

Lean4x4

CONTINUOUS
IMPROVEMENT
PROGRAM

LEAN THINKING for the Manufacturing Industry (1 Day Introduction Level)

SESSION OUTLINE

1 INTRODUCTION

- Introduction to Lean, TPM & TOC
- The need to change

2 TRADITIONAL PROCESS

- Workplace Simulation – run 1
- Introduction to Lean Best Practices
 - Waste Reduction
 - Leading & Managing Change
 - Teamwork
 - 5S
 - Visual Measures
 - Set-up time reduction
 - Pull systems
 - Quality at source

3 GAINING CONTROL

- Workplace Simulation – run 2
- Introduction to further Lean Best Practices
 - Focusing on exploiting the constraint
 - Standard Work
 - Effective & Autonomous Maintenance
 - Problem Solving

4 CONTINUING THE GAINS

- Workplace Simulation – run 3
- Summary & Conclusions

WHAT IS LEAN?

Lean describes a system of Continuous Improvement which focuses on eliminating all forms of waste through the implementation of appropriate tools, techniques and Best Practices.

Specifically, Lean analyses and improves the flow of products, services and information through value added activities, resulting in improved process effectiveness, staff engagement and therefore customer satisfaction.

Implementing Lean tools and techniques will enable your business processes to be flexible and efficient.

The objective is to satisfy customer demand for quality products and services at the right time and at a competitive price.

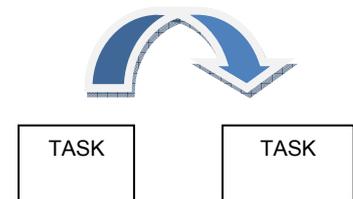
This includes managing total costs and providing an acceptable ROI to stakeholders.

ORIGINS OF LEAN.

Lean tools and techniques have primarily evolved through the manufacturing sector, however in today's competitive market all business sectors are obliged to continuously improve if they are to survive.

No business today is immune to this increasing level of competition and recent evidence confirms that implementing Lean can dramatically improve business performance.

The reason why Lean can improve any type of business becomes clear when we realise that all work is in fact a system made up of tasks / processes and interactions between these tasks / processes.



- We can improve or eliminate the task and / or
- We can improve the flow between the tasks

Lean sets out to achieve continuous improvement through effective Leadership, management and engagement of all stakeholders in the change process.

WHO SHOULD ATTEND?

This workshop provides a basic overview of what Lean is and what it can achieve. People that will be affected by the change process from both management and operations will gain significant benefits from attending this workshop.

A team of experts with many years practical experience in a variety of industries will facilitate the learning process.

To maximise learning's the training includes: -

- Brief presentations & opportunity for discussions, and
- A practical workplace simulation

What are benefits of Lean?

- Increased throughput
- Reduced operating expenses
- Reduced inventories
- Better morale
- Improved quality
- Reduced errors & rework
- Reduced lead-times & greater supply chain responsiveness
- Improved participation & communication
- Improved fulfillment of your order winning criteria
 - Cost
 - Quality
 - Speed
 - Flexibility
 - Information

Lean Process Losses

- Resource breakdowns
- Resource change overs
- Resource minor stops
- Resource running slow
- Resources lost time during start up or shut down
- Resource causing errors

Lean Process Wastes

- Overproduction
- Waiting
- Unnecessary handling
- Unnecessary processing
- Unnecessary motion
- Unnecessary work-in-progress
- Rework of errors
- Lost human creativity

WHAT ARE THE LEAN BEST PRACTICES?

Leading & Managing Change

Rather than just hoping you're armed to handle change we make sure of it with concepts and tools from the world's leading change experts. This includes Kotter's eight steps for successful change.

Teamwork

Teamwork centres on the empowerment and involvement of frontline workers on a common set of targets to drive Continuous Improvement.

5S

5S is a system for workplace organisation contributing to becoming a highly organised and efficient operation. The world's best companies suggest that if you cannot excel at 5S you cannot expect to excel at anything in business.

Visual Measures

Learn the importance of Visual Measures in driving changes in behaviour and the benefits of displaying Visual Measures to your workforce.

Problem Solving

Is about making Continuous Improvements in the workplace by focusing on eliminating major losses and wastes through structured, simple problem solving.

Effective Maintenance

Effective Maintenance addresses systems and activities needed to ensure maximum equipment availability and performance at an optimum cost.

Autonomous Maintenance

Autonomous Maintenance focuses on operator level equipment care. Statistics suggest that between 60% and 70% of all equipment breakdowns could be avoided by the operators taking appropriate care of the equipment they operate.

Set-up Time Reduction

Understand the need for and the techniques to help reduce set-up times in terms of your organisation's quest for flexibility, competitiveness and profitability.

Process Flow

Lean organisations deploy Pull Systems to control the flow of products or services from one process to another. Upstream processes will only transfer work when the downstream process requires it. Also learn about the "Theory of Constraints" and how to detect your constraints and increase your throughput potential.

Standard Work

Standard Work is the process of developing the best way currently known to do a task and then ensuring everyone is capable and consistently applies this best method.

Standard Work is the key to controlling and removing process variability.

Waste Reduction

Learn how to identify the various different categories of Lean process losses and wastes and how to apply appropriate Best Practices to reduce or eliminate them.

Waste is anything that uses resources but does not add real value as determined by the customer.

How Mature Is Your Company?

The workshop helps you focus on Lean Best Practices that drive your performance and provides a system to track your "Practices Maturity".

Stage 1

No Best Practices used and the company revolves around crisis management and ad hoc responses.

Stage 2

Clearer understanding of company direction, imparted effectively by management.

Stage 3

There is an ownership of Practices at operational, middle management and senior management levels.

Stage 4

Practices are constantly being honed and refined. Management is consultative and the company is utilising technologies to improve performance throughout the supply chain.

Stage 5

Best Practices are a 'way of life'. Management has adopted a mentoring style within the company and its supply chain business partners

Integration of Practices and the value of the course

Understanding each Practice and selecting those which are important for your organisation's success is important.

However, what is more important is gaining an understanding of how the Practices integrate together to cause synergy and an effective overall system.

The demonstration and understanding of this is the primary purpose and objective of the Lean Simulation.

For so many attendees, the "light" comes on during the latter parts of the session, about the enormous opportunity which exists within their own organisation for both customer care improvement and / or personal job satisfaction.

The Lean Simulation illustrates a manufacturing process. However, Lean concepts are applicable in any business where there are processes or tasks which have dependencies on each other in meeting a customer need.

TESTIMONIALS

"The simulation itself truly enables people to start understanding how an integrated approach is necessary to enable sustainability of WCM efforts - something I have found difficult to do otherwise, despite having extensive experience in the field. It is an ideal way to expedite the process of experiential learning".

Iain Clarke

Director: World Class Operations
Coors Brewing Company, Golden Colorado, USA.

"Without doubt the best continuous improvement course I have attended thus far. The material presented and the activities conducted were practical, relevant and comprehensive. Importantly, the various continuous improvement approaches explained and demonstrated were integrated in a way that made tremendous sense. This was a very rich learning experience reinforced by the presenters living out the 'lean way' in their running of the 3 days. 10/10".

Peter Robertson

Vice President, Operations Planning
Bluescope Steel, Port Kembla, Australia

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