GP Strategies™ Operational Excellence Practice offers consulting, training, coaching, and hands-on implementation services. We help your organization and supply chain design and deploy initiatives with the right mix of Lean, Six Sigma, Reliability Excellence, and management systems that achieve dramatic results and sustain change.

**GP Strategies’ Operational Excellence Services**

When you select us for your training, you receive:

- Training from practitioners and implementers who are also skilled trainers
- Courses designed with your learning objectives in mind, using professional instructional system design combined with our subject-matter expertise

You can select a course in any Operational Excellence discipline: Lean, Six Sigma, Lean Sigma, and Reliability Excellence. Each course includes key points about philosophy and management systems that will help you understand how to integrate the disciplines into your operations to ensure sustainability.

You can obtain most of the courses in a format that works best for you:

- **Off-the-shelf**
  Select our standard training if a generic course suits your needs.

- **Customized**
  GP Strategies can make minor modifications to better fit your organization's existing terminology and culture (which we can do quickly and cost effectively), or you can ask us to develop a truly custom curriculum.

- **On-site or public format**
  Arrange for an on-site instructor or visit our website to review our schedule of events.

- **eLearning**
  For certain courses, you can select elearning or a blended solution of elearning, instructor-led training, and coaching.

What sets GP Strategies apart is our drive to help you create the business operating system that sustains your continuous improvement culture. We start by helping you select the right mix of disciplines, including Lean, Six Sigma, and Reliability Excellence to improve operations. Many organizations develop pockets of excellence that focus only on learner capabilities or areas of application. GP Strategies reaches for the entire organization by defining the system, processes, and support mechanisms that go beyond short-term or project-based return on investment to achieve world-class operational excellence. GP Strategies courses weave sustainability factors into the training.
**Instructor-Led**

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Introduction to Lean

**Description**
Recognized as one of the most effective operating systems in business, the Toyota Production System (TPS) is the origin of what has become known as Lean. Incorporating an introduction to all aspects of Lean, this course is designed to transfer knowledge in planning and implementation through interactive learning and examples to anyone who is leading or is on a Lean implementation team for an enterprise.

**Prerequisites**
None.

**Objectives**
At the completion of this course, participants will be able to:

- Describe the concept of each of the Lean tools.
- Describe how Lean can improve the performance of an enterprise.
- Understand the rollout process.
- Define the tools supporting the Lean Temple.
- Explain how Lean tools work together to create a Lean environment.
- Recognize areas of improvement within a facility, and identify the correct tool to use.
- Understand how Lean needs to be launched/implemented in an enterprise and why “cherry picking” often fails.

**Recommended Audience**
Executive – Shop Floor. Anyone who is expecting to be involved in the planning, leading, or implementation of Lean systems processes and tools.

**Duration**
2 days.

**Delivery Method**
Instructor-led classroom instruction, demonstrations, and hands-on exercises.

Value Stream Mapping

**Description**
Often cited as the key reason for short lead times, understanding the complete value chain of a product or service is a fundamental part of a Lean enterprise and the first step in beginning a Lean implementation program. Value Stream Mapping allows enterprises to understand where their resources and finances are tied up in attempting to deliver a product or service to their customers, and to then develop and implement future-state maps to improve on their key performance indicators.

**Prerequisites**
General understanding of Lean.

**Objectives**
At the completion of this course, participants will be able to:

- Create a value stream map for both current and future states.
- Collect and collate data.
- Devise an Action Plan.
- Set measurables and objectives.
- Devise spaghetti diagrams.

**Recommended Audience**
Executive – Shop Floor. Important for anyone who will be linked to the implementation of a “Lean cell” or pilot area and who will need to understand the impact on key performance indicators.

**Duration**
1 day. May also be configured as a workshop of up to 5 days, including current and future state mapping, as well as improvement planning, for a real value stream at a customer site.

**Delivery Method**
Instructor-led classroom instruction, demonstrations, and hands-on exercises.
Blue Sky and Master Schedule

Description
Essential to the successful implementation of any project is having a clear, yet commonly understood, vision of where the enterprise is going. GP Strategies’ Blue Sky provides an enterprise with a common, measurable vision that is easily communicated throughout the company. This course develops the methods for creating this vision. It also shows how to develop, from the Blue Sky, a Master Schedule, ensuring timely and minimum delay in implementation and a policy deployment cascade through all levels of the organization with detailed schedules aligned to achieving the common vision.

Prerequisites
Introduction to Lean.

Objectives
At the completion of this course, participants will be able to:
• Understand the prerequisites for Blue Sky.
• Create a Blue Sky common measurable vision.
• Create a Master Schedule.
• Align divisions and departments to Blue Sky.
• Measure and monitor the implementation of Blue Sky.

Recommended Audience
Executive – Shop Floor. Important for anyone who will be linked to the implementation of a “Lean cell” or pilot area and who will need to understand the impact on key performance indicators.

Duration
3 days.

Delivery Method
Instructor-led classroom instruction, demonstrations, and hands-on exercises.

Daily Management Overview

Description
Daily Management provides standards for managers and engages all associates to sustain a Lean Culture. In this workshop, you will learn practical steps to sustain your initiative through management standards, visual management, Training Within Industry (TWI), and other methods.

Prerequisites
Introduction to Lean.

Objectives
At the completion of this course, participants will be able to:
• Explain the reason two-thirds of Continuous Improvement initiatives fail.
• Explain how Daily Management and Goal Deployment combine to form Lean Management.
• List and explain the elements of Daily Management.
• Identify ways to apply Daily Management at your organization.
• List and explain the elements of Goal Deployment.

Recommended Audience
Executive – Shop Floor.

Duration
0.5-1 day.

Delivery Method
Instructor-led classroom instruction, demonstrations, and hands-on exercises.
Six Sigma Green Belt

**Description**
This course prepares the participant to perform simple to moderately complex Six Sigma projects and to support Black Belts on projects. Covering a recognized body of knowledge of Green Belts, it covers the purpose, tools, and expected outcomes for each Define/Measure/Analyze/Improve/Control (DMAIC) phase and includes how to manage a Six Sigma project. It is designed to provide Green Belts with a roadmap for working through a project rather than a tools-focused approach to training. This course follows the typical format of two 4.5-day training classes (one session per month for two months) and prepares the participant to take the Black Belt Upgrade course (Six Sigma Green Belt is a prerequisite for the Black Belt Upgrade).

**Prerequisites**
Introduction to Lean.

**Objectives**
At the completion of this course, participants will be able to:
- Explain how Six Sigma improves business performance.
- Describe the Six Sigma approach.
- Describe sources of variability and process Sigma level.
- Describe the DMAIC improvement methodology, and use it to perform Green Belt-level projects.
- Use Six Sigma tools, including charters Voice of Customer, Y=f(x), basic QC tools, process mapping, measurement systems analysis, use of statistics, sampling, confidence intervals, ANOVA, process capability, graphical analysis, correlation and regression, cost-benefit analysis, error proofing, standards, and others.
- Use project plans and issues lists to manage Six Sigma projects within their department.
- Report on project progress during toll gate reviews.

**Recommended Audience**
Green Belt candidates.

**Duration**
Two 4.5-day blocks, taken in consecutive months.

**Delivery Method**
Instructor-led classroom instruction, demonstrations, and hands-on exercises.

Six Sigma Black Belt Upgrade

**Description**
This course prepares the participant to perform and lead simple-to-complex Six Sigma projects and lead Green Belts and Yellow Belts on projects. Covering a recognized body of knowledge for Black Belts, it briefly reviews and reinforces the content of the Green Belt course, and then dives more deeply into Six Sigma tools and change management. This course follows a format of two 4.5-day training classes (one session per month for two months), once the prerequisite Green Belt Course is complete.

**Prerequisites**
Six Sigma Green Belt.

**Objectives**
At the completion of this course, participants will be able to:
- Be an articulate proponent of how Six Sigma improves business performance.
- Perform Green Belt- and Black Belt-level projects.
- Use advanced Six Sigma tools including customer surveys, Quality Function Deployment (QFD), Design of Experiments, analysis of paired and two-sided T-tests, non-normal data, multiple regression, advanced control charts, and others.
- Use project plans, work breakdown structure, project reviews, and issues lists to manage Six Sigma projects crossing multiple departments.
- Facilitate project teams.
- Coach process owners after project hand-off.

**Recommended Audience**
Black Belt candidates.

**Duration**
Two 4.5-day blocks, taken in consecutive months.

**Delivery Method**
Instructor-led classroom instruction, demonstrations, and hands-on exercises.
Standard Work Process: The Foundation to Improve

Description
Controlling quality and safety, while minimizing cost, is a requirement of all processes, but often becomes troublesome to management of all levels when human interaction with process is involved. Standard Work is a method of controlling and linking the day-to-day activities of a process. It is a method for the organization, at all levels, to document a standard for performing their tasks centered around human movement in a way that will provide for continuous improvement through the elimination of waste.

Prerequisites
Introduction to Lean.

Objectives
At the completion of this course, participants will be able to:
- Describe the Standard Work Process.
- Identify critical processes in order to focus resources.
- Identify different types of standards, and where and when to use each.
- Create a sample standard.
- Conduct training of a standard.
- Use a standard audit practice to assess understanding and identify opportunities for improvement.
- Address failures.

Recommended Audience
Management and staff.

Duration
1 day.

Delivery Method
Instructor-led classroom instruction, demonstrations, and hands-on exercises.

Process Problem Solving

Description
Effective organizations recognize problems as an opportunity to improve and, for this reason, are focused on the identification of those issues and their quick and conclusive resolution. Identifying the problems only becomes a management burden when the solution process is slow and inadequate. Process Problem Solving is a methodology that delivers the required solution success participants will use to build their knowledge and create a common language as they gain an understanding of Process Problem Solving and how it works.

Prerequisites
Introduction to Lean.

Objectives
At the completion of this course, participants will be able to:
- Understand different levels of problem solving.
- Define the Process Problem Solving methodology.
- Apply, in a practical environment, the Process Problem Solving methodology.
- State the reasons and benefits for implementing Process Problem Solving.
- Identify barriers to implementing Process Problem Solving and develop ways to remove them.

Recommended Audience
Anyone who needs to know more about Process Problem Solving.

Duration
1 day.

Delivery Method
Instructor-led classroom instruction, demonstrations, and hands-on exercises.
Quick Changeover

**Description**
The benefit of producing or processing in smaller batches is clear lower inventory. The ability to do this is often restrained by the economic sense: changeover cost. Quick Changeover, often referred to as SMED, is a practical tool to reduce changeover time and cost, allowing processes to run in smaller batches. In this one-day course, participants will build their knowledge and create a common language as they gain an understanding of Quick Changeover and how it works. The course also provides a practical guide to implementation.

**Prerequisites**
Introduction to Lean.

**Objectives**
At the completion of this course, participants will be able to:
- Define Quick Changeover.
- Describe the steps to reducing changeover time.
- Identify and implement improvements in changeover activity.
- Determine how changeover time impacts key operating system principles.
- Understand the importance of teamwork.
- Understand parallel processing.
- Identify the seven wastes.
- Recognize the benefits gained from reduced changeover time.

**Recommended Audience**
Engineers, Designers, Maintenance, Group/Team members, Tool and Die.

**Duration**
1 day.

**Delivery Method**
Instructor-led classroom instruction, demonstrations, and hands-on exercises.

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Kanban

**Description**
Kanban is a tool used to facilitate Just-in-Time (JIT). It means “Signal Card” and helps operators to make what is needed, when it is needed, in the quantity it is needed. Participants will build their knowledge and create a common language as they gain an understanding of what a Kanban system is and how it works. They will learn what needs to be in place to support a Kanban system and how it integrates within an overall Lean system.

**Prerequisites**
Introduction to Lean.

**Objectives**
At the completion of this course, participants will be able to:
- Describe how Kanban supports JIT in a Lean system.
- Explain how a Kanban system works.
- Identify the different types of Kanban and flows for each.
- Describe five rules and four types of Kanban.
- List the preconditions needed prior to Kanban implementation.
- Describe how Kanban controls production and material flow.
- Identify the factors to consider when calculating Kanban.

**Recommended Audience**
Anyone who needs to know more about Kanban systems and how they operate; decision makers, champions, and project leaders for Kanban preparation and implementation. Typical attendees include Production Planning and Control personnel, Manufacturing Supervisors, and Plant Managers.

**Duration**
1 day.

**Delivery Method**
Instructor-led classroom instruction, demonstrations, and hands-on exercises.
Operator Asset Care Workshop

**Description**
Operator Asset Care (OAC) is a systematic approach to reducing equipment problems through early detection and resolution of equipment abnormalities. It provides clear operations and maintenance roles for cleaning, lubricating, adjusting, inspection, and repairs. The OAC Workshop launches OAC in one area of a plant. OAC often forms the heart of a Total Productive Maintenance (TPM) program.

**Prerequisites**
None.

**Objectives**
At the completion of this course, participants will be able to:
- Identify the benefits of improving equipment cleanliness and reliability.
- Define the term “abnormality” as it applies to your equipment.
- Describe the effects that equipment abnormalities have on safety, production capability, and product quality.
- Describe the P-F curve and where abnormalities fit on the curve.
- List common abnormalities and the use of 5 Senses to identify them.
- Describe the roles and responsibilities of the various personnel who participate in the OAC program.
- Develop and use a standard OAC inspection form.
- Fill out an abnormality tag and register it properly at the OAC board.
- Describe the types of information available on the OAC board.
- Apply visual controls to the equipment in assigned work areas.
- Describe the purpose of and use a one point lesson.
- Explain the concept of continuous improvement as it applies to the OAC process.
- Read, evaluate, and apply the standard OAC audit form.
- Monitor the progress of an OAC area through key performance indicators and audit forms.

**Recommended Audience**
The primary audience for the Operator Asset Care Workshop includes the Operations Supervisor, Equipment Operators, Maintenance Supervisor, and Maintenance Technicians for a selected area. However, Operations and Maintenance Management also must participate in a planning session and provide oversight during implementation.

**Duration**
2-4 days, depending on size of area where Operator Asset Care will be applied.

**Delivery Method**
Hands-on, shop floor exercises supported by instructor-led classroom instruction.
PFMEA and Process Control

Description
This course provides skills that will allow participants to develop detailed process flow diagrams, analyze existing processes or processes under development using Process Failure Mode and Effects Analysis (PFMEA), and ensure process effectiveness and product quality through appropriate process measurement, management, and control.

Prerequisites
Standard Work: The Foundation to Improve.

Objectives
At the completion of this course, participants will be able to:
- Analyze a process to identify and prioritize failure modes.
- Identify and implement corrective and preventive actions for failure modes.
- Identify opportunities for error-proofing.
- Design and implement an effective process measurement system.
- Establish methods to control process performance.
- Address failures and solve problems to improve process performance.

Recommended Audience
This course is recommended for Maintenance Managers, Maintenance Supervisors, Reliability and Maintenance Engineers, Top-level Maintenance Technicians, Production Managers, Supervisors, Team Leaders, and Plant Engineers who are involved in process design, management, and control.

Duration
5 days.

Delivery Method
Instructor-led classroom instruction, practical implementations, demonstrations, and hands-on exercises.

Lean Leadership

Description
This course prepares senior and middle managers to lead their Lean system. It provides a thorough understanding of the Lean approach with an emphasis on the action that managers should take to select, sponsor, guide, and sustain a Lean system.

Prerequisites
None.

Objectives
At the completion of this course, participants will be able to:
- Lead Lean by example.
- Explain how Lean improves business performance.
- Describe the Lean philosophy and approach to continuous improvement.
- Identify and select high-impact Lean projects.
- Sponsor Lean projects effectively.
- Define Lean tools and their purpose.
- Explain how goal deployment and daily management focus resources on critical improvements and sustain gains from process improvement.

Recommended Audience
Middle and senior management.

Duration
1 day.

Delivery Method
Instructor-led classroom instruction, practical implementations, demonstrations, and hands-on exercises.
Curriculum Introduction
To maximize and sustain the effectiveness of a Lean transformation, organizations must:

- Develop a broad understanding and awareness of Lean concepts across the entire staff.
- Mentor personnel to assume the role of internal Lean Experts.

The Lean Learning Academy (LLA) helps organizations achieve these goals by:

- Teaching the concepts and skills needed to improve and maintain processes and systems within the organization.
- Cultivating participants’ abilities to make improvements through practical application of the Lean methodologies.
- Providing support to uncover and act on opportunities for continuous improvement.

Curriculum Content
The LLA includes the following modules:

- Module 1: Overview
- Module 2: Lean Core Skills Information
- Module 3: Core Leadership Skills
- Module 4: Lean Applications
- Module 5: Systemic Change
- Board Certification

Delivery Method
These modules include on-line courses and practical workshops, which are described in detail on the following pages.

Module 1: Overview

Module Purpose
This introductory module provides an overview of the LLA curriculum and introduces Lean concepts. Within the context of the Driver License Simulation, participants will apply Lean principles to improve a business process.

Recommended Audience
The training is designed for new LLA participants with limited or beginner-level exposure to Lean concepts.

Prerequisites
There are no learning prerequisites for this module. Students will require access to the Internet via a computer and an account on the learning management system.

Module Courses
The following computer-based training (CBT) courses compose the didactic elements of this module:

- LLA001: Lean Overview Part I
- LLA002: Lean Overview Part II
- LLA003: Lean Overview Part III
- LLA004: Lean Overview Part IV
- LLA005: “Decoding the DNA of the Toyota Production System” Article

These CBT courses will be reviewed and the key points emphasized in the Driver License Simulation and LLA kick-off instructor-led workshop:

- WSKP 1: Lean Learning Academy Kick-Off

Module Objectives
After completing the courses and workshop in this module, the participants will be able to:

- Describe the benefits of Lean.
- Identify the seven “+1” forms of waste.
- Apply Lean tools to improve a simple business process.
- Identify opportunities to apply Lean tools to improve their own work area.

Workshop Description
The WSKP 1: Lean Learning Academy Kick-Off workshop provides an overview of the LLA curriculum and a review of the Lean concepts introduced in the CBT courses. Within the context of the Driver License Simulation, participants will apply Lean principles to improve a business process.
Module 2: Lean Core Skills Information

Module Purpose
This module introduces and explores the key Lean concepts of waste, standardization, Value Stream Mapping, Kaizen, and problem solving. Participants will begin applying these key Lean elements to complete an improvement project.

Recommended Audience
The training is designed for new LLA participants with limited or beginner-level exposure to Lean concepts.

Prerequisites
Students should have completed the LLA introduction CBT courses and LLA Kick-Off Workshop in Module 1: Overview. Participants will require an opportunity to work in an area to apply the Lean concepts in an improvement project.

Module Courses
The following CBT courses compose the didactic elements of this module:
- LLA006: Numbers Game
- LLA007: 5S
- LLA008: 5S Application
- LLA009: Selected Reading: Lean in Practice
- LLA010: Standardization and Standardized Work
- LLA011: Standardized Work Tools
- LLA012: Standardized Work Post-Assessment
- LLA013: Selected Reading: “The Checklist”
- LLA014: Waste Pre-Assessment
- LLA015: Waste Definitions
- LLA016: Waste Examples
- LLA017: Waste Identification Exercise
- LLA018: Process and Value Stream Mapping
- LLA019: Current State Maps
- LLA020: Future State Maps
- LLA021: Supporting the Value Adder
- LLA022: Kaizen Introduction
- LLA023: How Kaizen Works
- LLA024: Kaizen Review and Post-Assessment
- LLA025: Selected Reading: “How Toyota Turns Workers Into Problem Solvers”

These CBT courses will be reviewed and the key points emphasized in the Waste Walk Workshop and Problem Solving and Kaizen Debrief Workshop:
- Job Aid 1: Waste Walk Preview
- Job Aid 2: Problem Solving Application
- WKSP 2: Waste Walk Workshop
- WKSP 3: Problem Solving and Kaizen Debrief Workshop

Module Objectives
After completing the courses and workshops in this module, the participants will be able to:
- Identify the seven “+1” forms of waste and implement efforts to reduce waste in the work environment.
- Document a process flow in a value stream map.

Workshop Descriptions
Two workshops are included in the Module 2 curriculum.

After a large group discussion of the waste types, the Waste Walk Workshop will provide participants an opportunity to visit work areas to see how waste is evident when the focus becomes the relentless pursuit and elimination of waste.

The Problem Solving and Kaizen Debrief Workshop will highlight and review key learning points of the Module 2 CBT courses. Participants will have the opportunity to share their lessons learned and discuss answers to questions that may have surfaced during the didactic learning experiences.

Module Project
In addition to the didactic experiences, participants will explore, define, and then implement a continuous improvement project to reduce waste, analyze root causes of a problem, and implement countermeasures to solve a problem in the work environment.
Module 3: Core Leadership Skills

Module Purpose
Leadership is critical in creating a Lean culture. In Module 3: Core Leadership Skills, participants will review some of the key leadership skills needed in a Lean environment.

Recommended Audience
The training is designed for new LLA participants with limited or beginner-level exposure to Lean concepts and leadership experience.

Prerequisites
Students should have completed the CBT courses in Module 1: Overview and Module 2: Lean Core Skills Information.

Module Courses
The following CBT courses compose the didactic elements of this module:

- LLA034: Core Leadership Skills Introduction
- LLA035: Leadership Behaviors
- LLA036: Goals and Goal Setting
- LLA037: Meeting Facilitation
- LLA038: Conflict Management
- LLA039: Managing for Commitment
- LLA040: Communication Skills for Workplace
- LLA041: Communication Skills for Leaders
- LLA042: Selected Reading: Essential Elements of Communication
- LLA043: A Just Culture

These CBT courses will be reviewed and the key points emphasized in the Leadership skills workshop. Participants will also receive additional guidance on their Lean Projects:

- WKSP 4: Project Mentoring/Leadership Skills Review

Module Objectives
After completing the courses and workshop in this module, the participants will be able to:

- Demonstrate key Lean leadership behaviors.
- Set appropriate improvement goals.
- Use key communication methods to share progress on improvement projects.

Workshop Description
The purpose of the Project Mentoring/Leadership Skills Review workshop is to assist participants in completing their Lean Projects and to discuss lessons learned and questions that may have surfaced during the didactic learning experiences.

Module 4: Lean Applications

Module Purpose
This module provides participants additional tools and methodologies in Supply Chain (SC) Management and/or Operations Leadership (OL). Participants will extend their Lean toolset to apply key Lean elements to complete a Lean application improvement project.

Recommended Audience
The training is designed for new LLA participants with limited or beginner-level exposure to Lean concepts.

Prerequisites
Students should have completed the following LLA modules:

- Module 1: Overview
- Module 2: Lean Core Skills Information
- Module 3: Core Leadership Skills

Participants will require an opportunity to work in an area to implement a Lean application improvement project.

Module Courses
The following CBT courses compose the didactic elements of this module:

- LLA044: Visual Management (SC)
- LLA045: Lean Measurables (OL)
- LLA046: 1 Piece Flow (SC)
- LLA047: TPM (OL)
- LLA048: Supply Chain Simulation (SC)
- LLA049: Work Team (OL)
- LLA050: Material Conveyance (SC)
- LLA051: Quick Changeover (OL)
- LLA052: Inventory Management (SC)
- LLA053: Productivity Modeling/Yamazumi (OL)
- LLA054: Demand Instruction (SC)
- LLA055: Kamishibai (OL)
- LLA056: Kanban (SC)
- LLA057: Leader Daily Management (OL)
- LLA058: Heijunka (SC)
- LLA059: Management Centers (OL)
- LLA060: External Logistics (SC)
- LLA061: Lean Layout Design (OL)
- LLA062: Andon (SC/OL)
- LLA063: Built in Quality (SC/OL)
- LLA064: Error Proofing (SC/OL)
- LLA065: Standard Inspection (SC/OL)
Module Courses (continued)
Two workshops in this module serve as an introduction and conclusion to the application concepts, and the third is an opportunity to present and highlight the changes being made in the work environment:

• WKSP 5: Lean Application – Introduction to Supply Chain/Operations Leadership
• WKSP 6: Supply Chain/Operations Leadership Module Summary
• WKSP 8: Application Project Presentations

Module Objectives
After completing the courses and workshops in this module, the participants will be able to:

• Interpret the results communicated by visual controls.
• Improve the work area by incorporating Lean application techniques and methodologies.

Workshop Descriptions
The WKSP 5: Lean Application – Introduction to Supply Chain/Operations Leadership workshop introduces the concepts that are presented in the module’s CBT courses, setting the framework and scope for the material to be covered.

The WKSP 6: Supply Chain/Operations Leadership Module Summary workshop provides an opportunity to discuss lessons learned and any content-based questions.

Participants will present the results of their application projects during the WKSP 8: Application Project Presentations workshop.

Module Project
In addition to the didactic experiences, participants will explore, define, and then implement a Lean application improvement project in either Supply Chain Management or Operations Leadership.

Lean Learning Academy eLearning

Module 5: Systemic Change

Module Purpose
This module introduces and explores the key Lean concepts of waste, standardization, Value Stream Mapping, Kaizen, and problem solving. Participants will continue introducing Lean concepts into their work environment by applying these Lean elements to complete an improvement project.

Recommended Audience
The training is designed for LLA participants who have completed Lean and continuous improvement implementations under the guidance of mentors and coaches.

Prerequisites
Students should have completed the following LLA modules:

• Module 1: Overview
• Module 2: Lean Core Skills Information
• Module 3: Core Leadership Skills
• Module 4: Lean Applications

Participants will require an opportunity to work in an area to implement a Lean application improvement project.

Module Courses
The following CBT courses compose the didactic elements of this module:

• LLA066: Strategic Planning
• LLA067: Hoshin Kanri
• LLA068: Selected Reading: ARTICLE TBD
• LLA069: 5 Phase Implementation
• LLA070: Project Planning and Management
• LLA071: Lean Systems Thinking and Leadership Part I
• LLA072: Lean Systems Thinking and Leadership Part II
• LLA073: Kaizen Level II
• LLA074: Enterprise Assessment
• LLA075: Deep Dive Assessments
• LLA076: Blue Sky Vision
• LLA077: Managing Audit Systems
Module Courses (continued)
Two workshops in this module serve as an introduction and conclusion to the Systemic Change concepts, and the third will present the results of the participants’ change projects:

- WKSP 7: Systemic Change Introduction
- WKSP 9: Systemic Change Summary
- WKSP 10: Change Project Presentations

Module Objectives
After completing the courses and workshops in this module, the participants will be able to:

- Support leadership roles in creating a Lean culture.
- Adapt organization improvement goals for an individual unit.
- Manage a continuous improvement project.

Workshop Descriptions
The WKSP 7: Systemic Change Introduction workshop introduces the concepts that are presented in the module’s CBT courses, setting the framework and scope for the material to be covered.

The WKSP 9: Systemic Change Summary workshop provides participants an opportunity to discuss lessons learned and questions that may have surfaced during the didactic learning experiences.

Participants will present the results of their change projects during the WKSP 10: Change Project Presentations workshop.

Module Project
In addition to the didactic experiences, participants will define, implement, and manage a Lean change improvement project.

Board Certification
Purpose
This Board Certification will provide participants an opportunity to demonstrate their knowledge, skills, and abilities. The certification process illustrates participants’ competency and mastery of the Lean concepts, skills, tools, and methodologies.

Recommended Audience
Certification is designed for LLA participants who have completed Lean and continuous improvement implementations under the guidance of mentors and coaches.

Prerequisites
Students should have completed the following LLA modules:

- Module 1: Overview
- Module 2: Lean Core Skills Information
- Module 3: Core Leadership Skills
- Module 4: Lean Applications
- Module 5: Systemic Change

Participants will need manager approval to prepare for and participate in the Certification Board.
GP Strategies at a Glance

Founded in 1966, GP Strategies is a global performance improvement solutions provider of sales and technical training, elearning solutions, management consulting and engineering services. GP Strategies’ solutions improve the effectiveness of organizations by delivering innovative and superior training, consulting and business improvement services, customized to meet the specific needs of its clients.

Customers include Fortune 500 companies, manufacturing, process and energy industries, and other commercial and government organizations. GP Strategies is headquartered in Columbia, Maryland, USA. Additional information may be found at gpstrategies.com.

GP Strategies Vision and Mission

We have a vision to equip and enable people and businesses to perform at their highest potential. Our mission is to make a meaningful impact by providing the expertise and solutions needed to solve business challenges and attain ultimate performance results.