



# LEAN PRACTITIONER MANAGEMENT TRAINING GUIDE

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A GUIDE OUTLINING YOUR ROLE TO HELP INDIVIDUALS COMPLETE THE  
LEAN PRACTITIONER CERTIFICATION

This guide outlines what will be taught in each workshop and helps participants reinforce the development outcomes. You will be able to speak the same language and help them apply what they are learning. Individuals in certification deserve the **support** and **accountability** required to complete the training, this guide will help you, as their manager provide both.

**To your sustained success,**

Kirby Sneen, President  
Manufacturers Alliance



# GETTING STARTED

**1**

**Prepare your answers in each “Management Debrief” section.**

**2**

**Schedule a 15-minute meeting after each workshop with the person in certification to cover the management debrief section together.**

**3**

**Document the days your team member will be in training below:**

Learning to See Waste:

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Creating Process Maps:

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Root Cause Analysis:

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Visual Management & 5S:

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Standard Work:

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Kaizen Rapid Improvement:

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Certification Completion Deadline:

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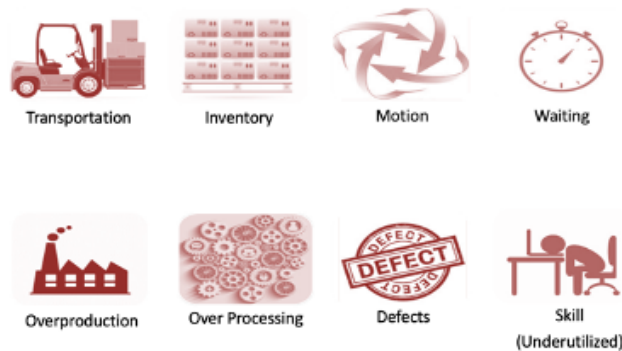
# THE FIRST WORKSHOP

## LEARNING TO SEE WASTE

The purpose of this workshop is to develop the skills to improve performance by identifying and eliminating waste from a process. Individuals will learn how to work together as a team to improve processes and solve problems.

The primary ideas and improvement techniques in this training include: PDCA, value add, non-value add, waste, Kanban, takt time, cycle time, visual controls, value stream mapping, cells, batches, push and pull systems, standard work, teamwork, prioritization and kaizen.

We all eliminate waste so we can use resources to do work the customer is willing to pay us for.



Individuals will learn the typical causes of waste including layouts, setups, large batches, ineffective production scheduling, an unorganized workplace and others. After this, they will practice identifying waste during hands-on simulations and discussions about their own work.

## MANAGEMENT DEBRIEF:

**Ask:** What examples of waste at work came to mind after attending the workshop?

**Share:** One example of waste in my process is \_\_\_\_\_

**Ask:** What process would you like to improve that could be the focus of your project?

**Ask:** When will you take the test for this workshop?



# THE SECOND WORKSHOP

## CREATING PROCESS MAPS

The purpose of this workshop is to develop the skills to improve performance by learning how to map current and future state processes so structural analysis can be performed, and improvement can be made. Participants will understand that maps are used to identify hand-offs between functions, flow between transactions, delays, value-added steps, and non-value-added steps in the process.

The three mapping techniques covered are Value Stream Maps, Spaghetti Maps, and Process Flow Maps.



**Individuals will learn the steps to map a process including:**

1. Develop a charter
2. Communicate with stakeholders
3. Gather supplies and the team
4. Map the process
5. Identify improvements and communicate next steps

This will help you realize the benefits such as: make the process visible, work on the big picture, enable all team members to understand the process, establish a common language, removing waste, shorten cycle times, and improve delivery to the customer.

## MANAGEMENT DEBRIEF:

**Ask:** Will mapping a process support your project?

**Share:** When I mapped a process my experience was \_\_\_\_\_

**Ask:** What is your project's problem statement?

**Ask:** When will you take the test for this workshop?

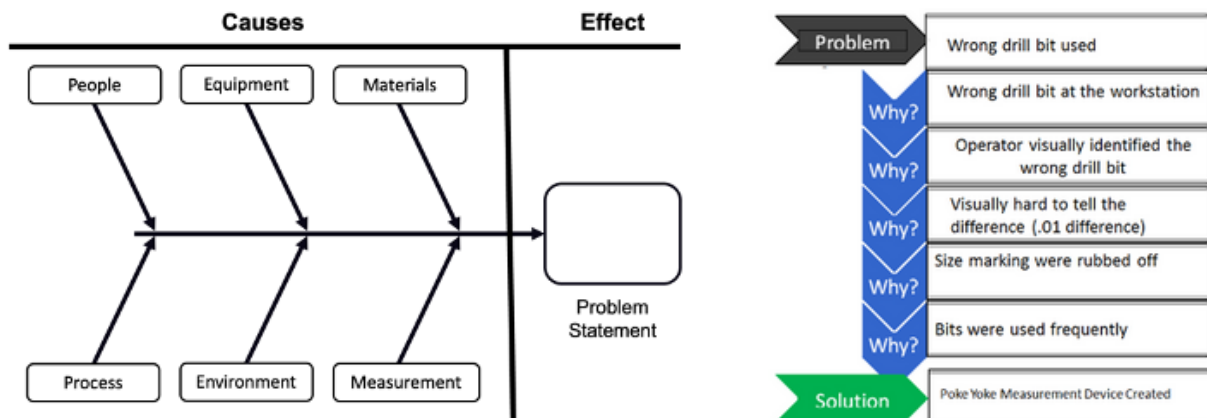
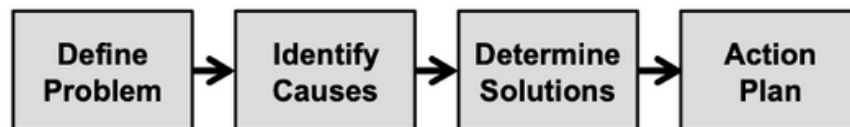


# THE THIRD WORKSHOP

## ROOT CAUSE ANALYSIS

The purpose of this workshop is to learn how to systematically determine what happened, how it happened and why it happened in order to identify actions toward preventing future occurrences. Participants will also learn how RCA can reduce risks, improve product performance and reliability, and reduce costs through scrap and rework reduction.

The two primary techniques covered include Fishbone and 5 Why. The difference between symptoms and causes will be defined, the best time to use each, and how they fit in the strategic problem-solving process.



### MANAGEMENT DEBRIEF:

**Ask:** What was the most interesting part of this workshop? Why?

**Share:** One RCA technique I've used is \_\_\_\_\_

**Ask:** Which RCA technique would you like to apply to the problem your project addresses?

**Ask:** When will you take the test for this workshop?



# THE FOURTH WORKSHOP

# VISUAL MANAGEMENT & 5S

The purpose of this workshop is to learn, through hands-on simulations, the impact visual management and 5S improvement techniques have on safety, quality, costs, and delivery business metrics.

Participants will learn that 5S is a conditioning principle for continuous improvement and a fundamental discipline for creating a highly standardized high-performing workplace.



Visual Device Type	Visual Indicator	Visual Signal	Visual Control	Visual Guarantee
Power Level	Passive (tells only)	Assertive (grabs attention & then tells)	Aggressive (limits behavior thru size, color & number - requires training on standards)	Absolute (allows right response only)
Impact on Behavior	Shows Informs Indicates Tells	Alerts Warns Signals Prompts	Confines Constrains Limits Restricts	Forces Ensures Inhibits Eliminates
Workplace Application	ID labels Instructions Maps Bin address	Andons Digital displays Alarms Audio signals	Kanban squares Shelf height & width Container size Border lines	Guide pins Sensors Limit switches Vision systems

Participants will learn that visual management practices enable self-explaining, ordering, regulating and improving so that questions are answered, motion isn't wasted, process statuses are communicated and performance targets are accomplished.

Additionally, individuals will learn how to implement both improvement techniques through a process including planning, educating, piloting, and reflecting.

## MANAGEMENT DEBRIEF:

**Ask:** What was your biggest take-away from the workshop?

**Share:** One Visual Management practice I use is \_\_\_\_\_

**Ask:** How could 5S or Visual Management support your project?

**Ask:** When will you take the test for this workshop?



# THE FIFTH WORKSHOP

# STANDARD WORK

The purpose of this workshop is to learn, through hands-on activities, that without standards there can be no improvement and without standard work improvement cannot be sustained.

Participants are introduced to standard worksheets, combination tables, and standard work instructions as well as a 9-step implementation plan that includes how to do time studies, identify the least waste way to perform a task, and remove variation. All participants learn how to create their own standard work.

Process	Standard Work Combination Table			Date	Needed Units Per Shift												
				Section	Takt Time												
Operation	Time			Operation Time (unit: sec.)													
	Manual	Auto	Walk	5	10	15	20	25	30	35	40	45	50	55	60	65	70

**Standardized Work Chart**  
 Operation no: 3  
 Date: 10/20/2016  
 Author: [Signature]  
 Title: [Signature]  
 Department: [Signature]  
 Job Description: Prep Cast, Pull Plastic, Grind and Buff  
 Standard no: [Signature]

**Major Work Step**

1. [Step description]
2. [Step description]
3. [Step description]
4. [Step description]
5. [Step description]
6. [Step description]
7. [Step description]
8. [Step description]
9. [Step description]
10. [Step description]
11. [Step description]
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46. [Step description]
47. [Step description]
48. [Step description]
49. [Step description]
50. [Step description]

**Process Flow Diagram:** A diagram showing the sequence of operations: Start -> [Step 1] -> [Step 2] -> [Step 3] -> [Step 4] -> [Step 5] -> [Step 6] -> [Step 7] -> [Step 8] -> [Step 9] -> [Step 10] -> End.

**Job Instructions for Prep Cast & Pull Plastic**  
 Author: [Signature]  
 Title: [Signature]  
 Department: [Signature]

Step	Instructions	Photo	Substance
Step 1	33. Cut crepe large enough to cover 3/4 of foot plate		33. Place Footplate back on positive Mold
Step 2	34. Heat crepe in oven for 30 seconds		35a. Mold to bottom of foot plate Place Crepe on Mold. Wipe and Vacuum Form
Step 3	35b. Mold to bottom of foot plate Verify fit of crepe.		35c. Mold to bottom of foot plate Verify fit of crepe. Posterior View.

## MANAGEMENT DEBRIEF:

**Ask:** Where do we not have a standard where we should have one?

**Share:** One area which we have a great standard in place is \_\_\_\_\_

**Ask:** How will you standardize the impact of your project work?

**Ask:** When will you take the test for this workshop?







# THE MANAGERS POST-TRAINING 3-STEP SUSTAINMENT PLAN

People attend training and experience a burst of better performance and more effective working relationships. The problem is that this doesn't last. Avoid the starts and stops by implementing a sustainment plan.

## **STEP 1: DEBRIEF**

Review their Lean Practitioner Project, discuss what went well and what didn't. Ask what you can do to help them continue to practice what they learned.

## **STEP 2: RECOGNITION**

Find three opportunities over the next 60 days to recognize how they have become a better problem solver. For example, if you observe them quantifying a gap in performance, recognizing there is no standard, or determining the root cause of the issue recognize them for it. The key here is to connect the learning from the training to their behavior change.

Over the next 90 days, meet with them three times so you can ask them how you can help them continue to apply what they learned.

## **STEP 3: CONTINUING EDUCATION**

Identify one educational resource for continued learning and schedule time for them to consume it. Consider Podcasts, Webinars, and Peer Groups as ways the learning can continue. A few resources we suggest include:

- [The Manufacturers Alliance Podcast](#)
- [Educational Webinars](#)
- [Benchmarking Peer Groups](#)

**To your sustained success,**

Kirby Sneen, President  
Manufacturers Alliance

