



# Lean Plus

## Training and Certification

# Lean Plus Training and Certification

For organizations to be successful change must be both intentional and continuous. Lean is a systematic approach to identifying and eliminating waste or non-value activities in a process through continuous improvement with the goal of creating maximum value. Lean Plus certification is about building those skills in critical thinking and problem solving that are proven catalysts for creating strategic organizations. The Lean tools build capacity in designing/leading effective change initiatives, promote creativity (ideas that are novel and useful) and spur innovation. Ultimately, they build mastery in the area of process thinking. This leads to a comprehensive organizational change approach and a continuous improvement mindset.

This highly participative program is for people that have responsibilities for developing teams, managing people and processes and have accountability for results. Lean introduces these key individuals to the concepts and tools that will help make them successful now and in the future, as change and process improvement take hold. The key ingredients of the competencies required to create a culture of improvement leading to world class results will be explored.

## PROGRAM OUTCOMES

- > Increased ability to recognize improvement opportunities
- > Provision of practical tools for implementing change and process/service improvement
- > An ability to identify high value services and increased organizational capacity
- > An ability to change organizational culture and increase employee engagement
- > Elimination of waste in areas that add no/little value to services and products
- > Opportunity for increased employee engagement
- > Meaningful conversations with employees about leveraging Lean
- > Tools for transitioning to high value business practices
- > Support for employees with the resources to apply Lean principles and tools
- > Initiation of Lean assessments to improve internal operations
- > Strategies for increased customer focus
- > Strategies for increased productivity and efficiencies
- > Tools for sustainable business practices
- > Annual Green Belt projects that have the potential to have a high ROI

Fleming College offers two levels of certification: White Belt Certification is a standalone module that will provide a solid understanding of the Lean process. It is a prerequisite if you choose to further your studies and get your Green Belt Certification.

## White Belt Certification

Upon completion of a White Belt certification program, participants will be able to understand basic Lean principles and the application of introductory tools for identifying and eliminating waste, recognize the links between Lean tools and an effective culture for sustainability, and understand the way Lean principles can be implemented in organizations.

**Format:** 2 days of in-class instruction

## TOPICS

- > **Introduction to Lean** – History and principles.
- > **Customer** – Identify your customer and understand their role in the continuous improvement cycle.
- > **Value Streams & Waste** – Definition and examples in organizations.
- > **Simulations** – Participation in a simulation, in which participants identify, quantify and describe waste forms, then suggest and implement improvements.
- > **Lean Concepts** – An introduction to key Lean concepts including 5S, Flow, and Pull systems.
- > **Tools** – A high level introduction to Lean tools to describe the current state and quantify waste.
- > **Theory of Constraints** – Overview of the theory of constraints and how addressing them relates to continuous improvement.
- > **Observation/Standard Work** – The value and process of adding observation to managerial activities and standardization of work processes.
- > **Kaizen** – A basic introduction to this powerful tool for continuous improvement of internal and external processes.

## Green Belt Certification

Green Belts have two primary tasks: first, to help deploy lean tools and processes and second, to lead small-scale improvement projects within their respective areas. Upon completion of the Green Belt Certification program, participants will be able to execute continuous improvement projects as part of their overall jobs. Instruction is application focused and requires all participants to successfully complete a project and present on the results. Certification will be awarded when the participants have demonstrated the level of mastery expected at a Green Belt level. Extensive coaching will be provided as part of ongoing project support.

### TOPICS

- > **White Belt Review of Lean Principles**
- > **5S** – Introduction and application of organizing the work space for efficiency and effectiveness in addressing how to store, streamline and maintain items in the work space in a standardized way.
- > **Kanban/Pull** – Introduction to the control tools that improve and maintain the logistical chain of high-level production and customer-based replenishment.
- > **Theory of Constraints** – Tutorial on the application of constraint management, the concept of identifying constraints within the system and exploiting them to maximize the organization's goals.
- > **DMAIC-Define, Measure, Analyze, Improve, Control** – Data-driven cyclical roadmap to improve and optimize business processes and designs.
- > **Tools** – Theory and application of key Lean tools including data collection, root cause analysis and solution implementation.
- > **Failure Mode and Effects Analysis (FMEA)** – Systematic risk management technique that analyzes failure and determines corrective and preventative measures.
- > **Accelerated Change Management** – Insight into proactive management of change, including an assessment of typical responses to change and approaches to making positive, lasting change in every environment.
- > **Kaizen** – An in-depth look at how to run a standard Kaizen, including topics, timing and team selection. The tool involves every member in the organization.
- > **Value Stream Mapping (VSM)** – Highly effective tool that creates a visual map of the current state and desired future state for either a product or a service chain of activities. This groundwork will define strategies and priorities required to eliminate non-value adding steps and achieve a Lean workflow.
- > **Performance Management and KPI** – In-depth look at measuring performance and plant or business sustainability.

### Innovation Accelerator Workshop

Ramp up the success of your Lean projects. This intensive one-day workshop trains you to use creative problem-solving tools, skills and behaviors to meet the challenge of embedding Lean methodologies and high-value continuous improvement approaches. You will increase your creative capacity to solve complex problems and learn fresh approaches to break old habits and traditional processes. This one-day workshop will show how to:

- Use new tools in each stage of the creative process to address challenges in a new way
- Practice on a personally relevant complex problem or opportunity
- Increase both critical and creative thinking skills
- Develop the capacity to generate novel and useful ideas
- Deepen the capacity to be a creative leader

### Green Belt Format

- 1 full day face-to-face (F2F) (7 hours) – Innovation Accelerator Workshop
- 1 full day F2F Green Belt (7 hours) followed by 2-week break
- Web-enhanced facilitation, 4 hours per week (8 hours over 2-week break)
- 1 full day F2F Green Belt (7 hours) followed by 2-week break
- Web-enhanced facilitation, 4 hours per week (8 hours over 2-week break)
- 1 full day F2F Green Belt (7 hours) followed by 6-week break
- Web-enhanced facilitation, 4 hours per week (4 hours over 6-week break)
- 1 full day F2F (7 hours) – report out on projects

# Fleming College

## Contract Training

Fleming College Contract Training also offers:

- Manufacturing Operations Certificate
- PEAK Leadership Training

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“Our team was rejuvenated after our Lean Six Sigma training provided at Fleming College! The course provided us with the framework and valuable tools needed to review our processes and procedures from a change management mindset. In days of such fiscal prudence it is imperative that public sector organizations ensure efficiency and effectiveness of their operations. Fleming College professionally guided and supported our team through the Lean Six Sigma program and we have taken the tools learned and continue to apply them.”

Sheridan Graham  
County of Peterborough  
Director, Corporate Projects & Services

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