

# Lean4x4

CONTINUOUS  
IMPROVEMENT  
PROGRAM

# LEAN THINKING for the Manufacturing Industry (3 Day Advanced Level)

## SESSION OUTLINE

### DAY 1

- Introduction to Lean, TPM & TOC
- Workplace Simulation – run 1
- Leading & Managing Change
- Opportunity Identification
  - Loss & Waste Categories
  - Loss & Waste Analysis
  - Value Stream Mapping
- Teamwork

### DAY 2 – Gaining Control

- 5S – Workplace Organisation
- Process & Material Flow - 1
- Work Load Balancing
- Set-up Time Reduction
- Workplace Simulation – run 2
- Visual Measures

### DAY 3 – Getting Results

- Problem Solving
  - PDCA, DMAIC, Fishbone, 5 Why's
- Error Proofing
- Process & Material Flow - 2
- Standard Work
- Workplace Simulation – run 3
- Implementation Plan

## TAKEAWAYS

- Your Company's Best Practice Assessment & Implementation Actions

## 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.

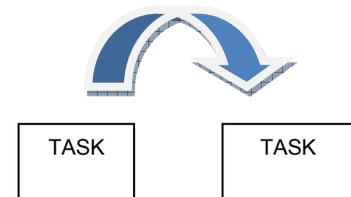
This includes managing total costs and providing an acceptable ROI to stakeholders.

## 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?

Leaders and implementers of change 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: -

- Presentations,
- Interactive discussions,
- Self Assessments,
- A workplace simulation &
- Many other practical exercises

## 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.

### Total Productive Maintenance

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

### 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.

### Value Stream Mapping

VSM clarifies complex systems, allows identification of problem areas, and provides a tool for effective planning and implementation of solutions.

Value Stream Maps are live documents which should be refined and updated as the system changes.

### 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.

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## 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.

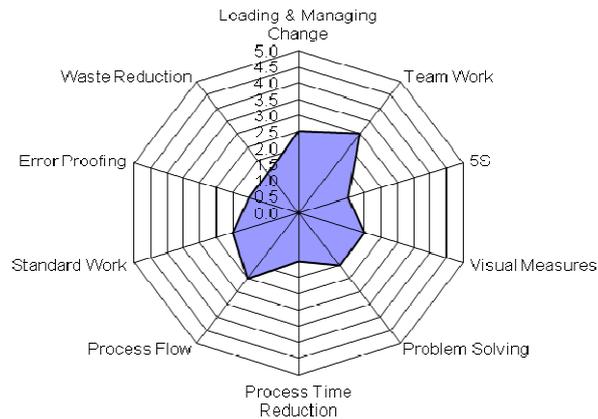
### Stage 4

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

## Lean Best Practice Maturity



## 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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