



## LEAN TECHNIQUES

### CONTEXT

Getting it right the first time is no longer sufficient, keeping it right and building on robust processes to innovate and create is essential if your company is to sustain its Competitive Advantage. HOSCA have been working with companies in Ireland for the last ten years to assist in the implementation of World Class and Lean Initiatives. To take account of changes in the market we need to build greater competence for our clients. We have custom designed this training programme to expose our clients to the latest Lean thinking and have incorporated it into a practical, hands on, learning.

### APPROACH

This programme seeks participants from companies who have identified Lean as a source of Competitive Advantage and who value the importance of improvement and innovation.

Participants will be exposed to a series of proven tools in the areas of Lean and Continuous Improvement and will participate in a series of improvement projects, one selected by each company, in order to build skills and be able to lead such projects in their own workplace on completion of the programme.

Participating companies will be asked to host some of the modules, particularly when the group is working on the improvement for that company. The programme will also provide an opportunity for networking during and after the programme and to benchmark with peer companies.

### PARTICIPANTS + DURATION + ACCREDITATION

Participants will be focused and have been identified as future leaders in Lean and other improvement efforts in the company. The Lean programme will be used to build skills identified for the individual. The programme, which is certified by the Institute of Leadership and Management and supported by FAS, will consist of in-class training, project facilitation over a four month period. This guarantees that participants move through a complete, learning



cycle. This programme is accredited by the Institute of Leadership Management (ILM) endorsed award.

## 70% FÁS Funding Available

As part of the strategic alliance between FÁS and the Chamber Business School, eligible Small, and Medium-sized Enterprises (Sme's) have the opportunity to avail of funding up to 70 %. This is in line with the FÁS strategy of focusing on those in employment and on the development of managers to support Ireland's growth as high skills, knowledge-based economy. Funded under the NDP and the ESF, it is designed to build the capacity and improve the capability of SME management in Ireland. It is linked to the FÁS Training for People in Employment Strategy, which aims to increase the knowledge, skills and competencies of the Irish workforce. Funded by FÁS, the National Development Plan and the European Union.

## CHAMBERS BUSINESS SCHOOL

Chamber Business School is a dynamic training organisation with a passionate commitment to increasing business productivity, profitability and competitiveness by developing the critical skills required to cope with the ever increasing demands of work. The Chamber Business School is the training division of Chambers Ireland. It is one of the largest private sector facilitators of training in Ireland. Chambers Ireland is Ireland's largest business organisation with 60 member chambers representing over 13,000 businesses on the island of Ireland.

## PROGRAMME OBJECTIVES

- To enable participating companies to build and develop in-house capability in performance improvements and innovation.
- To introduce, practical and effective use of tools for process improvement and to help develop skills through teamwork, use of tools and presentation of completed work.
- To develop facilitation skills to support individual & team activity.
- To create Personal Development Plans for individuals and directly increase competence in areas identified by the participant and their manager.
- To provide a network of programme graduates who can support and advise each other on future projects.



## PROGRAMME BENEFITS

Feedback from earlier programmes provided the following benefits:

- Participants' confidence and competence to take on challenges has increased dramatically over the duration of the programme.
- Real application of the learning is guaranteed through host-site visits and live projects, solving real problems at participating companies.
- The Learning Cluster approach ensures that participants learn from each other, gain a first hand experience of good practice in different business and have a ready-made local peer network.
- Cutting edge thinking is provided through guest speakers and support literature.
- Practical toolkit for both soft & hard skills implementation provided. Extensive notes available for future reference and ongoing project support can be arranged with Hosca as required.



## SUSTAINABILITY

The programme is designed for the development of those employees who have been identified for leading, facilitating and training individuals and teams involved in improvement and innovation. For those organisations engaged in Supplier Development, the programme is ideally suited to participants from the Customer & Supplier Companies training together and building a common understanding standards expected and improvement methodology.

## PROGRAMME DESIGN

The programme has two main themes:

- Improvement and Innovation and combines Interpersonal with Technical skills. It builds the competence of the participant systematically, grounding theory in practical activity in host sites. The six modules are:

### MODULE 1: THE LEADERSHIP ROLE (2 Days)

- Understand the fundamental concepts of Management and Leadership
- Understand Metrics / Key Performance Indicators and how they cascade from the goals and strategy of the organisation.
- Create a scorecard / Dashboard for use in monitoring performance of the organisation. Use the metrics as a 'Gap Analysis' to diagnose opportunities for improvement in the business.
- Understand the importance of and methods for designing robust processes.
- Understand concepts of the Lean Enterprise – Standardised Work, Kanban, Just in Time, Total Productive Maintenance (TPM), One Piece Flow, Quick Setup - Single Minute Exchange of Die (SMED), Cellular Manufacturing.
- Understand value stream for their organisation. Differentiate between Value Add and Non-Value Add Activities.
- Be familiar with the seven types of waste.
- Detect where waste is occurring in their organisation and use the best known methods to eliminate it.



- Share experience with other participants and benchmark best practice.

## **MODULE 2: IMPROVEMENT TOOLS & TECHNIQUES (2 days + 2 project days)**

- Describe in general terms contributions from the Quality Gurus.
- Understand the Plan – Do – Check – Act (PDCA) cycle.
- Understand Kaizen and how it relates to Lean.
- Use a Problem solving Tool

### **Incorporating:**

- Data Collection and Analysis
- Root Cause Analysis
- Action Planning
- Results and Standardisation.
- Perform this type of Problem Solving in their organisation.
- There will be a live Problem Solving exercise based on a real problem identified by one of the participants' organisation.
- Have an appreciation of the Six Sigma Process, how it is applied and the types of projects where it can be used.

## **MODULE 3: BUSINESS SIMULATION (2 days)**

- Determine work elements and build these into a cohesive Standard Operations
- Time the elements and balance work content to achieve a customer TAKT time.
- Identify “wastes” within a manufacturing process as outlined in Module 1 and implement improvements using techniques learned in Module 2
- Use the above techniques in a business simulation and demonstrate improvement over many cycles.



■ Understand the 5S Approach for Workplace Improvement:

Sort

Set in Order

Shine

Standardise

Sustain

■ Participate in Kaizen improvement events.

■ Prepare an action plan to implement the learning in the workplace.

## **MODULE 4: TEAM WORKING (2 days + 2 project days)**

■ Understand the dynamics of a team and its evolution from formation through high performance..

■ Be familiar with Motivation theory and how to get the best from a team.

■ Understand different personality styles, their strengths and weaknesses and how they can best contribute to the team.

■ Know their Individual Profile using Myers Briggs model. Coaching regarding their profile in individual and team performance.

■ Identify, prioritise and solve problems within their areas using teamwork.

■ Diagnose poor performance and identify improvement opportunities within their area.

■ Lead or participate in Problem Solving using the approach learned in Module 2

■ Have an appreciation of the importance of Communication and Presentation Skills.

## **MODULE 5: SYSTEMATIC TRAINING (2 Days)**

■ An understanding of systematic training processes,

■ Perform a Training Needs Analysis.

■ Design and develop meaningful training activities.

■ Develop Standard Operating procedures leading to Objective Skills Control.



- Role-play Systematic Training Activities in the security of the Training Facility with a view to developing skills for use in the workplace.
- Participate in the entire process from Training Needs Analysis through Training Design and resulting in Development of a Standard Operating Procedure.  
(This will be done for a real training application suggested by one of the participants)
- Participants will be asked to choose an activity in their own workplace and to apply the Systematic Training.

## **MODULE 6: INNOVATION & CREATIVITY (2 Days)**

- Conduct Brainstorming activity to aid with creative and lateral thinking.
- Use Decision Tree Analysis and Force Field Analysis to identify which ideas are particularly useful.
- Exploit new ideas – incorporating new technologies, designs and best practice to improve or enhance the product or service range.
- Other tools such as Concept Fans and Mind Maps will be explored.
- Exercises and case studies will be used to help participants develop their skill at using these techniques.
- Improvement project update

## **MODULE 7: DEVELOPMENT OF IMPROVEMENT PLAN (1 Day)**

- Completed with each participating company in their facility.
- Identify any parts of the course that may be best applied to the participant organisation.
- Review any changes that have been made within the organisation as a result of exercises or case studies conducted during the training.
- Review (if appropriate) of the organisation and discussion on improvement areas.
- Individual feedback will be provided for the participants in relation to his/her learning on the course.



The course will be delivered and directed by John Kenna and supported by Gerry Shaw and Paul Guilfoyle. All have extensive on the job experience of manufacturing and are specialists in the field of lean techniques.

## Costs

As part of the strategic alliance between FÁS and Chamber Business School, the training division of Chambers Ireland, Micro, Small, and Medium-sized Enterprises (SMEs) who wish to train managers, owners, and/ or supervisors as 'Lean Technique' practitioners will have the opportunity to avail of funding up to 70% allocated under the alliance. The normal cost of this training is (in excess of) € 8,833.34. However, under this scheme, the training is available to SME companies for just €2,650.00.

## Eligibility

Managers in registered employment in Irish independent commercial SMEs, up to 250 employees, not owned as to 25% or more of its capital or voting rights by one enterprise, or jointly by several enterprises.

## Attendance

Please ensure that the person attending is available to attend all dates of his/her course. The Fás subsidy is subject to satisfactory attendance.

## Payment

The fee must be paid before the course starts.