

Lean Transformation and ISO18404 Certification

Lean Success with Services Ltd for both Private & Public Sector Organisations

"I've been involved in IT and improvement in one way or another for over 20 years, and during that time I've attended training at Microsoft, IBM, BSI and Lloyds Register, and whilst that training was in itself very good, the service Tony and his team provides is head and shoulders above. Tony and his team are hugely knowledgeable and experienced, and are able to convey that experience of real world examples throughout their training. I've not enjoyed a learning experience so much in a very long time. Tony and his team are excellent - knowledgeable and personable, the facilities are excellent, and the training strikes a perfect blend of theory and practice. I wouldn't hesitate to recommend the services provided by Tony and his team to anyone, and indeed already have! I've been extremely impressed, and will look to my own organisation with a view to further using Tony and his team. Excellent!" Graham Yates; AVIVA

"A public service background that includes the Audit Commission led me to investigate a range of potential providers of Lean implementation training. Services Ltd were selected as a training partner for their innovative and comprehensive approach to training and skill development via their Master Lean Belt Programme. As the training programme progressed, the implementation benefits began to crystallise. The forward potential for increased organisational efficiency is considerable." Sean Quiggin, Director - Interventions, Thames Valley Probation Service

To survive in today's challenging times, we must all be more frugal with resources, less wasteful and more careful. Waste in organisations takes many forms - wasted resources, unnecessary processing or work, unnecessary movement, excessive stock holding. Overall, most organisations waste more time and to some extent money than they effectively utilise.

So, what can we do? To survive we will need to change and we will need help. Services Ltd is led by Prof Tony Bendell, an international expert in the field of Lean Operations. Formerly Director of the Centre of Quality Excellence at the University of Leicester Prof Bendell has more than 30 years' experience of service quality and performance improvement in 5 continents. Together with his team at Services Ltd., Tony has developed a series of purpose-designed programmes focusing on the effective practical methodology for waste identification and removal in organisations of all types. **The key programmes are the Master Lean Belt/Lean Practitioner, Lean Leader and Lean Expert programmes which are designed to meet the certification requirements in ISO18404:2015.** These, through taught material and project work, develop experienced practitioners and champions of Lean operations.

What is Lean, and Why Lean?

The principles of Lean thinking were developed in manufacturing applications in Toyota after World War II. The methods were subsequently found to be universally applicable and were



rapidly adopted by other Japanese and Western manufacturing and service companies and, more recently, the public sector. The essence of Lean thinking is focusing on the Value Stream, eliminating all activity, processing and cost that adds no value to the product or service delivered to the customer. Lean thinking also incorporates the five key principles of: value recognition, the identification of waste, the achievement of single process flow, pacing by pull signal based on customer demand and the continuous pursuit of perfection to embed gains achieved

The widespread retention of historical practices, often associated with traditional thinking, mean that there are many opportunities to eliminate chronic waste in our operational and business processes. There is a need to develop an objective systematic approach to waste identification and removal in order to simplify business processes and reduce business risk.

Design, Development and Delivery of In-House Lean Programmes

The strength of an in-house programme is its ability to focus directly on the needs, culture and learning style of the host company. Services Ltd.'s understanding of this ensures that all our Lean consultants and trainers have years of experience in successfully working with Senior Managers to design, develop and implement customised, company-focused programmes across a range of industries and in both the private and public sectors.

Development of in-house Lean programmes typically begins with Senior Management, as their understanding of the concepts and requirements of Lean and the specific relevance this has to their individual roles are crucial if Lean is to be implemented successfully. Services Ltd. therefore acknowledges the need to customise this introduction in order to meet the specific organisation, and site, history and circumstances and the nature of the Lean programme being introduced. For this reason, Services Ltd. has developed a flexible tailored approach to developing Management Awareness training incorporating an initial site visit to scope the requirement, followed by a two or three-day senior management awareness session run on or off-site.

Services Ltd.'s preference is to commence the introduction of Lean in an organisation through the undertaking of a strategic stocktake on-site to evaluate whether the current circumstances are right for implementation, necessary pre-requisites, potential benefits, likely barriers and their solutions. Typically, as well as ascertaining current waste levels, this stocktake will incorporate an initiatives, skills, attitudes, processes, performance, structures and strategy review. **The stocktake can also incorporate a gap analysis against the certification requirements for a Lean organisation in ISO18404:2015.** We also undertake specific gap analyses for more mature Lean practitioner organisations interested in potential certification under ISO18404.

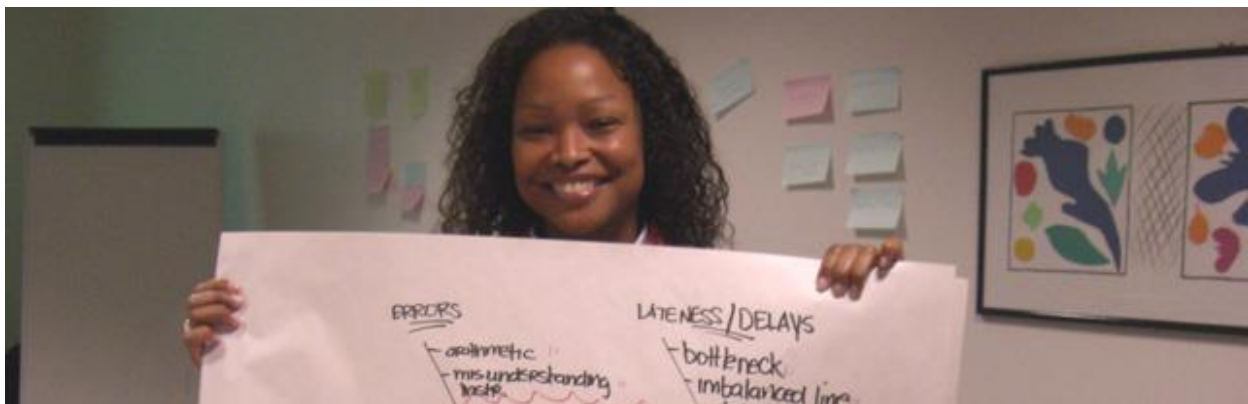
Lean Audit and Consultancy

What is the potential for waste reduction and Lean Transformation in your organisation? What needs to be done to properly identify, measure and capture waste? What is the scale of the potential saving, what will transformation require in terms of resource, money and time? What skills training and behaviours will be required, who should be developed and how should the transformation be structured and managed? What barriers and risks are involved and how should these be managed?



Services Ltd. offers a Lean Audit Service to help organisations define, scope and plan the potential for Lean Transformation and the activities required. As with the stocktake, typically, this also includes a **gap analysis against the organisational certification requirements under the new international auditable standard ISO18404**. The Audit is available on a packaged basis against a mutually agreed scope. Alternatively, we offer a full consultancy service to support your Lean Transformation process. This covers everything from developing deployment strategy to very specific identification of waste and waste removal in process areas.

Professor Bendell and colleagues will be happy to discuss in more detail our in-house support services. Contact Tony on +44 (0)1636 815572.



Lean Training

"It is not an overstatement to say that the course absolutely fundamentally changed my whole outlook on life and now that my eyes have been opened, I could never go back to the "Dark Side" Jeremy Heaven, Process Manager, Orange PCS Ltd.

How much waste is there in your organisation? What can be saved and how?

All organisations have waste. Some is unavoidable, much is not. These purpose-designed programmes focus on the effective practical methodology for waste identification and removal in organisations of all types in the manufacturing, service and public sectors.

The key programmes are the Master Lean Belt/Lean Practitioner, Lean Leader and Lean Expert programmes which, through taught material and project work, develop experienced practitioners and champions of Lean operations. We have developed these courses to **meet the competency requirements for certification of Lean Practitioners, Lean Leaders and Lean Experts under the new international certification standard ISO18404:2015.**



These programmes have received EXCELLENT feedback from delegates coming from a diverse range of industry backgrounds. Please call us for further information on 0115 9669460 and/or click on links below for course descriptions; venues and costs.

8-day Lean Practitioner Course based on meeting the certification requirements in ISO18404

"A road to Damascus Journey." "Enabled us to quickly take on board the Lean approach and apply appropriate methodologies for immediate benefit." "Innovative and comprehensive approach to training and skill development." "The subjects and lectures were very professional, interesting and informative."

Introduction

Across the private and public sectors, organisations are trying to make efficiency savings whilst improving services and products for customers. 'Lean' is one of the most popular approaches, but organisations are struggling to implement the approach effectively. To help overcome this difficult challenge Services Ltd, the specialist public and private sector Lean trainers and consultants, run the 8-day Master Lean Belt training programmes led by Prof. Tony Bendell.

At the end of the course, certified delegates will have the knowledge, experience, tools and techniques to not only champion Lean implementation, act as an agent of change and plan and deploy Lean Transformation Strategy within the organisation, but also to run successful waste reduction projects themselves. The course has been developed to assist managers in their understanding of the key concepts of Lean and the pursuit of a Lean organisation, facilitating them to manage, support and lead Lean Transformation. As well as this, the programme provides all the skills and support necessary to run their first individual Lean improvement project in their organisation under our supervision. This is the basis for eventual certification as a 'Master Lean Belt'.

Our public certificated Master Lean Belt programmes are project-based incorporating a delegate project to be undertaken between the training blocks. Projects are selected by the delegate and their management in agreement with the course tutors prior to commencing the programme. Typical Master Lean Belt project areas concern implementation of waste reduction and simplification in specific priority process areas.

Course Content

Module One

Day One

- Introduction to the Course
- Process & stakeholder management
- Lean principles & implementation
- ISO18404 and individual and organisational certification



- 5 Lean Principles, the 7 Wastes and Value Stream Mapping
- Workplace organisation, optimisation & '5S'
- Process Flow & Process risk

Day Two

- Claims authorisation process exercise
- Analysis of data
- Managing the Lean Change Process
- Performance measurement & management
- Lean Project Planning & Management
- Delegate Project Outlines, Reviews, Risks & Preparation for Module 2

Day Three/Four*

- Process Simulation Exercise

Day Four/Three*

- Customer Requirements
- Identification of Bottle Necks and Prohibitors to Process Flow
- Bottleneck management
- Creativity techniques
- Delegate Project Outlines, Reviews & Preparation for Module 2

Module 2

Day Five

- Project reviews
- Visual management
- Poka Yoke
- Understanding & dealing with resistance to Lean transformation
- Motivation for Lean change
- Introduction to Theory of Constraints

Day Six

- Burning in the Gains
- Tools and Techniques to sustain the improvements
- Learning & change
- Managing Lean projects & teams
- Leadership and Role Model Behaviours for Master Lean Belts

Day Seven



- Relationships to Six Sigma & Quality Management Systems Models
- Root cause analysis
- Maintaining ongoing process integrity
- Project Review

Day Eight

- The Process Design/Specification Process

Course fees per delegate

one delegate: £1,850 + VAT

two delegates: £1,725 + VAT

three or more delegates: £1,600 + VAT

8-day Lean Leader course based on meeting the certification requirements in ISO18404*

Under the new international standard, ISO18404:2015, Lean Leaders are more skilled and experienced than Lean Practitioners, and are broadly equivalent to Six Sigma Black Belts.

Our course has been purpose built to enable delegates to build the competency requirements for certification as Lean Leaders under ISO18404. This 8-day course can either be taken together with the 8-day Lean Practitioner programme above, to enable delegates to be directly prepared for Lean Leader status under ISO18404, or can be taken as a top up course to enable those currently meeting Lean Practitioner standards to progress to Lean Leader.

The course focuses on the additional requirements for Lean Leaders compared to Lean Practitioners within ISO18404:2015. These are primarily of three types. Firstly, there are five additional competences not required at Lean Practitioner level, but required to be demonstrated by Lean Leaders. These cover managing productive time, workload planning, self-review and self-development, Lean techniques such as VSM, and presentation and reporting skills. Whilst some of this has already been well covered in our Lean Practitioner course, additional development is required at Lean Leader level.

The second main type of additional requirements is the additional management and training competences that Lean Leaders need to have over and above those of Lean Practitioners, for whom the emphasis is mainly on personal application.

The third type of additional requirements is that the Lean Leader's role definition also requires them to drive improvements in the organization and coach Lean practitioners on process improvement methods and activities.



Accordingly, this course commences with an assessment of delegates competences and the evidence as required under ISO18404, and then works to use a combination of coaching and training inputs to prepare delegates for Lean Leader certification under ISO18404.

Course fees per delegate

one delegate: £1,850 + VAT

two delegates: £1,725 + VAT

three or more delegates: £1,600 + VAT

6-day Lean Expert course based on meeting the certification requirements in ISO18404*

The new ISO18404 standard defines Lean Experts as the pinnacle of Lean enterprise personnel, above Lean Practitioners and Lean Leaders, and broadly equivalent to Six Sigma Master Black Belts.

This Lean Expert Development Programme has been designed to enable delegates to meet the certification requirements as Lean Experts under ISO18404, and consists of an initial workshop and assessment centre; candidate's application, skill and portfolio development within their own organisation; tutor assessment and coaching visits and observation; and an end of programme workshop, assessment and development seminar.

Delegates are assessed throughout the programme and candidates who complete satisfactory portfolios and pass the in-programme assessments will be certificated as Lean Experts by Professor Bendell and be prepared for independent assessment by the Royal Statistical Society, and if successful certification, as Lean Experts under ISO18404:2015.

To be eligible to join this programme, you **must** already be highly competent and experienced in Lean, with a recognised qualification and successful Lean implementation experience. Normally, we expect Lean Leader level qualification for entry, but candidates who do not meet this qualification requirement but who have a sufficient depth of technical knowledge and experience may be exceptionally admitted onto this programme at the discretion of Professor Tony Bendell and his colleagues.

The Lean Expert Development Programme consists of three stages. The **Initial Seminar/Workshop and Assessment Centre** lasting three days, introduces the programme, methods of learning and assessment, as well as defining the knowledge base and competency requirements for Lean Experts in ISO18404, and introducing some of the more advanced technical content, software use and role requirements. During this, the candidate's precise current knowledge and competencies are assessed and a **personal development plan** is constructed and agreed. The **second stage** involves the Lean Expert candidate working through the development plan and constructing a **portfolio of evidence** to support the agreed knowledge, skill and competence development requirements. During this stage, a Services Ltd. tutor normally will make **two assessment and coaching visits** to the delegate at his or her place of work to observe, assess and coach the Lean Expert candidate and, if necessary, to provide advice to local management.



Typically, this stage lasts two months, but exceptionally can be extended for up to a year. The final stage of the programme consists of a four-day **End of Programme Workshop, Assessment and Development Seminar**. This includes delegate presentations, an evaluation and sharing of delegate's individual and collective learning, the final assessment to verify candidate's knowledge and competence, and an additional input on practice, role and further learning.

Course fees per delegate (travel costs to delegate's site are charged in addition):

one delegate: £1,950 + VAT

two delegates: £1,800 + VAT

three or more delegates: £1,650 + VAT

4-day Getting Started with Lean

"Excellent - a must for those thinking of implementing Lean in their organisation. Very useful and enjoyable, useful tools & techniques to take back to the office." "Really good - would definitely like more!"

The principles of Lean thinking were developed in manufacturing applications in Toyota after World War II. The methods were subsequently found to be universally applicable and were rapidly adopted by other Japanese and Western manufacturing and service companies and, more recently, the public sector. The essence of Lean thinking is focusing on the Value Stream, eliminating all activity, processing and cost that adds no value to the product or service delivered to the customer. Lean thinking also incorporates the five key principles of: value recognition, the identification of waste, the achievement of single process flow, pacing by pull signal based on customer demand and the continuous pursuit of perfection to embed gains achieved.

This four-day Lean Course has been developed to assist delegates in their understanding of the key concepts of Lean and the pursuit of a Lean organisation, facilitating them to manage, support and lead Lean Transformation.

Led by Professor Tony Bendell, the course centres on the Lean methodology and practise of improvement by focusing on the value stream and the elimination of waste. As well as Lean tools, the course discusses cultural and management issues in Lean change and provides the opportunity for the tutors to assist delegates in planning and deploying the approach in their specific areas. As part of the training package, delegates will also have access to an on-call advisory service from Services Ltd. following the training programme and, if they wish, delegates can complete further training modules to achieve 'Master Lean Belt'/Lean Practitioner status, and possibly apply for certification under ISO18404.

Is it right for me?

Suitable for individuals who are:

- in organisations considering applying the Lean Enterprise approach and possible ISO18404 organisational certification
- responsible to support/monitor the success of Lean improvement or business improvement projects of all types



- in organisations pursuing the approach, but who have no knowledge of the theory or practice

What will I learn?

By the end of the course you will be able to:

- Understand the nature and practical implementation of the Lean Enterprise approach and toolkit, and where ISO18404 fits in
- Appreciate corporate Lean Enterprise application, roles and responsibilities
- Know how to monitor and champion Lean improvement projects
- Undertake personally simple Lean improvement

What will it cover?

Why Lean?

- The Lean Enterprise Approach & Why do it?
- Application of ISO18404:2015
- Understanding advantages and constraints
- Understanding possible objections

Managing Lean Implementation

- Implementation needs
- Relationship to Quality Management and Six Sigma
- The requirements of Lean Projects
- Roles and responsibilities

The Lean Approach and Toolkit

- Value Mapping
- The 7 Common Wastes
- 5S's and Visual Management
- Process Measurement
- Process Design/Specification process and process risk assessment

The Manager Role in Supporting Change

- Managing expectations of the programme
- Convincing others
- Facilitating and supporting the change agents

Getting Underway

- Building positive relationships
- Clarifying knowledge gaps
- Planning the process

Course fee

one delegate: £795 + VAT

10% discount 2nd delegate 15% discount 3rd & subsequent delegates on same programme