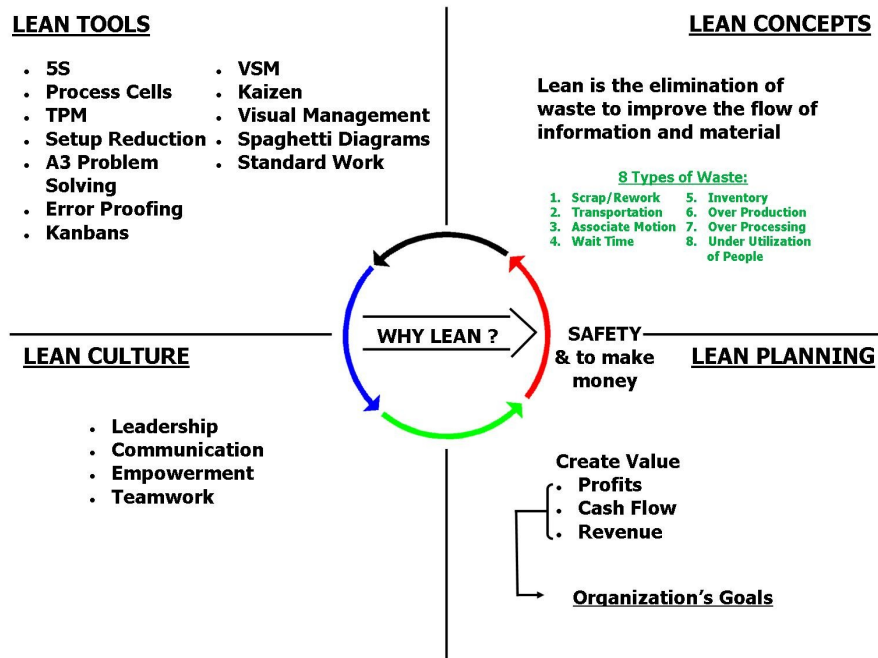




LEAN POLICY DEPLOYMENT FACILITATOR TRAINING

Background/Description: American companies are struggling to implement Lean successfully. In a recent *Industry Week* magazine survey, 74% of the companies responding to the survey reported “little or no progress” with their Lean implementation. The reason this is occurring is that these companies see Lean as just a set of waste elimination tools (which Lean as a system includes) instead of understanding it as a system by which they can run their company and achieve their organization’s goals. Policy Deployment is the most powerful Lean activity an organization will ever accomplish, since it links all Lean activities with the achievement of the organization’s goals.

To become a World Class company, organizations must implement all four elements of Lean as shown below:



Current Lean Facilitator certification programs do a very good job of teaching their participants *Lean Concepts* and *Lean Tools*, two of the four required elements. Unfortunately, this leaves organizations without the front end of the process, *Lean Planning* and *Lean Culture* (both are included in Policy Deployment), which is the system on which the Lean Concepts and Tools can be built.

The goal of this session is to give participants the necessary expertise to guide their organizations through the entire four element Lean implementation process.

Session Pre-requisites: Certified Lean Facilitator, Lean Master Facilitator, SME certification, Maryland World Class Consortia certification, or equivalent.

Purpose of Session: To give participants the skills and abilities to be able to:

- ⇒ Demonstrate to their organizations the need for Policy Deployment
- ⇒ Facilitate their organization through the complete 10 Step Policy Deployment process

Materials Required for the Session: A list of your company's current/next fiscal year top-level business goals (real or disguised). For example:

Safety – Achieve “0” safety incidences for next 12 months

Profitability – Improve Net Income from 3% to 8% of sales by the end of the fiscal year

Cash Flow – Improve Free Cash Flow from 30% to 70% of Net Income by the end of the fiscal year

Sales – Increase Revenues from \$32 million to \$36 million without eroding margins by the end of the fiscal year

At the end of this Session Participants will be able to:

- Thoroughly understand the need for his/her organization to do Policy Deployment if they wish to fully utilize Lean's potential to improve his/her organization and become World Class
- Present Policy Deployment in a convincing fashion to his/her organization's Leadership Team
- Facilitate and Lead his/her organization through the 10 Step process so that a business plan can be developed that meets the business objectives/goals of the organization
- Follow-up on the process and the Monthly Business Reviews to ensure that Lean and Policy Deployment are the “system” by which his/her organization runs its business



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