

Strategic and Operational Improvement (SOI) 2 days

The Strategic and Operational Improvement programme is a core element of the Business Black Belt certification programme. It equips the Business Black Belt to influence the way Continuous Improvement is deployed and embedded across the organisation.

It does this by focusing on Value Stream Mapping as a strategic tool for aligning leadership for business transformation, and by looking at the importance of systemic thinking and aligning people and priorities to the vision, mission and values of the organisation. It also looks at the wider leadership role in developing a CI culture, and sustaining and extending improvements through the use of Lean Management Systems for all levels of management and team members.

The two-day programme comprises two sub-modules:

- Day 1: Value Stream Mapping
- Day 2: Leading Continuous Improvement

These are workshop-style events with a blend of teaching, discussion, interactive exercises and practice applying the methods to relevant business situations. The sub-modules can be taken as standalone modules.

The programme can be delivered face-to-face or as virtual classroom training.

Support Pack

Each delegate will receive

- Copy of the book “Lean Six Sigma for Leaders”
- A printed and pdf copy of the training materials
- Copy of the Catalyst Lean Six Sigma Champions Guide
- A downloadable pack of templates

Day 1: Value Stream Mapping (VSM)

The objective of the one-day Value Stream Mapping Programme is to enable Business Black Belt delegates to understand what Value Stream Mapping (VSM) is, why it's such an important enabler for organisational transformation, and how to apply it along with other aspects of Lean Thinking to identify and eliminate waste across the end-to-end process in order to improve flow and reduce cycle times.

Who is the course for?

- You would like a full understanding of what VSM is and how it fits within CI and Lean Thinking as a strategic and transformational methodology
- You would like to learn how and where to apply VSM to engage leadership in transformational change
- You would like to learn how to use VSM to gain a deep understanding about your current end-to-end work systems and the related barriers to delivering value
- You would like to learn how to design a future state that enables excellent performance on all fronts
- You would like to learn how to run a VSM-type activity including planning the implementation of the improvements and managing the change to enable the future state to become reality

Learning Outcomes for Your Business

This programme will develop understanding of what Value Stream Mapping is, why it's an important tool in building leadership alignment in planning for transformational change, and how to go about using the methods of VSM.

Learning Outcomes for Your Personal Development

Following the training you will have the knowledge and skill in the theory of VSM to evaluate VSM projects previously run in company, learn from past experience, write Project Charters for specific VSM projects, set objectives, and support (and potentially lead) VSM projects.

VSM Course Contents

Introduction

- What is Value Stream Mapping?
- Getting prepared
- The VSM Project Charter

Creating the Current State VSM

- Customer Demand Analysis
- Material Flow
- Information Flow
- Process Data and the Timeline
- Facilitation Tips

Identifying Improvement Opportunities

- VA/NVA analysis
- Applying Lean Concepts
- Opportunity identification and prioritisation

Creating the Future State VSM

- Approach Guidelines and Steps
- Assessing the improvement impacts

Achieving the Future State

- Purpose of the VSM Plan
- Prioritising and sequencing activities
- VSM plan structure
- Improvement tactics, e.g. Kaizen, DMAIC, Digitisation
- Change Management

Summary

- Recap, conclusions and key learning points
- Final Q&A
- Next steps

Day 2: Leading Continuous Improvement

The objective of this one-day programme is to introduce the wider aspects of leading and establishing a continuous improvement culture in an organisation. It builds on an understanding of Lean Six Sigma principles to cover how leaders create the right working environment, how to encourage a focus on doing the right work (including strategic alignment), and the leader's role in improving how the work gets done. In particular, it takes a look at Lean Management Systems and how to conduct a CI Maturity Assessment.

Who is the course for?

- You would like to take a broader look at CI deployment and CI Maturity
- You wish to understand the role and responsibilities of a leader with regards to CI and consider which specific behaviours support this and help create the right environment
- You want to help drive stronger alignment of strategic priorities across your organisation and use this to selection improvement projects and activities
- You want to improve the use of visual management and other management systems to engage everybody in daily management and continuous improvement

Learning Outcomes for Your Business

This programme will develop leadership capability in Continuous Improvement and enable them act as role models, creating a positive and supportive working environment which enables everybody to contribute, and aligns the organisation's efforts towards a common set of priorities.

Learning Outcomes for Your Personal Development

Following successful training completion, you will be able to take a wider and more influential role in developing a CI culture in your organisation. It will help you enable leaders

to see current reality, align around a better future state and transition towards it through the discipline of regular routines and bringing the best out of people.

Leading CI Course Contents

Introduction

- Recap on key CI concepts and LSS principles
- CI deployment model

Creating the Right Environment

- Importance of culture
- Leadership vs management
- Ideal behaviours
- Behaviours self-assessment

Doing the Right Work

- Focus on 'why'
- Vision, mission and strategy
- Balanced scorecard and Hoshin Kanri
- Project selection

Doing the Work Right

- Process improvement and projects
- Methodology options
- Champions role and guide

Lean Management Systems

- Visual management
- Daily accountability
- Leader standard work
- CI Maturity Assessments