

The Application of Lean

Overview

The course provides engineers, support chain personnel, project and business development staff and their respective managers with an overview of the application of LEAN techniques within a change programme. It also details the associated management and leadership considerations necessary to fulfill such an undertaking.

This course is presented as the third of a suite of LEAN courses that can be taken either individually or as part of a continuous three day package.

Target Audience

The course is designed for engineers, support chain personnel, project and business development staff and their managers who are in the process of undertaking a programme of change within their workplace. An overview of the application of LEAN techniques within the context of a change programme is developed and the course investigates the associated management and leadership considerations that are required during the implementation of any change programme.

A combination of advanced presentation techniques and informal delegate instructor interaction are used to facilitate this lecture and workshop based event.

Objectives and Utility

The course covers the introduction of management issues/considerations surrounding the application of Lean, within a work place and bring into discussions the concept of Continuous Improvement. The course will cover concepts such as policy deployment/program management, SMART metrics, Visual Management, Organisational cultural issues including Lewin, Kotters 8 stage process for leading change, change curves, and leadership behaviours etc. Analysis tools such as cultural webs and a force field analysis will be introduced but the course will predominantly be a delivery of concepts followed by discussion of practical implications. Pre Course reading will be required.

The Training Process

At each stage the relevant theory/concept is presented and discussed, this is then consolidated through a series of interactive discussions and practical exercises. This approach ensures that the delegate has a sound appreciation of the concepts and the issues associated with LEAN

Because the approach is logical and structured it aids recall and understanding and as the concepts are related to the theory, the delegates develop the ability to make a critical appraisal of the content and the requirements of LEAN.

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Course Programme

Day 01 - AM

920 - P Management Issues and Considerations

The module covers the introduction of Management Issues/considerations surrounding the application of Lean, within a work place and brings into discussion the concept of Continuous Improvement. It covers concepts such as Policy deployment/programme management, SMART metrics and Visual Management.

Day 01 - PM

921 - P Cultural Change

Organisational Cultural issues will be explored including – Lewin, change curves, sigmoid curve, leadership behaviors etc. Various tools will be introduced including cultural web and force field analysis. The module predominantly seeks to underpin the concepts of LEAN and CI followed by discussions on the implications of their introduction.

922 - P 'What Now?'

This module seeks to consolidate all of the information delivered and provide a route to the implementation of LEAN and CI. Pre course reading (supplied) will be required by the delegate so that a greater understanding of the problems associated with introducing LEAN and CI into an organisation can be explored during the delivery of this module.