



A summary of Lean Leadership COACH Training, Consulting & Coaching Services



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CUSTOMER - PURPOSE - PROCESS - PEOPLE - RESULTS



Introduction

Welcome to Lean Leadership Coach...this booklet is a summary of our Training, Facilitation & Coaching Services that we offer.



These are our standard service offerings, but we are flexible to clients' needs and can provide other tailored training, facilitation workshops or events and coaching to suit a particular purpose or situation.

We can also deliver keynote speeches on Leadership, motivation, high performance, mind-set and Lean improvement as well as bespoke team building sessions around the theme of personal development, Business improvement and Lean Thinking principles.

All of our training is geared towards providing practical knowledge and engaging people to easily grasp the basic concepts of Lean Sigma & Business Improvement.

Whilst 100% essential, training and education is only the first step. Implementation is the real key to improvement and that is where the rubber meets the road.

We help you to get from the training ground into the real game through motivating people to take action in our 'live' workshops and events. These are focused on taking the foundational training concepts and pragmatically applying them to achieve tangible benefits, improved performance and real results.

We bring together science and theory as well as research and practical proven methods used in many industries and teach the principles and thinking of Lean as developed by the Toyota Motor Company and Six Sigma from companies like GM and Motorola.

Below is a model representation of our training, workshops, events and coaching. Depending on where you are as a business or as a leader will depend on what training and support you need to reach your goals but we have it all covered and more...



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Either way, it is a development model for Leaders and your staff to learn and grow in knowledge and confidence. It starts with a basic introduction of Lean Sigma and builds towards advanced knowledge and implementation to get better results as you learn.

It is designed to form the foundations first through training, then create strategy and set goals, followed by advanced training, but also implementation through 'learn by doing' Lean Diagnostics and Kaizen events.



This is what differentiates us and makes us unique because we lead you first, and support you to get momentum and confidence and actually help implement, not just provide theoretical and conceptual training and leave you on your own. We help with the most difficult part, to influence and engage your own teams and learn with them and take the necessary actions.

Even our training is not just training, but is challenging the inner beliefs of how people think and do things on an individual level and challenging the norms, paradigms and status quo on a cultural level. So, when you come to our training and events, you will learn as much about yourself as you do about your business.

Please read on for a breakdown of each of the types of training, workshop's and support offerings or call us for any enquiries.



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Lean Sigma Basic Awareness Training



Lean Sigma Basic Awareness Training

Understand the basics of Lean Sigma

This 1 day Lean Sigma Awareness training course is an essential foundation for all leaders, coaches and employees wanting to improve performance and results.

The course is designed to teach the basic thinking, principles, concepts and tools of lean as a business system and continuous improvement philosophy.

The day is facilitated by our experienced Lean Sigma Business coach and provides a highly engaging, interactive and fun day of learning and knowledge.



Classroom teaching and practical activities

All learning styles are catered for by an array and mixture of exercises, presentations, discussions, reflection about your business, supporting videos and a simulation of a mock-up business scenario to demonstrate some of the key tools.



Business Simulation using the Plan Do Check Act improvement cycle

This course brings the Lean principles alive and the thinking behind them to provide a solid grounding in the basic foundations and fundamentals of Lean Sigma and continuous improvement as a system.

Regardless of previous experiences, this course helps to develop the Lean Sigma language; develop the power of applying Lean Sigma to the workplace and creates an excellent team building and problem solving process.

The Business simulation helps you see how Profit & Loss, Cash-flow and ROI are affected by poor unstable processes, dis-engaged people and not understanding the business goals as well as process delays, bad quality and fire-fighting style leadership.

We encourage and challenge you to go back to your workplace and make a small change, personal improvement or project within your control.

This is fully recommended for every business to grasp what has been recognised as a total paradigm shift in their thinking and approach.

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Key Learnings / Outcomes:

- + Understand the Lean Business System framework of Customer, Purpose, Processes, People, Performance & Results and how it fits together.
- + Understand how Lean & Six Sigma can work together to improve Business Performance.
- + Understand value for the Customer and Service Excellence.
- + How to streamline and optimise a business process with built in quality using the PLAN DO CHECK ACT improvement cycle.
- + Learn tools to improve efficiency, reduce costs and boost profitability.
- + Recognise the difference between Value Added Work, NVA and Waste.



Comments from delegates:-

"I wasn't looking forward to a day in a classroom, but it was a fantastic day"

"Fun, highly engaging, practical, great value and lots of laughter to make it a great learning experience"

"...Good theory, great practical and great engagement with high energy which made the learning easy and fun...."



Lean Strategy Planning & Preparation



Lean Leadership Strategy Planning

Planning the Journey

Set direction, Goals & Create the plan

This training workshop is targeted at senior leadership to provide a holistic picture of the Lean Business System, implementation and the change Management principles as well as cultural awareness.

This workshop aims to avoid potential implementation pitfalls and support a longer term view for planning. We help you create leadership alignment and develop a top level guiding strategic roadmap as a framework for Lean Transformation because if you fail to plan, you plan to fail.

In this 2 day leadership training we help you to understand the 'bigger picture' of where you are now, where you want to be and how to get there.



To ensure the right foundations and enablers are understood for a Lean journey we use a benchmark practice and performance 'Learner to World Class' maturity assessment. It is modelled on both the EFQM and Shingo gold standard Operational excellence frameworks to assess, understand and put in place the key building blocks for transformational change over the long term.

It is a high level framework but the outcome of this assessment and training assists senior leaders to better understand their role in supporting the Lean journey. We develop your mind-set and the supportive leadership behaviors for driving change and highlight the importance of aligning people to a clear vision, strategy, goals and plans through visual management and daily reviews.

If your goal was reaching the summit of Mount Everest and back, what would you need for the journey?, who would you need?, how would you plan?, prepare for the journey? What are the risks and how would you manage them? How would you monitor and measure success and support people? What processes would you need?

The thinking around these questions alone allows you to understand a lean transformation is a journey of discovery and continuous improvement, but also one in which the basic foundations and fundamentals are of utmost importance for success.

If you are serious about making change and recognize that lean is more than just a set of tools then you and your Leadership team should consider this 2 day Planning & Positioning for the lean journey to gain insights and distinctions from the traditional leadership approach.

It is also often advisable to have a lean assessment / business diagnostic to get a fresh perspective baseline of your business prior to this type of workshop, but if just gaining some understanding on lean, engagement and alignment is the goal, this is a great foundation.

Key Learnings / Outcomes:

+ An understanding of the high level journey and the jigsaw pieces and building blocks required to build a lean business system in a structured, systematic way.

+ Focusses on the strategic level, not just the principles and tools to implement along the way but also recaps on the basics.

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- + Provides insights into the supportive behaviours required to create and sustain a continuous improvement culture.

- + Provide case studies, examples of other companies that went through lean transformation and some of the learning points and pitfalls.

Comments from delegates:-

"Highlighted what we needed to do to start, the journey ahead, and more importantly things not to do"

"Knowing the road ahead for a typical implementation helps and it enabled us to stop doing what we had previously been taught i.e. just doing lean events"

"The stepping stones required to get to a mature lean business and culture is our goal and this gave us the basic pathway to getting there"

"Enabled us to see our strengths, weaknesses and gaps to close for getting to where we want to go and work out what we need for the journey"



Lean Leadership Academy



Lean Leadership Academy

Train, Educate & Engage Leaders

The Lean Learning Academy is our signature training and is an inspirational, intensive and comprehensive 5 day structured training program.

This training was awarded the Shingo Prize in the UK and is cornerstone learning to lean transformation, cultural change and a real building block for engaging / educating all levels of leaders / lean coaches in Lean Thinking, Principles, concepts and tools.

It helps you understand how all the elements of the Lean system fit together to create and sustain a lean culture driven by leadership.

The LLA concept is based upon the simple belief and understanding that a successful Lean transformation is entirely dependent upon the appropriate behaviours being exhibited by leadership.



Practical 'Go Look See' exercise in the workplace

Sustained continuous improvement benefits over the short, medium and long term are attained only when leaders at all levels are willing to appropriately engage with their teams. They must have knowledge of the lean principles, the willingness to work with them, the ability to coach them and the commitment to lead them by example.



Team members practicing Value Stream Mapping

The LLA is designed to develop these competencies in leaders although, hands on experience and follow on coaching is essential to practice the learning and modify personal behaviours following the course to develop supportive leadership skills that get the best out of people.

It has to be remembered that lean tools by themselves are not the basis for developing a sustainable Lean and Continuous Improvement culture. The tools only help to identify and expose waste and variation on a physical level, but are also extremely valuable ways to engage people.

The real strength of Lean Transformation comes from the development of Lean Leaders, armed with the skills/knowledge of Lean and the motivation, personal commitment and discipline to challenge the status quo and take action against waste, to improve the business and create better value for Customers.

This is why this course focuses on teaching both the tools and their purpose, but more importantly focuses heavily on the supporting Leadership behaviours and a system required by Leaders to engage people in the context of improvement using the lean tools, principles, concepts, thinking and enabling methods.

This training is fun, practical, interactive and engaging. We use a unique blend of engaging presentations, discussion, flipcharts, videos, simulation activities,

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games, 'learn by doing' practical examples 'hands on' application and personal reflection. This is designed to stimulate your thoughts and develop a high performance mindset to continually challenge waste and the status quo.

This is not just a course. It is an educational and practical experience to develop inspirational and transformational Leaders. Leaders with Vision, passion, strategic insights, change strategies and tools to improve and sustain Business improvement.

Leaders will learn that better results come from engaging and supporting people to add more value and remove frustrations. Leading to a higher standard and modelling the right behaviours is part of the change process.



Classroom theory and exercises

The Lean Learning Academy does not end after the course. We can help you continue and cement the learning, further deepen your knowledge and practice your skills through what we call the 'Cohort Club'. A structured format to continue the learning and constant focus on learning and implementation as part of each week.

**On request, the LLA can be held in your business, and this enables clients to practice 'Go Look See' and mapping on your chosen processes with your people as*

a team activity. This activity alone can pay for the cost of the course in identified savings.

**Please also enquire about the 'Cohort Club' follow up or gain access to the rights to use this as a standard training strategy in your business.*

Key Learnings / Outcomes:

- + Complete understanding of the Lean Business System, Principles, concepts and tools.
- + Desired leadership behaviours, habits and routines to support and sustain improvement and change culture. (Leadership concepts: Shadow you cast / Inverted triangle, Lone nut and the whole person).
- + Process of strategy deployment as a fundamental building block to align the business to a purpose and create the foundation for measuring continuous improvement and cascading the business targets.
- + Knowledge of all the lean principles and tools inc 5S, Visual Management, 8 Wastes, Standard Work, Line balancing, Value Stream Mapping, Process Mapping, Quality at source, Practical problem Solving, Kaizen, Process Confirmation, etc.



Practical team building and problem solving game using lean thinking and PDCA



Comments from LLA delegates:-

"Best course I have ever attended, Inspirational, motivational, well run and changed my thinking"

"Andy was very passionate, highly experienced and extremely knowledgeable"

"The whole week was engaging, practical and fun"

"Enlightened about how I should be leading my team and how little we understood about our business"

"Building a team, breaking paradigms and problem solving using lean thinking in a simulation game was highly energising"



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Value Stream Diagnostic Workshop



Value Stream Diagnostic Workshop

Identify the problems and waste

Led by a master lean coach, the Lean diagnostic is a 3-5 day team based structured workshop utilising the Value Stream mapping approach and tools to help evaluate and diagnose the problems, issues and opportunities that lie within a particular process of a business.

It is a facilitated 'hands on' approach that involves prioritising, choosing and mapping an 'end to end' process 'live'.



Team members using the Value Stream Mapping tool to diagnose problems

The purpose is to thoroughly understand the problems, issues, wastes, delays, bottlenecks, information flows, authority loops and rework in the process that extends lead-times, creates poor quality, restricts flow of value adding work and leads to frustrated and dis-engaged people.

We facilitate you and your team who have the knowledge of the process to deconstruct the current process, identify all the issues and problems and then reconstruct a new process by eliminating all of these issues in a future state version.



Team members analysing and problem solving waste

It is an approach designed to make a step change (kaikaku) in your process and then we help you to look at applying continuous improvement to refine it over time. (kaizen)

The first step is to really understand Customer value, then gather information, data and ask questions to see how the current process is performing today by mapping it with a multi-functional team.

We identify all the waste and inefficiencies that adds cost, time and frustration and then challenge you using Lean Thinking to create / design a better 'future state' process using Lean tools and creative problem solving.

The final part is to develop a clear and agreed plan to get from the current state to the future state through ownership, accountability and support of the team. On the last day the outcomes are presented to external stakeholders and other senior management to communicate the results but also to gain support for implementing this process.

We have applied this diagnostic approach in many business processes, in many different businesses. Auditing, HR, Finance, Payroll, Procurement, Operations and it stands up to deliver great results every time.

Typical results are 50% reduction in lead-time, Built in quality to the process, improved safety, cost reduction

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by 50% and engaged, empowered people who feel valued and can make a difference.

Key Learnings / Outcomes:

- + Provide some initial basic understanding of Lean, Paradigms, Mapping tools and Lean tools
- + Map the 'current state' big picture process 'end to end' through Go Look See
- + See and discuss the problems, issues, wastes, variation, delays of the process
- + Problem solve with a Lean approach and thinking to develop a 'future state'
- + Question and challenge the status quo to reach a future desired target
- + Develop a robust plan to reach the 'future state' process and report out to the business
- + Project Management approach to ensure agreement for change



Comments from delegates:-

"...We thought we had good processes until we looked at them with Lean eyes and realised most of it was non value add...unbelievable insights"

"...I knew of all the tools before but had never used them in a practical way so it was really helpful and it all made perfect sense...."

"...it was staggering what we found by just looking and engaging our people. People always look busy but with this tool showed us how to reduce our lead-time by 80% with no extra cost and effort..."



Kaizen Rapid Improvement Events



Kaizen Rapid Improvement Event

Engage & Accelerate Improvement

A kaizen event is typically a 3 to 5 day 'hands on' team based, focussed and accelerated application of Lean principles and tools to solve business problems and take action to improve value for the customer and business performance in Safety, Quality, Cost Delivery and People.

The event is focussed on preparing people for change, breaking paradigms, challenging the status quo, developing lean knowledge and engaging / empowering people to take ownership of their business to solve problems.

The event targets improvements to deliver increased efficiency and productivity, lead-time reduction, floor space, Inventory and many other profit and performance related measures as well as a real driver for cultural change.



Leaders emerging through personal growth during event

These events are where the rubber meets the road because decisive action is actively being taken on eliminating waste and through this process of applying the lean tools, it builds teams, creates positive role models and supports culture change through implementation.

*We can also run a 1 day, 2 day or any amount of day's kaizen as what is important is the action and results through energised people.

Key Learnings / Outcomes:

+ People using the lean tools deepens their knowledge and actively making real improvements in Safety, Quality, Cost, Delivery and People morale.

+ The Lean / kaizen event is not the end, in fact it is just the start to gain some inertia and engage the people in a particular area of the business in the process of continuous improvement. There needs to be daily improvement for real sustainable Continuous Improvement.

+ The outcome of the event delivers some changes during the week but more importantly develops a longer term plan of changes and improvements to implement that will help 'sustain the gains' and creates



Bringing together a team with a common purpose

The approach involves the people side of Lean; creating, growing and building a team with enthusiasm and passion for improvement to make step changes in performance and demonstrating the power of having a purpose / goal with support from leadership to sustain.

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a number of foundational tools, methods and enablers to support improvement on a continuous basis going forward.

Comments from delegates:-

"...Following our Lean diagnostic, this was a next logical step to accelerate the improvements and this event was a real shot in the arm"

"...We set goals, knew what to target and we made changes there and then. It was such a great team effort ...brilliant result".



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**Practical Problem
Solving &
Troubleshooting inc
6 Sigma basics**



Problem Solving & Trouble-Shooting

The search for root cause

The Problem Solving / Troubleshooting training is a 1 or 2 day course to learn how to recognise what a problem is, how to break it down and use a systematic process approach to resolving the issue through a sequence and funnel of different root cause analysis tools and techniques.

Every business, every person, every process in any industry or sector has problems each and every day and there are different types of problems that we encounter. The most common approach for solving problems is 'Jump to a solution' i.e. put a sticky plaster on the surface and hope it goes away?



Practical Problem Solving Simulation Game

Often, the issue is not resolved and comes back again, again and again. This course is to stop these recurring problems for good like a detective asking questions, searching for clues, identifying and testing causes and getting closer to solving the case.

Some of the methods taught are directly from the original problem solving tools taught to Toyota by Edward W. Deming and Toyota have since developed, evolved and enhanced these techniques as well as some other world class troubleshooting and analysis

tools that have been used successfully in other industries for years.

As with any tools, it is not just the tool itself that will help you get the results and solve problems effectively, it is the leadership behind it. The motivation, the right people engaged and the right approach.

We teach you each part of the equation that will help you solve problems for good, not just the effects and the best part is, we give you the theory using a practical simulation game and then on day 2 you use these approaches on your own Business problems.

If you need to put a problem solving approach into your business, create a common format, understanding, approach and language then this course can really accelerate that process.

Key Learnings / Outcomes:

- + Understand what a problem is and how to break it down (PDCA)
- + Use the funnel technique to narrowing down the search for possible causes
- + 8D Method and other best practice Rational Troubleshooting approaches (IS / IS NOT)
- + Problem Solving techniques and how to use them practically
- + Questioning for clarification and go look see
- + A3 method to structuring, proposing and documenting information





Comments from delegates:-

"...A highly practical and fun day using the simulation to work as a team and follow the problem solving steps, which was engaging and I learnt a lot..."

"...I knew of all the tools before but had never used them in a practical way so it was really helpful and it all made perfect sense...."



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Training, Mentoring & Coaching



Coaching, Mentoring & Support

Hold your hand to grow

Lean Coaching and Support helps provide you with ongoing support, awareness, additional knowledge and accountability to develop as a Lean leader for your business, accelerate the lean journey and support your own personal transformation.



1 x 1 or group coaching is available

Improvement does not happen on its own or sustain on its own. It requires constant attention, practice and commitment / perseverance.

Whilst training and lean events are an essential building block to make step changes in performance and gain momentum, the ongoing part of the journey is to build improvement into a way of life and set up systems and processes to make it a habit and daily routine to institutionalise kaizen and the process of PDCA as a daily practice.

Coaching lean is the ongoing process of knowledge transfer, guidance and constant re-enforcement of the lean principles, system, thinking and lead by example behaviours. It helps to sharpen the skills and constantly embeds the thinking and leadership principles to lead with.

We support you in this transition and help you understand your new role as a lean leader is different to how it used to be in the past.

This transition takes time and having a coach helps to keep you on track as you transition into a new leader.

"Even the very best athletes still have coaching. Why? For the mindset conditioning, sharpening core skills and to breakthrough to new levels otherwise not possible".

Key Learnings / Outcomes:

- + Our coaching and support provides feedback and guidance on Leadership ideal behaviors to support Continuous improvement by engaging your people.

- + It helps to develop knowledge of the technical tools and skills of Lean at a deeper level of understanding and leverage knowledge of our cultural transformation experience so you avoid the pitfalls.

- + Provides ongoing access to expertise for questioning, challenging, and independent knowledge and expertise but also accountability partnering.

- + Coaching offers the chance to speak with experienced lean coaches who have lived and breathed Lean at strategic and operation levels for 20 years to give provide ongoing implementation support, because training is only one part of the jigsaw to a successful lean implementation.

- + To be the best you have to work with the best and we are here to support you on your Lean journey. In person, on the phone or skype calls, we are here to help answer questions, coach and guide, ask you questions and challenge you.

- + It's like having your own internal Lean expertise. We answer any questions, and will be just a phone call away.

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Comments from clients:-

"...The training has been great, the workshops awesome to learn by doing but the coaching & support helps us to really implement to a deeper level"

"We got some gems about change management strategies that really helped us break a dead-lock in moving forward"



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Summary of Training



Table Summary of our Training, Workshops, Events & Coaching

Training Type	What is it about?	Content	Skills acquired
Lean Awareness 101 For everyone	½ Day or 1 Day classroom based. Theory plus participating in a practical business simulation to apply the lean learning.	Introduction to Lean Principles, Concepts and tools of Lean to solve problems.	An awareness of Lean Thinking. Potential to apply some new thinking to your business.
Lean Leadership Positioning For Senior Leadership	2 day workshop for Leaders to get an understanding of Lean Principles and how Leaders support Lean, as well as create a Benchmark of the current state, target a future state and create a plan to move forwards.	Lean Thinking, Principles, tools, Desired supportive Leadership Behaviours and the Bigger Picture. Lean assessment of business to help create a plan.	A baseline of today and a plan to move forward and the knowledge of skills, roles and supporting Lean coaches required to support and sustain a Lean Journey. Creates a roadmap to guide the journey.
Visioning & Strategy For Senior Leadership Teams	A 2-3 day workshop to align everyone to a common purpose by development of an inspiring Blue Sky Vision that will create targets, measures and plans to pull everyone towards the Vision.	Theory on Visioning, creation of Visions in other companies, examples but also how this informs a strategy and then how to deploy that strategy to align and engage everyone.	This training is not a magic bullet but helps to shape everyone’s thoughts about where the Business is heading...the WHAT, the WHY. We leave the HOW for another day.
1 Day Problem Solving For people who have influence in solving problems. Everyone!	A 1 day practical training workshop to provide the tools, approach and skills to be a great problem solver using a systematic approach inc A3 Thinking & Problem solving.	Learn about different problem solving methods, how to apply them in theory and in practice using Live problems that needs to be solved in your Business.	How to recognise problems, how to break a problem down to understand it and how to systematically get to the root cause of the problem using tools and analysis.
Lean Leadership Academy (LLA) For anyone, but targeted at Leaders, Supervisor Level, Lean Coaches.	5 day training programme to develop Lean Leaders and Lean Coaches to lead improvement, knowledge of the tools and their purpose.	How to lead teams and coach teams using the tools for improvement as well as knowledge of the total Lean System.	Motivation and believe to start to use the tools in their area or coach the tools and others. Encouragement of and ability to implement a lean project.
Lean Diagnostic If support is required to develop a deep understanding of a process using all the mapping tools and data streams.	3-5 days depending on size. This is a real life mapping activity, not just theory, where we work with you to set up the activity and run it to de-construct a business process and reconstruct a better process with a multi skilled team,	How to map a process end to end, analyse it and create a future state process using Lean Thinking and a robust plan to get there.	Working as part of a team to analyse processes, data and problem solve issues to improve them. Potential to split down into mini Projects moving forward.
Lean / Kaizen Events Stand alone for a particular Business problem or as part of what was identified on Value Stream Map.	3 -5 days Rapid Improvement. Team focussed problem solving in line with Value Stream map or to meet a particular target set by the Business Champion.	Solving problems through a Kaizen approach. PDCA methodology to physically change a process for the better.	Actual involvement of a multi-disciplined team to make the improvements happen. The talking is over, this is implementation with a Kaizen mind-set. Events are high energy and motivational.
Coaching & Support Lean Coaching and Support helps provide you with ongoing support, awareness, additional knowledge and accountability to develop as a Lean leader.	Ongoing coaching and support from world class coaches in Lean to support you and your business develop through the process of coaching for success and avoiding pitfalls that we often see and coach the ideal behaviours and mind-set.	You can ask anything you want, have expert advice on the end of a phone at any time (as available) to check understanding, implementation questions, or come to your business as required.	Coaching and support takes you to a deeper level of understanding of how to really implement continuous improvement. With a coach by your side you can do it with confidence and quicker.



If you would like any further information about which programme would be most suitable for you, or you would like us to develop and tailor a specific programme for you based on specific needs, please visit our website to read more detail on each specific programme or contact us on 0435804470.

All of this training and doing is the perfect way to develop high performance, world class Lean Leaders, internal coaches and trainers as part of our 'Train the Trainer' overall programme to develop Lean Coaches in HOW to deliver all of this training themselves.



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