Lean and Leadership Training Courses

LBS PARTNERS

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> LBS has been a great partner over the years, learning constantly about our organisation to tailor training content to our specific industry needs and align with our strategic imperatives. We have trained over 260 Yellow Belts and 85 Green Belts, building a strong continuous improvement community.
>
> **Learning & Development Business Partner, Software Design Company, Dublin.**

What is Lean Training?

What is it?

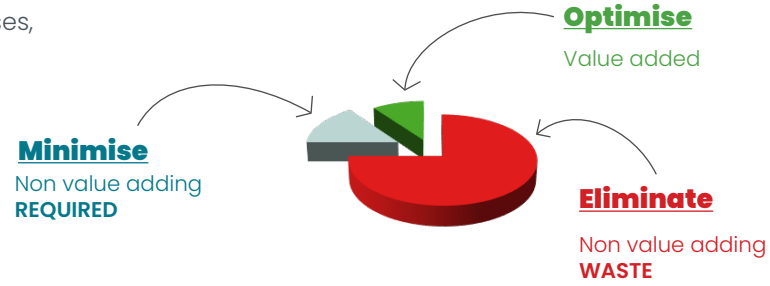
Lean Thinking is defined as a CUSTOMER-FOCUSED process through which people in an organisation CONTINUOUSLY ELIMINATE WASTE with the goal of CREATING VALUE FOR THE CUSTOMER.

Lean thinking focuses on the product or service provided by an organisation and the value stream (all steps involved in delivering the product or service) rather than the management of individual items of equipment & assets.

The objective of Lean is to enhance value and eliminate waste from an organisation's processes, resulting in reduced costs and more efficient operations.

Lean thinking involves firstly identifying waste and then eliminating it. It considers all activities carried out by an organisation, and sub-divides them into:

- Those which add value to the product or service (Value-Adding or VA).
- Those which do not add value but are necessary e.g. legal, certification etc. (Necessary Non-Value-Adding or NNVA).
- Those which do not add value (Non-Value-Adding or NVA or Waste).



What's it all about?

1. VALUE

Provide value for your customers, delivering improved safety, quality, on time shipments and reduced costs to your business.

2. USE THE 5 LEAN PRINCIPLES AS YOUR ROADMAP

Focus on providing **VALUE** for your customers and removing waste across all your processes **(the VALUE STREAM)**.
Make the work **FLOW** without delays, delivering on-time to customer **PULL** (to customer demand).
Pursue **PERFECTION** through continuous improvement.

3. FIRST IDENTIFY, THEN ELIMINATE WASTE

What is waste?

Over time, waste has been categorised into eight types which are seen every day in every business

THE EIGHT WASTES

- T — Transport
- I — Inventory
- M — Motion
- W — Waiting
- O — Over-production
- O — Over-processing
- D — Defects
- S — Skills

When these wastes are removed through the process of continuous improvement, efficiencies improve and costs are reduced.

4. FIND THE ROOT CAUSE OF PROBLEMS

Use a structured problem-solving methodology to discover the true cause of a problem and implement actions to fix it permanently.

5. IMPROVE!

Continuously improve your processes, do the **RIGHT THINGS, RIGHT FIRST TIME!**

Reduce costs, make measurable savings for your business!

What's in it for me?

SOME BENEFITS OF LEAN IMPLEMENTATION:

PROMOTES SAFETY
resulting in fewer injuries.

IMPROVES QUALITY
by reducing defects.

REDUCES COSTS
by eliminating wastes.

IMPROVES DELIVERY PERFORMANCE
by reducing delays.

INCREASES GROWTH POTENTIAL
through competitive advantage.

Do you have examples?

Lean helps businesses reduce costs through the implementation of specific projects to permanently fix problems that are a drain on your resources.

FOR EXAMPLE:

1

Reduction of unload time from a truck by **80%**.
Reduced from 5 hours to 1.

2

Reduction of time to change a mould for an injection machine by **50%**.
Reduced from 2 hours to 1.

3

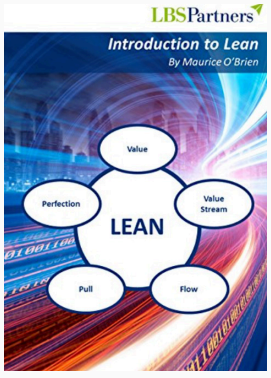
Re-layout of shipping area to reduce handling of raw materials — saves time and money.

4

Reduction in time for completion of HR Education Support Programme by **40%**.
Reduced from 25 days to 15 days

LIKE TO KNOW MORE?

Our comprehensive, introductory guide to Lean Thinking is available from www.amazon.co.uk



LBS Training Courses

Lean White Belt
Delivered Online

Programme Objectives

- The Lean White Belt programme aims to provide participants with an overview of the fundamental Lean concepts and provide the context for further engagement with Lean.
- It also introduces the concept of continuous improvement, 6S and Workplace Organisation, which forms the basis for all process improvement, and lies at the core of any Lean transformation.
- It is primarily intended for identified team members who will be participating on improvement teams. It will also be useful to individuals at all levels of the organisation who will be impacted by, and supporting Lean continuous improvement.

Course Outline

Workshop Training Programme (Half day intense Workshop)

LEAN PRINCIPLES & THE EIGHT (8) WASTES

The Lean Fundamentals module provides a detailed understanding of the 5 Lean Principles and the concepts of Waste and Value-Added activity within a Lean context. It provides an overview of the key principles and objectives that underpin much of what is encompassed within Lean thinking and provides the participant with an insight into the significant differences between the traditional approach and that of Lean.

6S/WORKPLACE ORGANISATION

This Module initially looks at 6S in the context of an overall Visual Management Framework and describes how it offers very real and measurable benefits to organisations that successfully implement it. It details how 6S contributes to improving workplace organisation and provides the first steps on the way towards Visual Control, and walks through the 6S's and overviewing the steps required for implementation.

The module introduces the students to a variety of methods used for visual management in a lean environment. It covers the development and display of key performance indicators, use of visual standards and controls and includes a particular emphasis on Fail Safe or Poka-Yoke as an approach to eliminating errors in the process.

Course Duration and Delivery

This programme can be delivered online or at the customer's site over the course of a half day.

Delivered Online

> "In four months it completely changes your way of thinking to help focus on improving processes and eliminate waste and deliver maximum value to the customer. The encouragement, guidance and support received was second to none. I would highly recommend LBS Partners."
>
> **Director of Purchasing, Engineering Company, Mid-West of Ireland.**

Lean Yellow Belt
Delivered Online

Undergraduate Level 7, 3 ECTS Credits

Programme Objectives

- Problem-solving is one of the key factors to successful Lean implementation; sustaining a Lean transformation requires continuous problem-solving by everyone in the organisation.
- In the context of continuous improvement, it is a never-ending process. Our Yellow Belt training covers a suite of problem-solving tools which can be employed to increase profitability, lower costs and improve customer satisfaction.
- The key objective of this programme is to educate the participants on Lean Fundamentals and basic problem-solving tools which can be used practically to fix issues to support teams achieving their business targets.
- Ideally participants on the Lean Yellow Belt course will have successfully completed the Lean White Belt course to ensure they are fully prepared to take on the learning from this course.

Accreditation

Option 1
Certification from LBS Partners

Upon successful completion of the training and In Company Project, all learners will be accredited with an LBS Partners certification. There is no additional charge for this certificate.

Option 2
Certification from the University of Limerick (UL)

This training course is recognised by the University of Limerick. Upon successful completion of the training, In Company Project and personal reflection, learners will be accredited with a level 7 (undergraduate) certificate or 3 ECTS credits. This accreditation is optional to the LBS Partners certification. Additional costs are applicable.

Course Duration and Delivery

- This programme is delivered online in **four sessions of four hours duration** including three breaks. Specialised **mentoring of ½ day per participant** is provided for each project over the course of the four sessions. Typically **the online training will be delivered over 4 weeks**, at a cadence of a half-day session per week but is flexible on a situational level.
- The 4 sessions are instructor led, supplemented with **practical exercises and include relevant case studies**.

Recognised by

UNIVERSITY OF LIMERICK
OLLSCOIL LUIMNIGH

4 x 4 Hour Sessions

In Company Project

Each learner is required to put their learnings into action through the completion of an improvement project. Projects will be completed using the A3 template, covering the structured problem-solving process of Lean and demonstrating the participants grasp of Lean principles, tools and best practice. Outcomes from these projects will be used to demonstrate return on investment (ROI) to the client companies, further furnishing the positive impact of the programme.

Workshop Training Programme

FUN AND INTERACTIVE

Session 1 (½ Day)

- Introduction to Lean Thinking
- Overview of the 5 Principles
- Value Add vs Non Value Add
- 8 waste (TIMWOODS)

Session 2 (½ Day)

- Visual Management
- 6S Workplace Organisation
- PIT process (Tier 1 and 2)

Session 3 (½ Day)

- See the Problem
- Introduction to DMAIC and 4C (Concern, Cause, Countermeasure and Check)
- Define and Measure Tools
  - Problem Statement
  - Process Mapping
  - Check Sheets
  - Run / Control Charts

Session 4 (½ Day)

- Cause and Root Cause
- Analyse Tools
- Cause & Effect Diagram
- 5 Whys
- Improve and Control tools
- Cause Countermeasure Sheet

Mentoring Support Plan

Mentoring sessions delivered online.

Your ability to deliver an improvement project in your business will be the key outcome of this programme as it demonstrates your learning and application. The remote mentoring will be focused on the application of learning and supporting you through a structured implementation. The mentoring sessions are used to achieve the following:

- Meet owner / key managers in the company to scope out the project(s).
- Prepare project business cases and involve your finance team as required.
- Provide support and feedback to members of the project team.
- Complete the assignment with a presentation to the management team.

Throughout the programme, the aim is to transfer knowledge, skills and attitude to the project team to enable participants to apply lean principles in future.

On-Site Mentoring Sessions

> “A great two days of Lean Yellow Belt training that our whole HR team really enjoyed & got a lot out of. The LBS trainer’s approach & facilitation of the team in the slightly unusual circumstances of two days in such close succession were super!! Thanks again!!”
>
> **Multi-National Manufacturing Company in the Mid-West.**

Lean Green Belt
Delivered Online

Undergraduate Level 8, 6 ECTS Credits

Programme Objectives

- To provide a **detailed overview of the key concepts of Lean Thinking** in terms of the Lean Principles (Value, Value Stream, Flow, Pull, and Perfection) and the Wastes as identified by Lean.
- To provide a practical understanding of how to identify and expose the opportunities presented by the ubiquity of waste in businesses and **deliver practical instruction using powerful Lean tools & techniques such as Value Stream Mapping and Kaizen.**
- Primary aim is to **successfully manage projects which deliver demonstrable improvement** in key business measures. Team members need both the ability to effectively manage these projects and lead cross-functional teams.
- The secondary aim of this course is to **combine the philosophies of Lean Thinking with the discipline of Project Management and the concepts of teams** and team performance to assist project leaders in the successful delivery of improvement projects.
- Ideally participants on the Lean Green Belt course will have successfully completed the Lean Yellow Belt course to ensure they are fully prepared to take on the learning from this course.

Accreditation

Option 1
Certification from LBS Partners

Upon successful completion of the training and In Company Project, all learners will be accredited with an LBS Partners certification. There is no additional charge for this certificate.

Option 2
Certification from the University of Limerick (UL)

This training course is recognised by the University of Limerick. Upon successful completion of the training, In Company Project and personal reflection, learners will be accredited with a level 8 (undergraduate) certificate or 6 ECTS credits. This accreditation is optional to the LBS Partners certification. Additional costs are applicable.

Course Duration and Delivery

- This programme will be **delivered online in 10 sessions of 4 hours duration** including three breaks. Specialised mentoring is provided for each project after sessions 4, 6, 8 and 10. **The online training will be delivered over a period of three months,** on a cadence of 1 half-day session per week.
- The ten sessions comprise of instructor-based training, supplemented with **practical exercises, and relevant case studies.** A graduation session is held at the end of the course where participants present their final projects.

10 x 4 Hour Sessions

Recognised by

UNIVERSITY OF LIMERICK
OLLSCOIL LUIMNIGH

In Company Project

Each learner is required to put their learnings into action through the completion of an improvement project. Projects will be completed using the A3 template, covering the structured problem solving process of Lean and demonstrating the participants grasp of Lean principles, tools and best practice. Outcomes from these projects will be used to demonstrate return on investment (ROI) to the client companies, further furnishing the positive impact of the programme.

Workshop Training Programme

FUN AND INTERACTIVE

Sessions 1 – 4 (4 x ½ Days)

- Lean Sigma Overview
- Lean Principles 1 & 2
- Lean Simulation
- Problem Solving Tools
- Takt Time and Cycle Time
- Value Stream Mapping
- DMAIC "Define Phase"
- A3 Introduction

Sessions 5 & 6 (2 x ½ Days)

- DMAIC "Define & Measure" Phases
- A3 Methodology
- PIT & 6S for leaders

Sessions 7 & 8 (2 X ½ Days)

- DMAIC "Improve Phase"
- DMAIC "Analyse Phase"
- 6S
- Visual Management

Sessions 9 & 10 (2 x ½ Days)

- DMAIC "Control Phase"
- Kaizen
- Standardisation
- TPM and OEE Final

Mentoring Support Plan

Mentoring sessions delivered online.

Your ability to deliver an improvement project in your business will be the key outcome of this programme as it demonstrates your learning and application. The In Company mentoring will be focused on the application of learning and supporting you through a structured implementation. The mentoring sessions are used to achieve the following:

On-Site Mentoring Sessions

- Meet owner / key managers in the company to scope out the project(s).
- Prepare project business cases and involve your finance team as required.
- Provide support and feedback to members of the project team.
- Complete the assignment with a presentation to the management team.

Throughout the programme, the aim is to transfer knowledge, skills and attitudes to the project team to enable participants to apply Lean principles in the future.

> "LBS Partners have been a vital asset to us over the past two years in upskilling our employees in Lean Green Belts. Their trainers & mentors go above and beyond to help the participants. I would highly recommend the LBS program."
>
> **Learning & Development Specialist, Medical Device Company, West of Ireland.**

LCi Lean Pass Course

Programme Objectives

- The aim of the course is to provide participants with an introduction to the fundamentals of Lean and Lean in Construction, and to enable construction personnel to speak the same Lean language on-site and in the office.

Course Outline

Section 1

- Introduction to Lean Thinking.
- Why Lean? Why Now?
  - Case Studies highlighting the benefits of Lean in Construction.

Section 2

- Introduction to Customer Value and Eyes for Waste (8 Types of Waste).
  - Case Studies identifying Value and the 8 Wastes.
- Direct Observation: How to identify Productive work and Waste activity.

Section 3

- 6S Methodology: Organising the workplace for Waste Reduction and Safety using 6S methodology.

Section 4

- Respect for people.
- Continuous improvement.

Section 5

- Lean resources available.
- Summary and close.

Course Learning

At the end of the course, participants will be able to:

1. Identify the benefits of Lean in Construction.
2. Define the difference between Value and Waste
3. Identify and reduce the 8 Types of Waste.
4. Give personal examples of Productive Work and Waste.
5. Give personal examples and suggestions of how to improve their own working environment using the 6S methodology.

Delivery

The Course is delivered by Approved LCi Lean Pass Trainers.

Target Audience

Everyone in the Construction Sector.

Certification

Participants will receive an LCi Certificate of Course Completion.

Duration

3 hours.

In Partnership With

Lean CONSTRUCTION IRELAND

Management Development

Delivered Online

Programme Objectives

- Our Management Development course is specially designed to build the new skills required for supervisors to manage their team.
- This course is aimed at anybody within an organisation who manages a small team, needs to understand the basic components of people management and aspires to transition into a management role.
- Participants will learn the necessary behavioural change required when becoming a supervisor or team lead.
- The course looks at the differences between managing a team and to managing oneself, and the importance of clear and respectful communication in the role of a manager of people.

Course Outline

Effective Communication

- How to become an effective communicator with the ability to deal with difficult conversations, and understand the importance of non-verbal communication.

Moving into Management

- Introduction to management and the skills required to excel in the role.

Managing a Team

- How to mobilise and engage your team.

Personal Effectiveness

- Delegation, prioritisation and workload planning.

Course Duration and Delivery

The course can be delivered on-site or remotely. On-site duration is 2 days and remote/online delivery comprises 4 sessions.

Delivered Online or On-Site

> LBS Partners have been delivering the Lean Principles module to our professionals for a number of years. The programme is an excellent opportunity for professionals who are looking to accelerate in their careers and take on additional leadership or managerial responsibility.
>
> **National Professional Body.**

Management and Leadership Development

Delivered Online

Programme Objectives

- Our Management and Leadership Development course is designed to build strong management skills in participants, providing them with the skills required to manage, engage and motivate their teams.
- This course is designed for people in an organisation who have a considerable amount of management responsibility, manage a high-level team, or are a project lead at a more senior level in the organisation.
- Participants would be expected to have people management responsibilities as a core part of their role.

Course Outline

Communication

- Active listening, managing conflict, providing feedback, and increasing self-awareness to improve communication.

Introduction to Leadership & Management

- Enhance your management and leadership skills, develop an awareness of your management and leadership style, consider the differences between leadership and management and understand how to motivate staff.

Managing a Team

- Stages of team development, psychological safety, team roles and responsibility.

Personal Effectiveness

- Delegation, workload planning and prioritisation, effective decision-making.

Course Duration and Delivery

The course can be delivered on-site or remotely. On-site duration is 2.5 - 3 days and remote/online delivery comprises 5 - 6 sessions.

Delivered Online or On-Site

Elite Leadership Development

Delivered Online

Programme Objectives

- Our Elite Leadership Development course is designed to develop qualities that will create balanced, self-aware, trusted, empathetic and effective leaders.
- The course is designed for senior managers or leaders within an organisation.
- Understanding team dynamics and personalities enables senior managers to be highly effective leaders. Leadership requires an understanding of emotional intelligence and the power of persuasion and influence on team performance at senior management level.
- The course looks at the roles that trust and psychological safety play in leadership and the positive influence they have on employees at all levels.

Course Outline

Understanding Leadership

- Participants will learn about leadership styles, how to enact the principles of leadership, action-centered leadership theory and the role of trust in leadership.

Leading a Team

- The stages of team development, psychological safety, Belbin's team roles and the key dysfunctions of a team.

Communication and Influencing

- The role of influence at work, influencing styles, emotional intelligence and managing bias.

Course Duration and Delivery

The course can be delivered on-site or remotely. On-site duration is 1.5 days and remote/online delivery comprises 3 sessions.

Delivered Online or On-Site

> "Insightful training programme. LBS Trainer was excellent and got the best out of the group. Role plays were very interesting & useful."
>
> **Multinational Manufacturing Plant, Dublin**

> Out of clutter, find simplicity.
> From discord, find harmony.
> In the middle of difficulty lies opportunity
>
> Albert Einstein

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