

Executive Education In Operational Excellence - 3 Days



“The best way to grow your business is by designing your business to grow.”SM

Overview

Two of the most difficult things about implementing lean and achieving Operational Excellence are trying to align a company around a common vision and getting the people in charge to support and drive it. Unfortunately, these are also two of the most important steps. Without organizational alignment and leadership support, it is impossible to incorporate lean into the business strategy or get significant bottom-line results.

Unlike most of our courses, this training workshop does not concentrate on the principles of lean or how to implement lean in a company. Instead, it educates the top levels of a company about Operational Excellence so they understand what the continuous improvement people should be doing to help drive bottom-line results. Armed with this knowledge, the executives can also make sure the improvements are in line with company strategy and serve as a final check to ensure the process is being followed.

This executive level overview will provide participants with an in-depth understanding of how the fundamental principles behind lean *can be used to drive and achieve* Operational Excellence. They will gain an understanding of the process used to transform their organization from the current state to the future state vision. Company leaders will also further develop their skills in leading and educating to create organizational alignment and achieve business objectives faster – helping their company jump to Operational Excellence in months, not years.

What Participants Say

“I have heard the lean buzzwords, now I know lean and Operational Excellence.”

“The mixture of teach points, real shop floor understanding and simulation game building on the learning really helps participants understand the concepts of value stream mapping to drive Operational Excellence. We found this balance worked well to help senior executives understand both the concepts, and how to achieve Operational Excellence.”

Class Duration:

3 days

Recommended Class Size:

12-15

Languages:

English, Spanish, French, German, Dutch



Prerequisites:

None

Class Location:

Can be done off-site; large room needed for simulation

Who Should Attend:

A good cross-functional group of different executives will provide the most benefit to the company. This includes:

- Presidents and CEOs
- CFOs
- Division Managers and Vice Presidents
- Engineering Directors
- Human Resource Directors
- Purchasing Directors
- Marketing and Sales Directors

Executive Education In Operational Excellence - 3 Days continued

Learning Objectives

- To introduce the concept of lean from an executive viewpoint
- To define Operational Excellence and teach the lean tools necessary to achieve it
- To provide detailed guidelines on how to build a lean value stream
- To demonstrate the use of advanced tools such as Mixed Model Value Streams and Shared Resources Flow
- To illustrate the importance of creating organizational alignment
- To show what type of leadership is needed to be successful
- To show how lean impacts the bottom line

Program Agenda

We demonstrate to participants how to create flow in cells, and then how to take those principles and apply them to create flow in their door-to-door value streams. By teaching the principles behind the advanced concepts of mixed model flow and shared resource flow, participants will understand how to guide their teams to create true flow in complex, real-life environments, which enables the executives and leaders of a company to work on offense and grow the business.

Through a series of hands-on building block simulations, executives will also explore how lean impacts management, leadership and cultural change, as well as the organization as a whole. Participants in this three-day class will leave ready to apply these concepts with their respective teams throughout their organization, and they will rapidly lead their company toward Operational Excellence.

This session is critical for any company that is embarking on the lean journey or has struggled to see bottom-line results from their lean efforts. We teach how Operational Excellence can bridge the gap for companies where efforts have stagnated and set up the leaders of companies to execute and deliver results.

Day One

- Operational excellence vision
- Lean fundamentals
- Value stream mapping
- On the shop floor: create a current state map in teams
- Current state simulation
- The lean value stream

Day Two

- Applying mixed model methodology
- Creating flow through shared resources
- Kanban and supermarket sizing
- Future state simulation (rounds 1, 2 & 3)
- Teams develop future state maps

Day Three

- Teams develop future state map (continued)
- Future state simulation with cost module (rounds 4 & 5)
- Presentation to host site & lean leadership

Materials Provided by

Duggan:

Student Guides (containing all instructor's slides) and simulation materials

Materials Provided by Client:

LCD projector, flipcharts, large whiteboard, dry erase markers, flipchart markers and refreshments (coffee, lunches, etc.)

