

# Executive Overview



***“Companies who know where they are going will simply get there faster.”***

## Overview

This course is an executive level overview that provides participants with an in-depth understanding of the fundamental principles of lean to create Operational Excellence.

Some companies have gone beyond building value streams that flow, and they have done it much quicker than others. They have “leapfrogged” their lean journey (and their competitors) to new heights, while others are still working on continuous improvement and value streams. The key to their success? Their destination was not to create value streams that flow, but to create Operational Excellence. By knowing their goal, they made significant gains in months, not years.

The class begins with a brief introduction to the concepts of customer value and how the flow of value can be seen through a current state value stream map. Next, we dive deep into the process of developing a lean future state so executives understand the principles of operating a true lean value stream to create Operational Excellence. During the workshop, participants learn about companies who have applied these concepts and, in a short period of time, far exceeded those who have worked at it for many years. They also learn how to apply advanced lean tools such as Mixed Model Value Streams, Shared Resource Flow and Business Process Value Streams in their real-life environments. And, through a case study, executives explore the implications of lean for management, leadership and cultural change, and on the organization as a whole.

The session concludes with a hands-on simulation that includes customers, sales people, a factory, a product and play money. Executives apply what they’ve learned during the class to demonstrate the impact of lean and Operational Excellence to the bottom line.

## What Participants Say

***“In just six hours, our executive team was completely aligned and we knew exactly what to do in order to achieve Operational Excellence.”***

***“We thought we were an experienced lean company. However, we learned more about lean and Operational Excellence in this session than we knew before.”***

### Class Duration:

6 Hours

### Recommended Class Size:

20-25

### 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 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 Overview continued

## Learning Objectives

- To introduce the concept of lean from an executive viewpoint
- To define Operational Excellence and teach the lean tools to achieve it
- To provide in detail the guidelines of building a lean value stream
- To demonstrate the use of advanced tools such as Mixed Model Value Streams, Shared Resource Flow and Business Process Value Streams
- To illustrate the importance of creating organizational enablers at the beginning
- To show what type of leadership is needed to be successful
- To show how lean impacts the bottom line

## Program Agenda

- Defining lean
- Current state simulation
- Value stream mapping
- The lean value stream
- Future state simulation
- Advanced lean tools
- Implementation & lean leadership
- Lean measurements

Day One

## 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.)

