LEAN MANAGER CERTIFICATION FOR SERVICES

A three-week, fully accredited certification program specially designed to develop critical thinkers with the lean skills to:

- *improve customer service and satisfaction*

- *reduce complexity and variability*

- *increase flexibility and speed*

- *improve productivity — do more with current resources*

For...
Insurance
Banking
Manufacturing support services
Retail
Healthcare administration
Laboratories
Government / Non-profit
Human Resources
Customer Service
Marketing
Accounting
Research & Development
Information Technology
...and more

Certifying Lean Managers since 2001.
We set the benchmark; now we are raising the bar!

Lean Manager Certification for Services

With increasingly competitive global markets, the organizations that will succeed are those capable of providing outstanding service. The winners will have the capacity to meet today's challenges as they prepare for tomorrow's. That means the status quo is not good enough. It means *transforming into an organization* with a clear strategy, effective processes, and people capable of responding better to customers by…

- solving critical strategic and operational problems—systemically and innovatively
- reducing complexity and lead time to improving customer satisfaction over the long term.

The results for your business: longevity and profitability.

For more than 10 years, Productivity Inc. and the Fisher College of Business at The Ohio State University have been helping individuals to develop these skills.

The **Lean Manager Certification for Services** (LMAC Service) program shows administrative and service industry professionals how to achieve sustainable improvement in organizational performance and capability.

Developed for senior and middle managers, **LMAC Service** is a highly competitive, interactive program that teaches a carefully structured series of lean concepts and techniques as applied specifically in services. Our combination of classroom discussion, group exercises, simulations, case studies, and hands-on application lets you transform theory into reality and educational lessons into practical experiences.

LMAC Service develops lean transformation managers, not simply project managers. Over three non-consecutive weeks, participants experience a series of learning modules focused on defining current state, deploying lean methods, and developing a culture of improvement. Between training weeks, participants apply lean principles in processes at their own organizations and present their progress and results to the class during subsequent training weeks.

Participants who successfully complete the three-week training and mentoring program, demonstrate successful application in their own organization, and pass the certification exam are certified as Lean Managers and earn 12 CEUs.

Gain the know-how, confidence, and problem-solving skills you need to drive waste from your processes and boost enterprise-wide performance. Become a Lean Manager!

LMAC Service develops lean transformation managers, not simply project managers.

Since 2001, Productivity Inc. and the Fisher College of Business at The Ohio State University have trained and certified Lean Managers for major international companies in the U.S. and Europe.

Lean Manager Certification for Services Curriculum

		Week One - Define	Week Two - Deploy	Week Three - Transform
M	AM	**Introduction to Lean Principles and Waste**	**5S & Deployment of Visual Standards**	**Lean Leadership Constructing a Lean Management System**
	PM	**Understanding the Current State** / **Cause Mapping**	**Voice of the Customer**	**Lean and Corporate Strategy Hoshin Kanri**
T	AM	**A3 Storyboards**	**Homework Project Review** / **Metrics and Key Performance Indicators**	**Applying Lean to IT**
	PM	**Continuous Improvement & Project Management**	**Basic Statistical Analysis**	**Value Stream Costing & Lean Accounting**
W	AM	**Lean Service Simulation**	**Programming & Scheduling Service Flows**	**Lean Transformation in the Organization**
	PM	**Value Stream Mapping (Visual Value Streams)**	**Visual Management of Activities and Performance**	**Final Project Presentations Program Review**
TH	AM	**Value Stream Analysis Process Improvement Methodologies**	**Critical Conversations**	**Final Review/Reflection Exam Prep**
	PM	**Standard Work**	**Application Exercise**	**Certification Exam Graduation Dinner**
F	AM	**Week in Review Project Round Table Week 1 Quiz Homework Assignment Conclusion**	**Interpersonal Skills Week in Review Week 2 Quiz Homework Assignment Conclusion**	

Homework Execution (between Week One and Week Two)
Homework Execution (between Week Two and Week Three)

The Lean Manager Certification program is held on the campus of the Fisher College of Business at The Ohio State University.

LMAC Service

Participants who complete this program are able to:

- Perform as principal change agent
- Lead organization-wide improvement tied to strategic goals
- Assess the current state, establish baselines, and determine remedial actions
- Create detailed transformation plans based on a value stream perspective
- Guide, mentor, and coach project managers, department managers, and team leaders in the use of specific improvement tools and methods

MONDAY 8am-5pm

Introduction to Lean Principles and Waste

Focused on fundamental lean principles, this module teaches you how to see problems and their impact on customers, employees, and processes. Learn how various types of waste combine to generate "failure demand," dissatisfied customers and employees, and excess cost.

Understanding the problem

"A problem well stated is a problem half solved." Learn to develop problem statements that clearly capture the technical and business implications in a way that promotes understanding by all stakeholders. Good problem statements are key to scoping improvement projects and to working on root causes rather than symptoms.

Cause mapping

Complex problems often have many contributing factors as well as possible blind alleys. Learn systematic techniques for probing a problem to find the chain of causes. Practice the technique on your own problem with coaching from faculty.

TUESDAY 8am-5pm

A3 Storyboards

A3's are mechanisms for capturing the Plan-Do-Check-Act cycle on a single sheet of large-format paper. It provides a visual that guides progress, incorporates changes to the plan, and fosters communication. Learn how to construct a good A3 and, more important, how to use it to manage improvement.

Continuous Improvement and Project Management

Lean transformations depend on engaging the entire organization to solve macro- and micro-level problems continuously and sustainably. This module explores the fundamental factors that determine the development of a lean enterprise and its long-term sustainability, including how teams and managers operate in a continuous improvement environment.

WEDNESDAY 8am-5pm

Lean Office Simulation

In this session you will encounter an electronic work flow that is not meeting customer needs. You will be challenged over two days to improve the process in a systematic way to achieve flow and satisfy the customer. This simulation provides a realistic way to apply the value stream management and process improvement methods covered on Wednesday and Thursday.

Value Stream Mapping (Visual Value Streams)

With the foundational principles covered, this module continues your lean journey by presenting a step-by-step methodology for value stream management (VSM)—the cornerstone for planning lean activities in all processes.

- Define the scope of analysis for value streams and processes
- Define service families

- Link VSM with other forms of analysis including SIPOC (supplier-input-process-output-customer)
- See the flow of value in end-to-end processes
- Define and measure process performance indicators
- Gather the upstream and downstream information needed to make fact-based decisions for your lean plan and eliminate non-value-added activities

THURSDAY 8am-5pm

Value Stream Analysis and Transformation

In this module you will learn how to scrutinize the data revealed during value stream mapping and find the weaknesses within an organization. This information will guide your tactical plan for transformation. Using the Value Stream Analysis process, you will discover how to address customer demand and its variability; how to transform processes by establishing response models adapted to each type of demand; and how to establish continuous flow in day-to-day operations. You will see real-life examples from service enterprises, including finance, healthcare, and general administration.

Process Improvement Methodologies

Using two distinct case studies, this module teaches a series of techniques for thoroughly analyzing processes at the most detailed level. You will discover tools to help you

- Analyze processes using mapping techniques
- Break down tasks and sequences using process flow and physical flow diagrams
- Apply the SMED (quick changeover) approach to analyze tasks within administrative processes, modify task sequences, and improve flow
- Conduct RACI (responsibility assignment) analysis

Standard Work

Standard work is central to achieving and sustaining the lean enterprise. By definition standard work demands adherence to today's best practices and must be imbedded in all we do, from standard operations in the workplace to standardized policies and procedures. Standard work is a key element in the elimination of waste, reduction of variation, and in achieving balanced and synchronized processes. In this module, participants will learn a proven methodology to develop standard work routines and how to apply document control and visual workplace principles and techniques to train others in the new best practice, or standard work.

FRIDAY 8am-12pm

Week in Review and Quiz

Re-cap: A look at the week in review with a summary of key learning points and a quiz on Week 1 topics.

Homework Assignment

Distribution of homework assignments.

MONDAY 8am-5pm

5S and Deployment of Visual Standards

In this module you will learn the objectives and implementation steps for 5S and for developing a visual management system. Building upon the learning in the Standard Work module from Week 1, we explore how a visual system ensures adherence to standards and learn how to share best practices that enable cross-training.

Voice of the Customer

Excellent and innovative organizations focus on understanding and anticipating customer needs. Lean processes are designed to respond effectively to these needs. In this module participants learn how to determine and measure customer needs and identify gaps between current process performance and customer expectations. We show how to approach the concepts of the customer experience and moments of truth in the customer journey. We also show how to stratify and segment customer needs—expressed and unexpressed; how to anticipate new needs; and how to build long-term customer loyalty.

TUESDAY 8am-5pm

Homework Review

All participants will present the results from implementing Week 1 homework in their own project areas.

Metrics and Key Performance Indicators

In this module, we re-examine the indicators presented in Week 1, including customer satisfaction, response time, right first time (%), on-time delivery (%), and productivity. Using a case study you will learn how to measure and master improvement initiatives so that they are performed on time and achieve their objectives. You will also learn how to move away from results metrics, or lagging indicators, and generate leading indicators that drive future success.

Basic Statistical Analysis

In this module you will learn basic statistical concepts and how to use them effectively. Discover how to analyze what lies hidden behind statistical values, which statistical analyses are relevant for understanding the performance of a given process, and the rules for representative sampling. You will also see examples of statistical analyses used to check hypotheses and correlate phenomena.

WEDNESDAY 8am-5pm

Programming and Scheduling Service Flows

Discover different ways of scheduling activities according to specific features of flow and demand. In this interactive module, you will see examples of flow management specific to different process characteristics, and learn how to develop your own perspective and build custom models for your processes. Examples explored come from finance, IT, healthcare, laboratories, and/or sales.

Visual Management of Activities and Performance

Visual management lies at the heart of lean. In this module we take an in-depth look at the importance of making activities visible, and the development of a visual system that allows managers and team members to manage activities and monitor performance. Building on the week's earlier learning, we define results indicators and performance steering indicators. You will also examine the construction of management charts for team activities, and learn how these help to generate continuous improvement.

THURSDAY 8am-5pm

Critical Conversations

Daily communication is critical to ensuring alignment of objectives and to getting things done. In this module we teach you how to use four critical types of conversation in the course of both team projects and daily work: *initiative conversations* for sharing new ideas; *understanding conversations* for building awareness and knowledge; *performance conversations* that pave the way for accountability; and *closure conversations* that allow for reflection and renewal.

Application Exercise

Apply the methodologies learned to a real-time administrative process.

FRIDAY 8am-12pm

Interpersonal Skills

One of the big challenges for Lean Managers is to effectively handle the many interpersonal issues that arise during a lean transformation. From dealing with difficult personalities to defusing conflict, Lean Managers need to develop the skills to motivate teams while defusing interpersonal problems before they impede progress. In this session we introduce the social dimensions of lean transformation, including communication styles, active listening skills, personality types, conflict resolution, and more.

Week in Review and Quiz

Re-cap: A look at the week in review with a summary of key learning points and a quiz on Week 2 topics

Homework Assignment

Distribution of homework assignments.

MONDAY 8am-5pm

Lean Leadership and Constructing a Lean Management System

The success of a lean initiative depends on actively engaging leaders at every level in the organization. In this module, we explore the need to develop a system for managing lean initiatives. You will learn about the fundamental challenges of leading a lean transformation, discover how to address the most common transformational issues, and discuss remedial corrective actions and countermeasures. We also introduce the principles of leading by example, standard work for managers, gemba walks, progress audits, and auditing of standards (kamishibai).

Lean and Corporate Strategy

This module helps you understand how to develop an operational strategy oriented to the voice of the customer, and how to focus and translate lean efforts into value for customers. Through a business case study, you will learn a structured approach to analyzing operational strategy and to segmenting customers. Key points to be covered: strategic implications of lean transformation; determining what "wins" customer orders and what "qualifies you to compete"; segmenting customers according to key factors for success; and developing a model to reconcile operational needs and customer/market expectations.

Hoshin Kanri—Policy Deployment

Learn a systematic approach to get everyone aligned and involved in enterprise-wide lean transformation. Guided by a lean case study and the structured approach of policy deployment (hoshin kanri), this module teaches you how to align corporate objectives with workplace activities and day-to-day operations. You will learn the core elements of the lean transformation sequence (rollout plan) and the application of lean process improvement techniques.

TUESDAY 8am-5pm

Applying Lean to IT

The IT function is one of the busiest in any organization. From creation and modification of software applications to day-to-day fixes of any number of hardware issues, IT touches everyone in the organization. In this module we look at how to bring lean techniques to IT. You will learn how to identify demand, build standards, and establish and manage the in-flow and out-flow of work, all while drastically reducing development and response times. We also discuss the principles of lean project management and how to establish an Oobeya room.

Value Stream Costing and Lean Accounting

Lean principles consistently applied yield significant results. But lean organizations are measured differently from traditional large batch or "silo" process environments. In this business case-based module, we examine the connections between financial systems and the measurements used for decision making in the lean organization. You will learn how to make financial and operational decisions optimized across value streams rather than for individual departments or processes. The ultimate purpose is to generate long-term customer loyalty and revenue growth.

WEDNESDAY 8am-5pm

Lean Transformation in the Organization

In this final learning module, we explore the way lean transformations take place in service organizations. You will participate in discussions covering the myriad socio-technical requirements for developing a lean culture, and see how to create a transformation plan, from the introduction of continuous improvement at operational levels to launching cross-functional improvement projects. You will learn from actual examples of plans used in various environments and companies. We review the importance of developing lean leaders, from the executive committee to team managers, and take a deeper look at the construction of a system to manage the effort—a lean management system.

Final Project Presentations

Each participant will present their project and the results achieved during implementation.

Program Review

Before sending students off to study on their own, the instructors will lead participants through a review of each program module's key learning objectives.

THURSDAY 8am-5pm

Exam Review

Participants have a final opportunity to ask questions before the exam.

Certification Exam

Graduation Dinner

Wherever people and processes interact, lean principles apply:

- Reduce lead time for order processing
- Improve reliability of financial reporting
- Streamline your recruitment and on-boarding process
- Optimize long-term marketing and promotion
- Reduce time to market for a new offering
- … and transform any other service value stream.

About Your Hosts

Productivity Inc. is a leading consulting and training firm in business since 1979 helping organizations build their improvement capabilities, save money, and grow. We focus on three progressive strategies: Operational Excellence, Strategic Innovation, and Leadership & Culture. Working together, these strategies provide the means to continually refresh a company's value proposition while making the organizational changes needed for daily improvement and sustainable growth.

Since 1916, **The Ohio State University's Fisher College of Business** has produced exceptional leaders who meet the challenges of a changing global business environment through creative and effective solutions. As a result, Fisher's reputation continues to rise and is reflected in rankings which place the college among the top 10 business schools in the nation at the undergraduate and graduate levels of public universities.

Other Training and Consulting Services Available from Productivity

On-Site Training

Productivity offers a strong suite of Lean workshops designed to remove roadblocks to Lean transformation. Hands-on, results driven sessions ranging from 1.5 to 4 days are delivered at your site. Whether you are looking for the basics to help you get started, or a more advanced tool to move your implementation to the next level, Productivity can help. We can also customize existing programs or design new ones tailored to address specific challenges facing your company.

On-Site Consulting

Working with small groups of employees from executives to associates, our consultants will provide prescriptive solutions to your toughest implementation issues. Productivity's senior consultants are process improvement professionals with real-world, hands-on experience implementing Lean and continuous improvement strategies in both the manufacturing and service environments. They are first generation Lean instructors—having worked with the originators of process improvement.

Productivity Strategic Innovation

Following years of research and experimentation, Productivity has developed a major new suite of services on Strategic Innovation. Maintaining strategic focus on growing the top line, while improving the bottom line, is the significant challenge organizations must meet in order to sustain success. Productivity's **Strategic Innovation System** provides a comprehensive, flexible approach to building innovation capabilities. Using our scalable and configurable system, we can help you clarify existing value propositions, identify and create new ones, and cultivate a meaningful and sustainable strategy for top-line growth. To ensure that your improvement and growth strategies are working in tandem and aligned with your business strategy, get the process started by contacting us for more information and your own copy of our Innovation Primer Kit.

innovation
by productivity

For more information visit
http://www.productivityinc.com/innovation/

Productivity Healthcare Solutions
Bringing Lean Techniques to the Healthcare Industry

Productivity's Healthcare professionals have worked alongside providers, administrators, and payers to improve unique patient-care value streams. Productivity will customize an approach to build and integrate these capabilities in your organization. Our patient focused process improvement practices have been used in hospitals, clinics, insurance, and government sources to discover and remedy systemic causes resulting in measurable patient-care improvements.

Productivity
Healthcare

For more information visit
www.productivityinc.com/operational-excellence/lean-healthcare/

Winter 2015 Program

LEAN MANAGER CERTIFICATION FOR SERVICES

Week 1: January 26-30   **Week 2: February 16-20**
Week 3: March 16-19
(Participants must attend all thee weeks)

www.productivityinc.com   Tel: 203-225-0451   Fax: 203-225-0771

Please print. Copy this form for additional registrations.

NAME _____   TITLE _____

COMPANY _____

ADDRESS _____

CITY _____   STATE _____   ZIP _____

(_____) _____   (_____) _____
PHONE   FAX   EMAIL

Payment Options: Payment must be received BEFORE the event. This event fills up quickly therefore we cannot confirm reservations until payment is received. Payment installments available. (This option includes a $150 processing fee.)

Program Tuition: $15,000.00

○ ENCLOSED IS MY CHECK FOR $_____ PAYABLE TO: PRODUCTIVITY INC., DRAWN ON A U.S. BANK.

CHARGE MY   ○ VISA   ○ MASTERCARD   ○ AMERICAN EXPRESS

CARD # (INCLUDE 3 OR 4 DIGIT SECURITY CODE) _____ (/ / /) EXP. DATE ___/___/___

NAME ON CARD _____

BILLING ADDRESS FOR CARD _____

CARD HOLDER SIGNATURE _____

Cancellation Policy: Conference registrations may be transferred to another colleague without charge. To be considered for a refund, we must receive notice of cancellation in writing no later than 21 business days prior to the event. Cancellations received within 21 business days are subject to the full registration fee and money will be held on account for up to one year for use at a future workshop or conference. If no notification of cancellation is provided, registration fees will be forfeited. There is a $200 processing fee for all cancellations. On rare occasions, circumstances may make it necessary to cancel or postpone an event. As such, we encourage attendees to book refundable/reusable airline tickets. We will not be responsible for incidental costs incurred by registrants.

By registering for this event, the registrant hereby acknowledges and agrees that any photographs or videos taken during the event may be used in marketing efforts, including but not limited to news and promotions (web/print) without compensation to the registrant.

Accommodations: A block of rooms is being held for Productivity Inc. attendees at the Blackwell Hotel on The Ohio State University campus. The address is 2110 Tuttle Park Place, Columbus, OH 43210. Productivity Inc. attendees have been given a reduced rate of $139.00 per night single or double occupancy. Please call 614-247-4000 or toll free 866-247-4003 for reservations and identify yourself as a Productivity LMAC Service attendee. The special rate is available up to four weeks prior to the event; after this date the hotel cannot guarantee availability. For more information on the Blackwell Hotel, please visit www.theblackwell.com. The hotel is approximately 8 miles from the Columbus International Airport.

Note: All registrant applications will be evaluated for acceptance into the program. Consultants are not permitted to attend.