

# LEAN ENTERPRISE WORKSHOP

**A multi-session seminar focusing on Lean implementation from culture to execution**



As more organizations go lean, the demand for skilled workers and a system-wide approach for developing and implementing lean project plans is escalating. This course is designed to equip you with the knowledge and tools to map the path to lean culture at your organization.

## This workshop will give you the tools to

- Complete a self-assessment to determine your organization's readiness to implement lean
- Gain practical experience analyzing how to incorporate lean into organizations
- Develop a project plan for implementing lean into your organization
- Understand Lean culture and how culture can make or break your initiative

The APICS Lean Enterprise Workshop Series is organized so you can approach and understand the lean transformation process systematically. Using scenarios from a fictitious company, Murphy's Toys, you will be tasked with finding lean solutions to numerous challenges. This method will provide you with the flexibility to immediately customize what you've learned and implement it at your own organization.

**Seminar Description:** *There are seven sections in the series plus a capstone event and presentation. Each section contains exercises and real-world examples. The 7 sections are:*

### Introduction

You will gain an overview of the many components of implementing a lean transformation in your organization and gauge your organization's readiness through a hands-on assessment.

### Lean Culture

Explore the effects of a lean implementation on your employees and learn about the importance of teams. The Kaizen, a team-oriented continuous improvement event will be introduced in this section.

### Value Stream Mapping

Learn about value stream mapping and this tool's value for viewing processes and determining potential areas of improvement. Draw a current state map and then learn about concepts to help you improve your future state.

## Stability and Process Improvements

Learn how to improve process stability, achieve demand stability and improve manufacturing process efficiencies.

## Just-in-Time

Determine customer demand, standard work, line balancing and many other tools to meet customer demand. Participants will explore the use of a heijunka system to meet customer demand through a hands-on activity.

## Measuring

Review the way a lean company measures and align measurements with objectives. Topics include lean accounting, inventory costs, target costs and lead time.

## Sustaining

Learn about the long-term changes to sustain the gains made. Topics include lean design, analyzing failures and ensuring ongoing quality control and continuous improvement.

## Benefits to Participants:

- Complete a self-assessment to determine your organization's readiness to implement lean
- Gain practical experience analyzing how to incorporate lean into organizations
- Obtain broad knowledge of lean enterprise solutions
- Prepare a practical project plan for implementing lean into your organization

## Co-Instructors:

**Ellen Kane, CPIM:** founder of Ellen Kane & Associates and a member of the ACA Group. She has over 20 years of experience in selecting, designing and implementing manufacturing and distribution systems. She has a B.A. in Mathematics from UCLA. She has been an instructor for San Fernando Valley APICS for many years. She is a past president of the SFV APICS chapter, is currently VP of Finance for the chapter and an Associate level Instructor for San Fernando Valley APICS.

**Michael Thornburg, MBA, CPIM:** has performed in Senior / Executive Operations Management roles and has implemented formal Lean 5S/6S systems and processes in manufacturing organizations with a focus on establishing the right organizational culture as a means to 'pull' the initiative into the workplace. Achievements include Kaizen events focused factory layout

reengineering in support of classic "U"-flow operations, formal 5S systems, Value Stream Mapping, FOD (Foreign Object Debris), and HazMat materials programs.

Mike conducts workshops on the OCAI (Organizational Culture Assessment Instrument) which reveals an in depth perspective on how an organization operates at the behavioral and subjective level in both future and current contexts. Mike holds a B.S. from Pepperdine University and an MBA from CSUN; performs contract engineering services and consults on continuous improvement and productivity initiatives. He is currently VP Marketing and President elect and an Associate level Instructor for San Fernando Valley, APICS.

**Mike Letson, CPIM, CSCP, DMAIC Black Belt, Six Sigma Lean Green Belt:** motivated professional with a wide range of experience including military, corporate and entrepreneurship, allowing him to relate topics to a diverse audience. Mike is known and well regarded for his contagious energy and results driven techniques. Mike is proud to be a certified DMAIC Black Belt and Six Sigma Lean Green Belt. He is APICS CPIM certified, is a Certified Scrum Product Owner and is formally trained in Miller-Heiman Strategic Selling. He is an Associate level Instructor for San Fernando Valley APICS.

**Location:**

Available company in-house only

**Class Schedule:**

Thirty-two hours (8-4 hour sessions or 16-2 hour sessions) usually taught once or twice a week (4 hours/week)

**Class Size:**

Minimum 10 students

**Price:**

\$749 for APICS members, \$899 for non-members (includes a 1-yr APICS membership-\$200 value),

For more information, send e-mail to [seminars@apics-sfv.org](mailto:seminars@apics-sfv.org). Or call: 818 850-6575 to speak to the VP of Seminars.