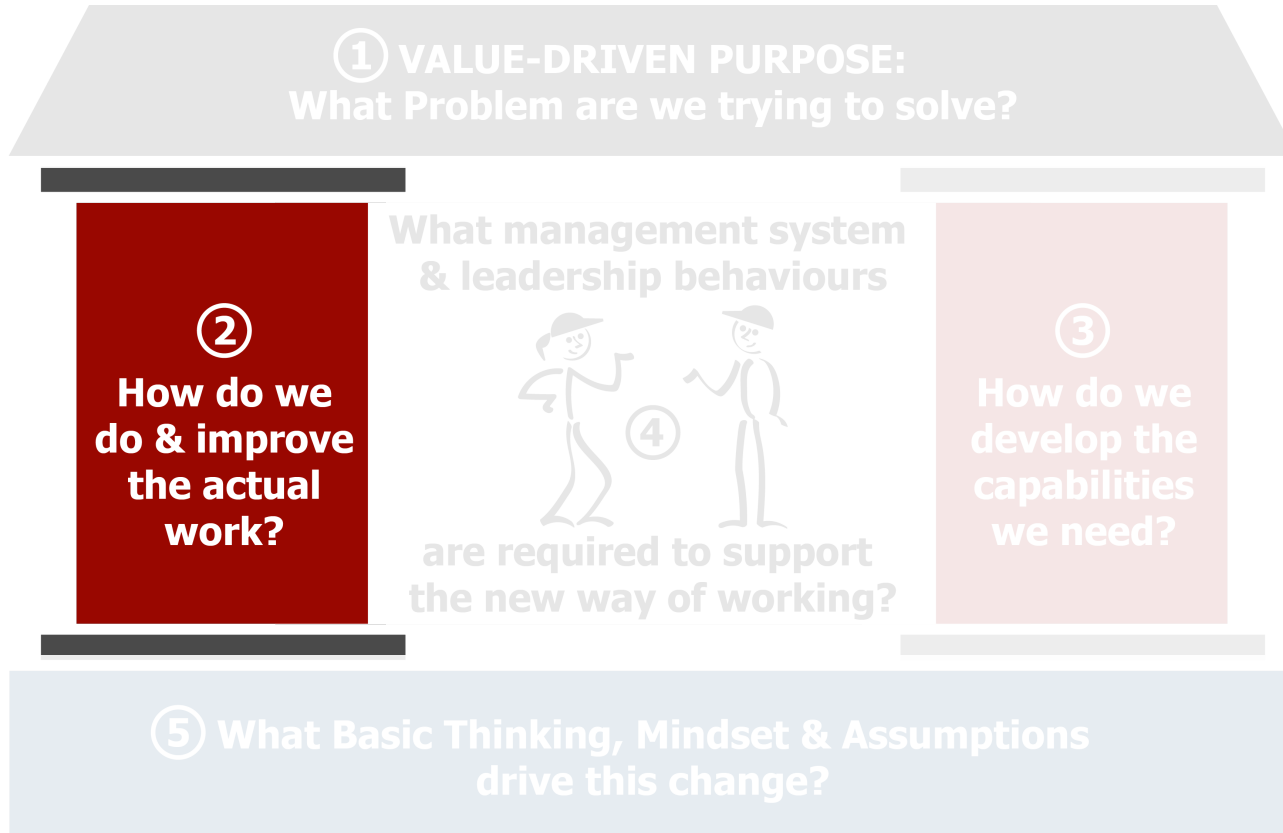
Customer Value

- ✓ 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: Process

Halfway Team-X Strategy

January 2013 (Version 2)

Our Purpose

Customer Value

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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 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

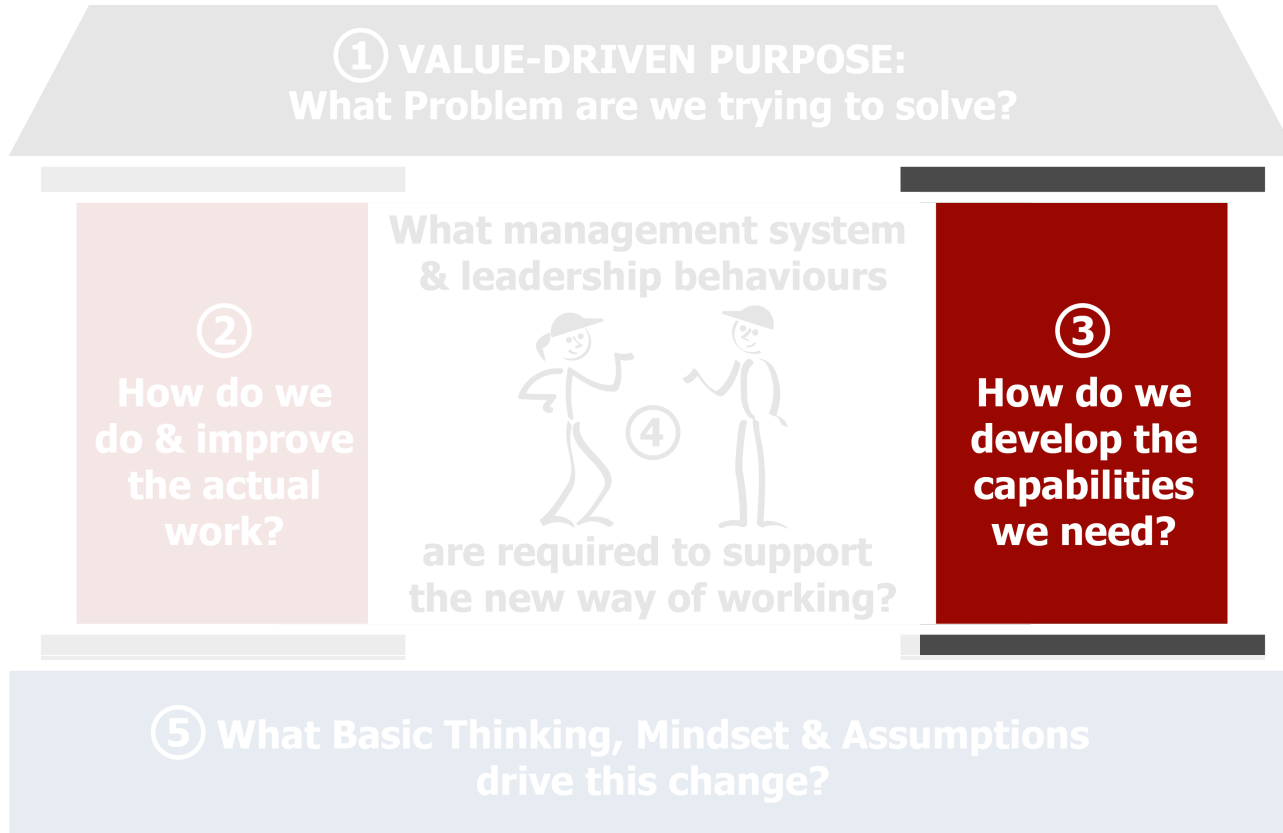


Two Stage Fixed Time Service

- 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

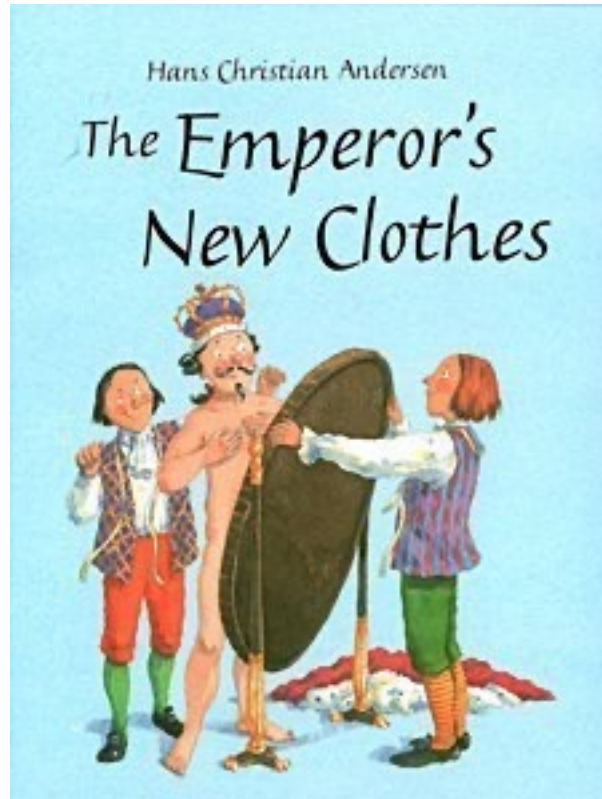
4. Do well, Can teach & coach others



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

Training Matrix:  Training identified  Knowledge  Understanding  Capable  Can Do Well, Teach & Coach others

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

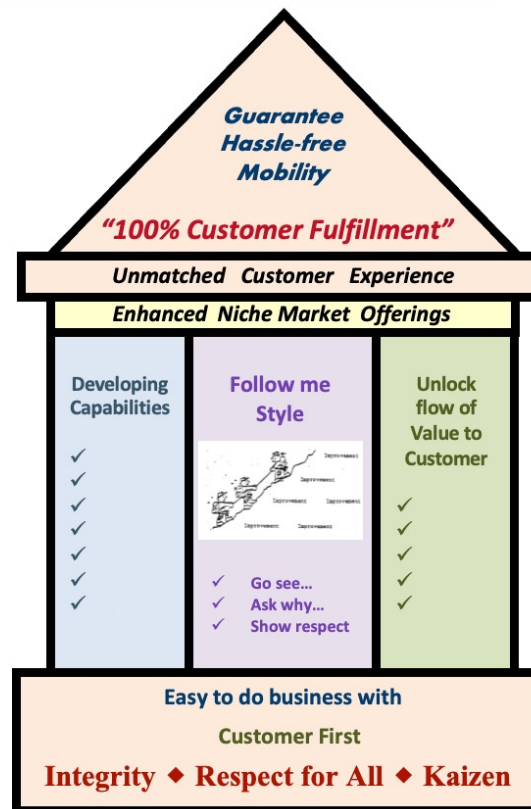
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People

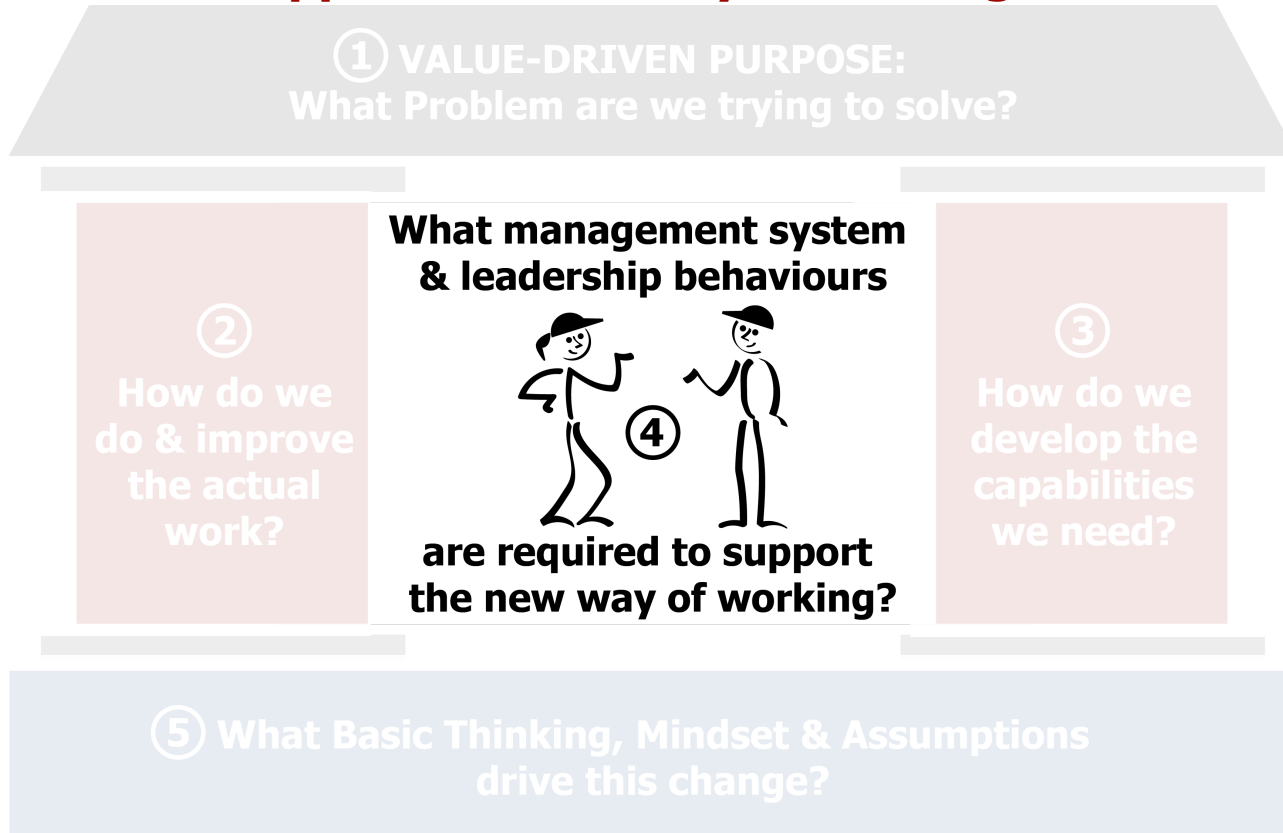
- ✓ Develop problem solving capability of managers & Staff
- ✓ Practise Genchi Gembutsu
 - Asaki
 - GG Walk
 - Kaizen reviews
- ✓ Use scientific method to evaluate & analyse GAPs & set experiments (PDCA)
- ✓ Spread Team Leader concept to implement Standard Work
- ✓ Develop capacity – A plan for every 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

- ✓ Stabilise
 - ✓ Make problems visible
 - ✓ Brilliant Basics
 - ✓ Easy to do business with
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- Increase Number of Customers**
- 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

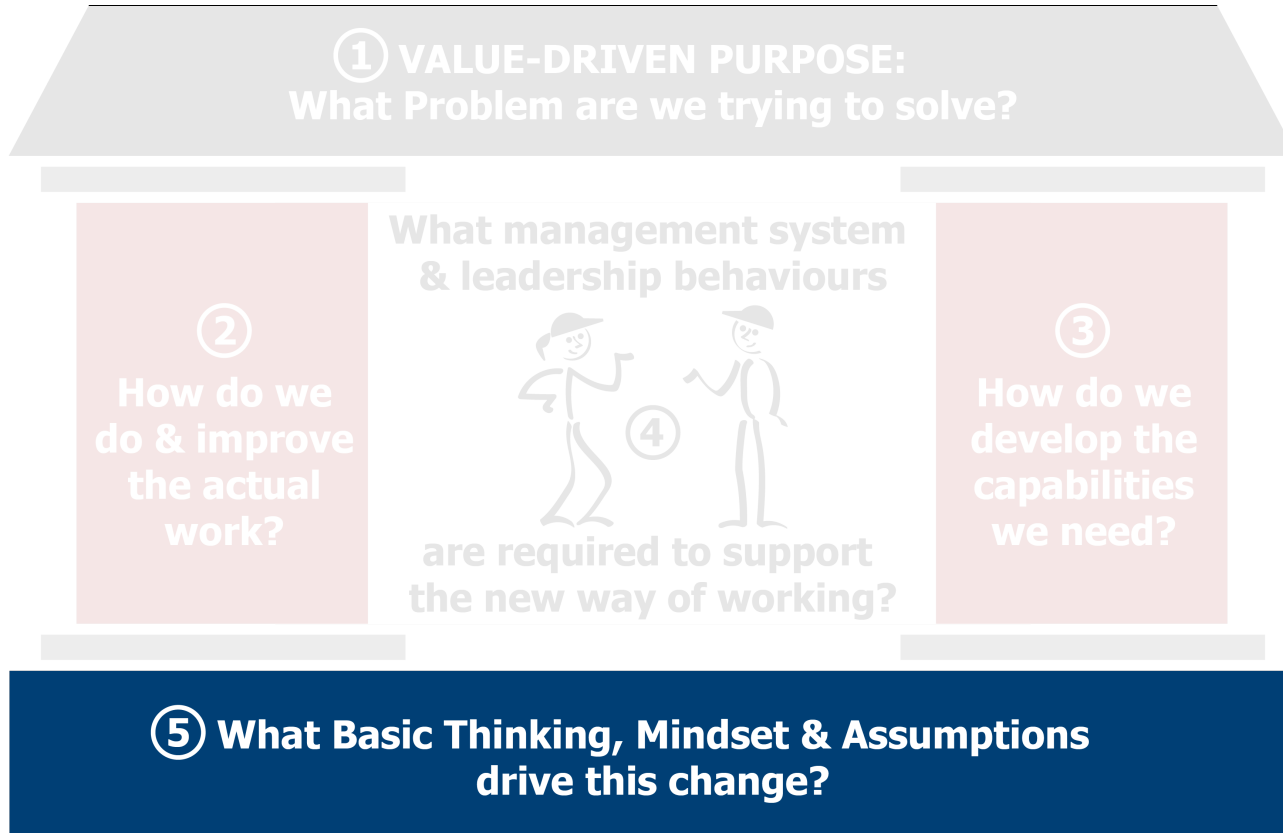
Management System



DELIVERIES

ITEM #	NAME EXEC	STOCK #	MODEL	FITMENTS	BANK	DEL DA
8	Yana Portocarr	14305	E-600	EP	MEC	
9	Yana	09925	E-600	PP + SE	MEC	
10	Yana	09925	E-600	PP + SE	MEC	
11	Yana	09925	E-600	PP + SE	MEC	
12	Yana	09925	E-600	PP + SE	MEC	
13	Yana	09925	E-600	PP + SE	MEC	
14	Yana	09925	E-600	PP + SE	MEC	
15	Yana	09925	E-600	PP + SE	MEC	
16	Yana	09925	E-600	PP + SE	MEC	
17	Yana	09925	E-600	PP + SE	MEC	
18	Yana	09925	E-600	PP + SE	MEC	
19	Yana	09925	E-600	PP + SE	MEC	
20	Yana	09925	E-600	PP + SE	MEC	

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



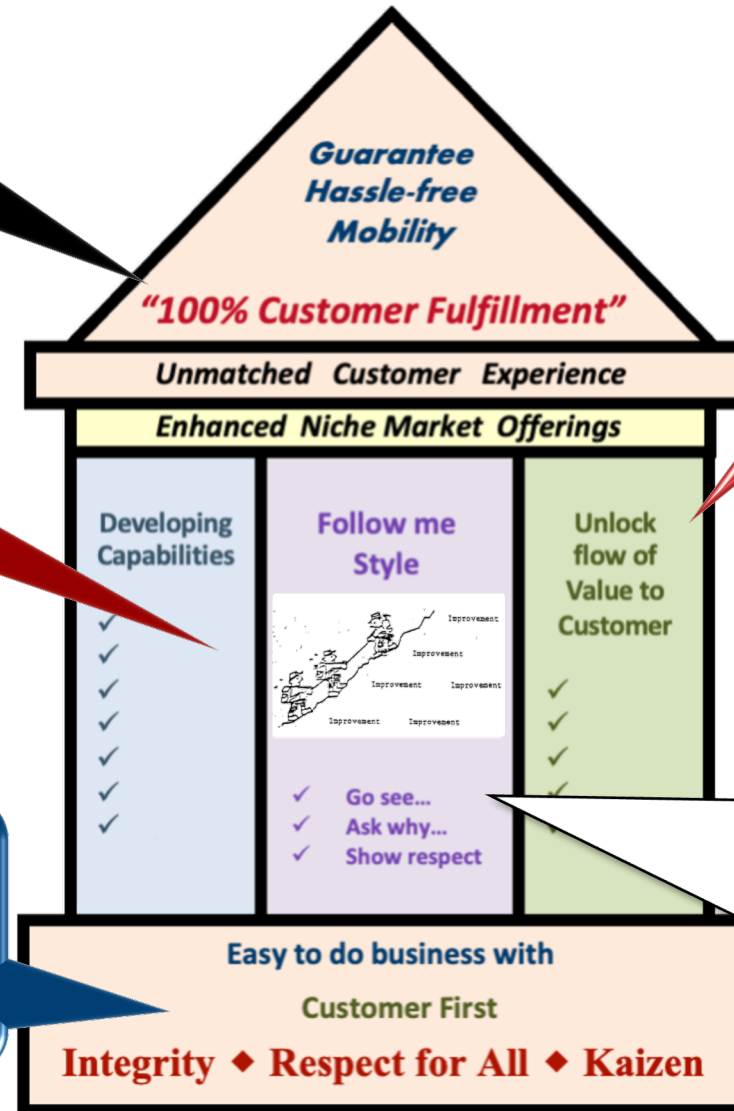
■ Go to www.leanuk.org
to see the full LTF video explanation

The Halfway Purpose

What problem are we trying to solve?

How do we develop the capabilities we need?

What basic assumptions or mindsets underlie this change?



How do we do & improve the actual work?

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

Our Purpose

Customer Value

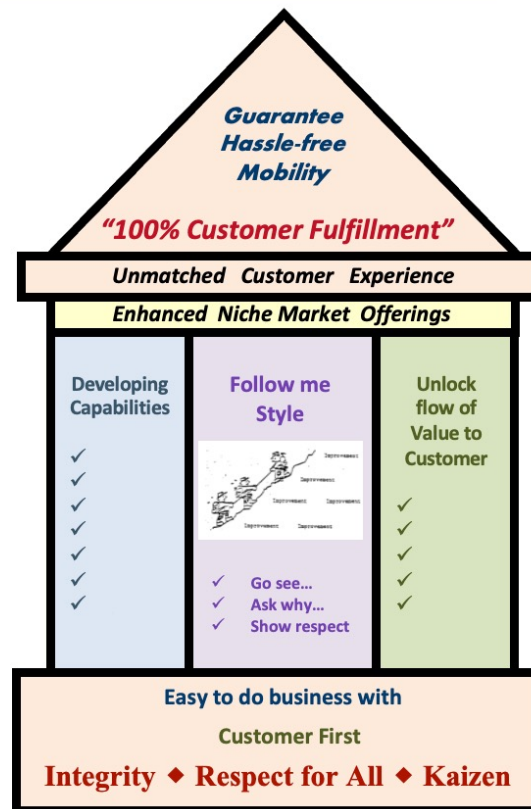
- ✓ Acquiring & Servicing Vehicles
- ✓ Receiving Unmatched Customer Experience
- ✓ 100% Customer fulfillment
- ✓ Right First Time – F.I.R. 100%
- On Time – OTIF 100%
- Every Time, in less Time
- ✓ Customer convenience & minimum interruption to mobility

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

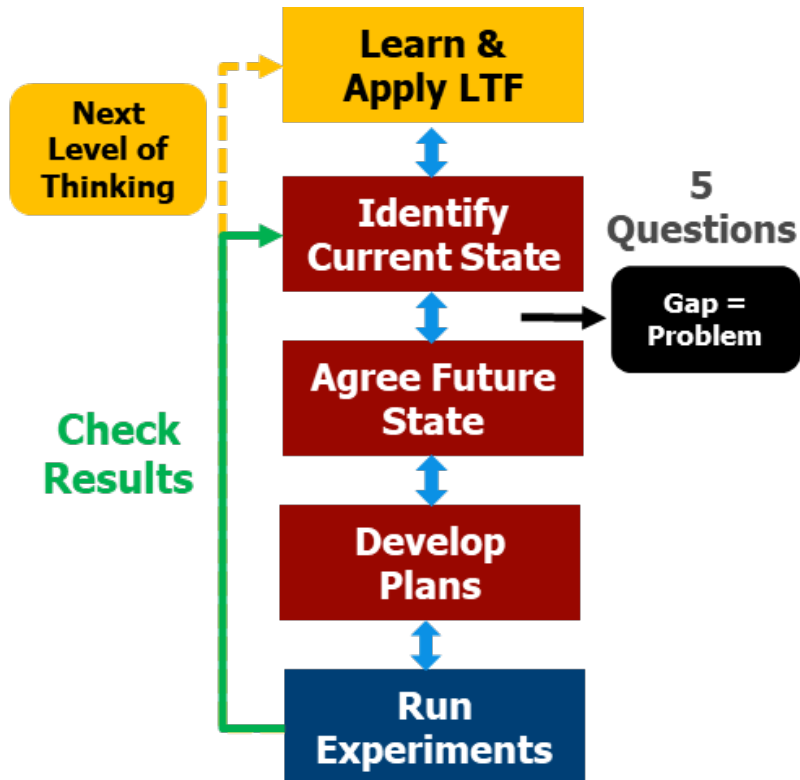


Process

- ✓ 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 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

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's 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)

① What Basic Thinking, Mindset & Assumptions drive this change?

② What management systems & tools are required to support the new way of working?

③ How do we develop the capabilities we need?

Key Points

- 3 Year Strategic Goal to achieve 16.2% Manufacturing % to Sales
- 2016 OpEx Transformation Model introduced to assess against and develop objectives for improvement
- Main focus in manufacturing Flow 5 - Strategy objectives to improve other flows TBE

2.0 Current State Performance

2016 Metrics Performance

Corporate metric	2015	2016	2016 Plan	YoY Improvement
Safety	0.062	0.049	0.0	6% decrease
Quality	0.44	0.32	<10	27% decrease
Volume	3.2%	3.2%	3.3%	flat
Cost	0.23%	0.29%	0.11%	6 bps increase

2017 BBP Manufacturing

Key Points

- Continued improvement in Mfg % to Sales - 16.8% by 2017, 16.0% by 2019
- 6.4% performance driven by La Rochelle & Barcelona closures, and E&S recovery in Mexico & Romania
- Global economies to turnover, 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

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

- 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 activity planning. Not all levels of the organization understand or are engaged in contributing to company strategy through problem solving & process improvement

Process Improvement

- Key process end to end flows are sub optimised - Silo focus of organisation structure leads to "Cost Losses" through poor process handoff and disconnects which creates more instability in process performance
- Office based processes - Structure and expectations to drive process improvement in offices areas is not clearly defined or supported
- Improvement Approach - Process improvements are mainly driven through large project initiatives or Kaizen events by the few vs many smaller improvement through daily continuous improvement from everyone

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

Management Systems

- Accountability for driving improvement - Management system 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

People Capability

- 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

5.0 Strategic: Tactics and timings to improve

2016

- Leadership "learning by doing" 10 x development programs
- 10 x BPI Programs (360 Functional Leaders)
- 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
- Separate & Improve Performance Management & CI Processes
- Improve CI Planning and Launch Hoshin Kanri Process

2018

- Redesign Snr Management Routines to better support CI & End to End Process Focus
- Improve Plant Performance & CI Management Routines

2019

- 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

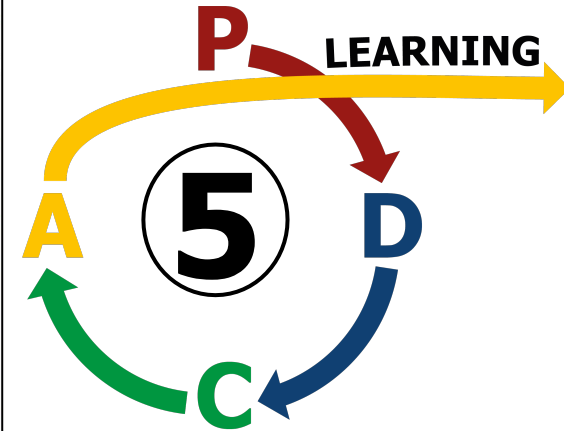
- Monthly reviews of status in DTT

2018

- MGR review of progress with Kevin Clark

2019

- Monthly review of CI Plans in DTT



£9.99 **Online Course**

A3 Document Types and Uses Level 1

Knowledge

Understanding Capable Teach & Coach Others

2 Hours, On Demand, Self Paced Learning.

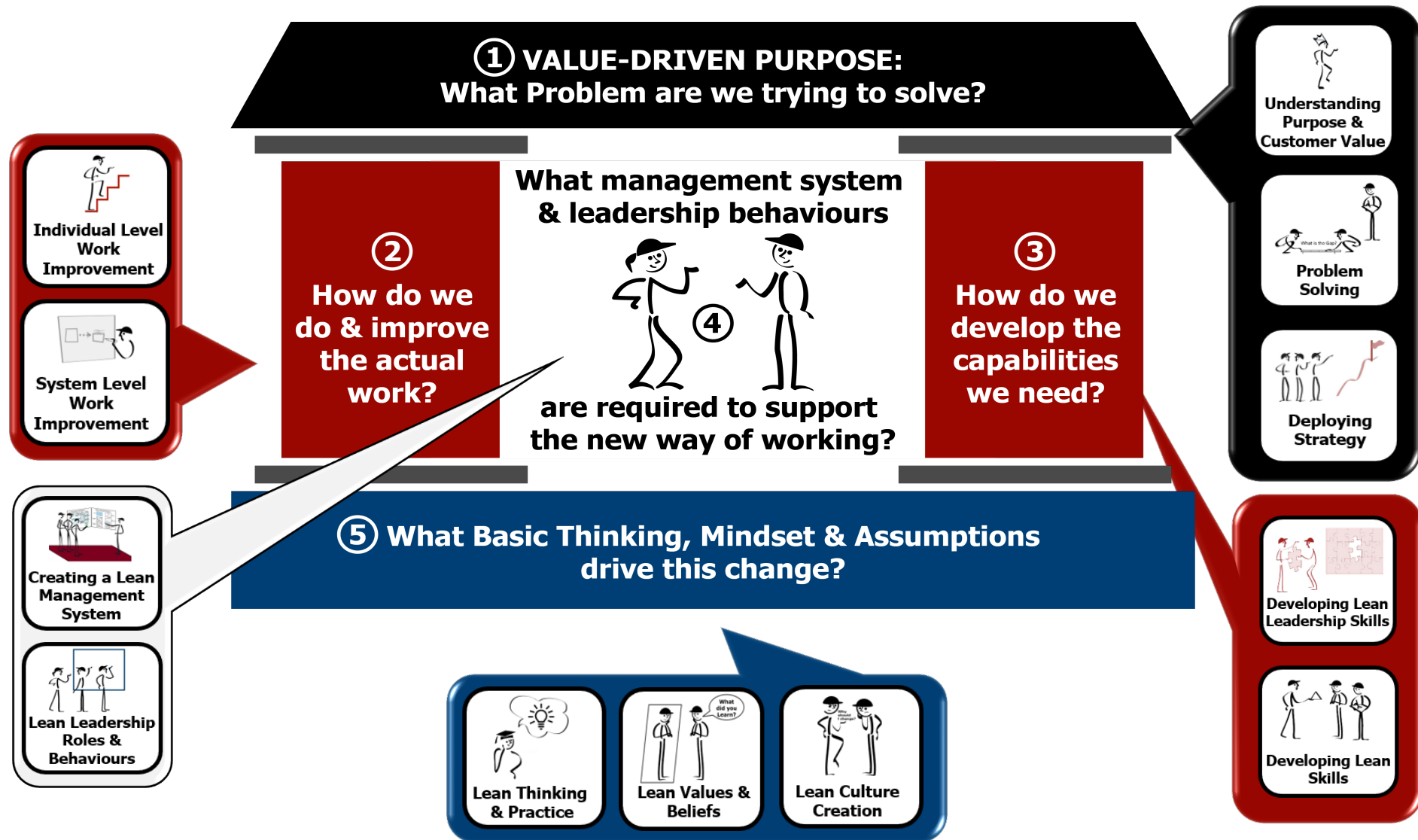
Purpose, Process, People aspects of A3's and their Uses.

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

Downloadable A3 Templates.

Lean Enterprise Academy

Capture Your Thinking - Proposal Type A3



Learning Materials Around LTF



Lean Learning Journey

£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 of Practical Problem Solving.
- Teach Poster, 3 Teach Videos, Problem Solving Capability Assessment.
- 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

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 and 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

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

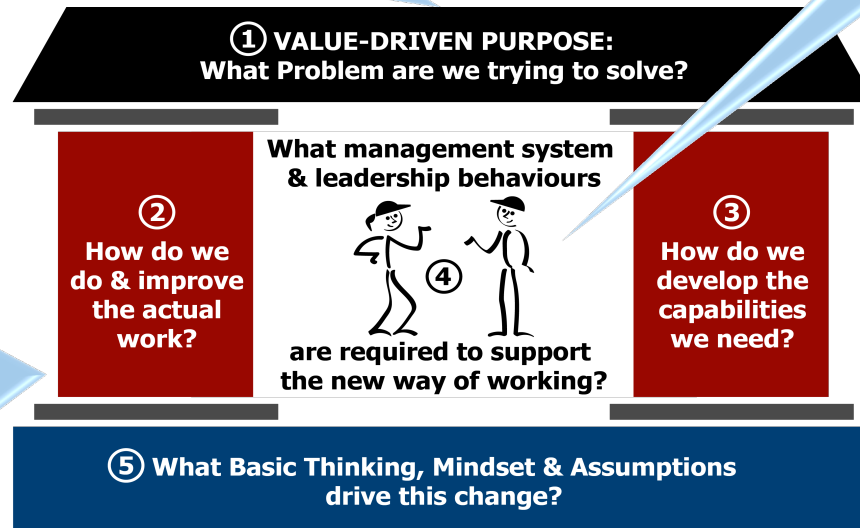
£9.99 Online Course

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.

Lean Enterprise Academy



www.leanuk.org/courses

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

