



LEAN
SOLUTIONS
ACADEMY

A group of five professionals (three men and two women) in business attire are huddled together, smiling and looking down at something they are holding in their hands. The background is a blurred industrial or office setting. The image is framed by blue geometric shapes.

Lean & Six Sigma Training Green Belt Certification

brought to you by:



**PATRICK
ADAMS**
CONSULTING

CLASS SCHEDULE

Day 1

- Yellow Belt Class Refresh
- DEFINE
 - Introduction to DMAIC
 - Charters
 - SIPOC
 - Gantt Charts
- MEASURE

Day 2

- Green Belt Project Review
- ANALYZE
 - Fishbone Diagram
 - 5 Whys
 - Value Stream Mapping
- IMPROVE
 - Impact/Effort Matrix (Affinity Diagram)
- Facilitating a Kaizen Event

Day 3

- Green Belt Project Review
- CONTROL
 - Control Plan
 - Layered Audits
- Strategy Execution/ Hoshin Kanri
- Change Management



PROJECT CHECK-IN'S

- What is your Problem Statement?
- What are your measures of success?
- What is your timeline? Milestones?
- Do you have any roadblocks? Do you need help with anything?
- What are your next steps?



CONTROL PHASE

LEAN SIX SIGMA CONTROL

DEFINE

MEASURE

ANALYZE

IMPROVE

CONTROL

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METHODS USED TO MEASURE THE OUTCOME

-  Be Consistent, Don't Fall Back To The Old Ways
-  Be Visible
-  Measure Team Satisfaction
-  Follow Up With Team Concerns



MONITOR, MEASURE & CONTROL

- Remember that just because you have executed your plan does not mean that the problem is solved.
- You must verify your results and continually or periodically monitor results.
- If performance deteriorates, you must repeat the process.

Quality Tools

- Graphs
- Histograms
- Control Charts

DEFINE

MEASURE

ANALYZE

IMPROVE

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METHODS USED TO SUSTAIN THE GAINS

-  Auditing The New Standard
-  Add Monitoring To Your Leader Standard Work
-  Visual Management Controls
-  Schedule Next Kaizen Event

EXAMPLE OF CONTROLS

- Control Plan
- Control Chart
- Other Tracking Charts
- Standard Work
- Recurring and Documented Training
- Audit

WHAT IS A CONTROL PLAN?

- A written summary describing systems used for monitoring/controlling process or product variation
- A Living document to be updated as new measurement systems and control methods are added for continuous improvement
- Often includes concise operator instructions (SOPs , SWIs, OCAPs)
 - OCAP = Out of Control Action Plan
 - SWI =Standard Work Instructions
 - SOP = Standard Operating Instruction
- Made in conjunction with the final project report
 - Lessons Learned
 - Actual Gains vs Planned Gains

CONTROL PLAN ELEMENTS

4 Elements of a Control Plan

1. Training
2. Documentation
3. Monitoring
4. Response

CONTROL PLAN- TRAINING

Standard Work Training

- Train staff on updated SOPs, checklists, and job aids
- Provide hands-on practice to ensure correct execution

Control Plan Training

- Teach what metrics to monitor and how often
- Clarify roles: who measures, who reviews, who acts
- Review response plans when process drifts

Process Owner & Leader Training

- How to monitor KPIs and dashboards
- Role of Leader Standard Work in sustaining improvements
- Escalation and accountability processes

Knowledge Transfer

- Handoff from project team to process owners
- Explain root causes and why the solution works
- Highlight risks if old habits return

Reinforcement & Change Management

- Recognition of correct behaviors
- Quick reference guides / refresher sessions
- Embed training into onboarding where relevant

DEFINE

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CONTROL PLAN - DOCUMENTATION

Standard Work/Work Instructions/ Job Aids

- Update to reflect new process steps
- Ensure version control is applied

Checklists

- Revise to match improvements

Visuals

- Update existing visuals to new process
- What new visuals are needed?

CONTROL PLAN ELEMENTS

Monitoring

Standard Work Audits

5S Audits

Results Monitoring

DEFINE

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AUDITING STANDARD WORK

AUDIT PURPOSE

- Check understanding of the standard
- Discover individual difficulties
 - Did lack of training lead to the problem
 - Kaizen: to take away difficulty

Standard Work audits are NOT meant to be punitive

STANDARD WORK **AUDIT AGENDA**

✓	Member trained & documented?
✓	Work area layout correct?
✓	Work in progress within allowance?
✓	Step sequence followed?
✓	Within time?
✓	Results discussed with member?

5S AUDITS

Determine Appropriate Audit Type

Layered Audit

What "GOOD" Looks Like...



Spreading & Cutting Area

*The Area Does
Look Like This.*

Date Audit Completed:

Layer 1

What "GOOD" Looks Like...



Spreading & Cutting Area

*The Area Does
NOT Look Like
This Because...*

Owner Initial When Addressed:

Date Audit Completed:

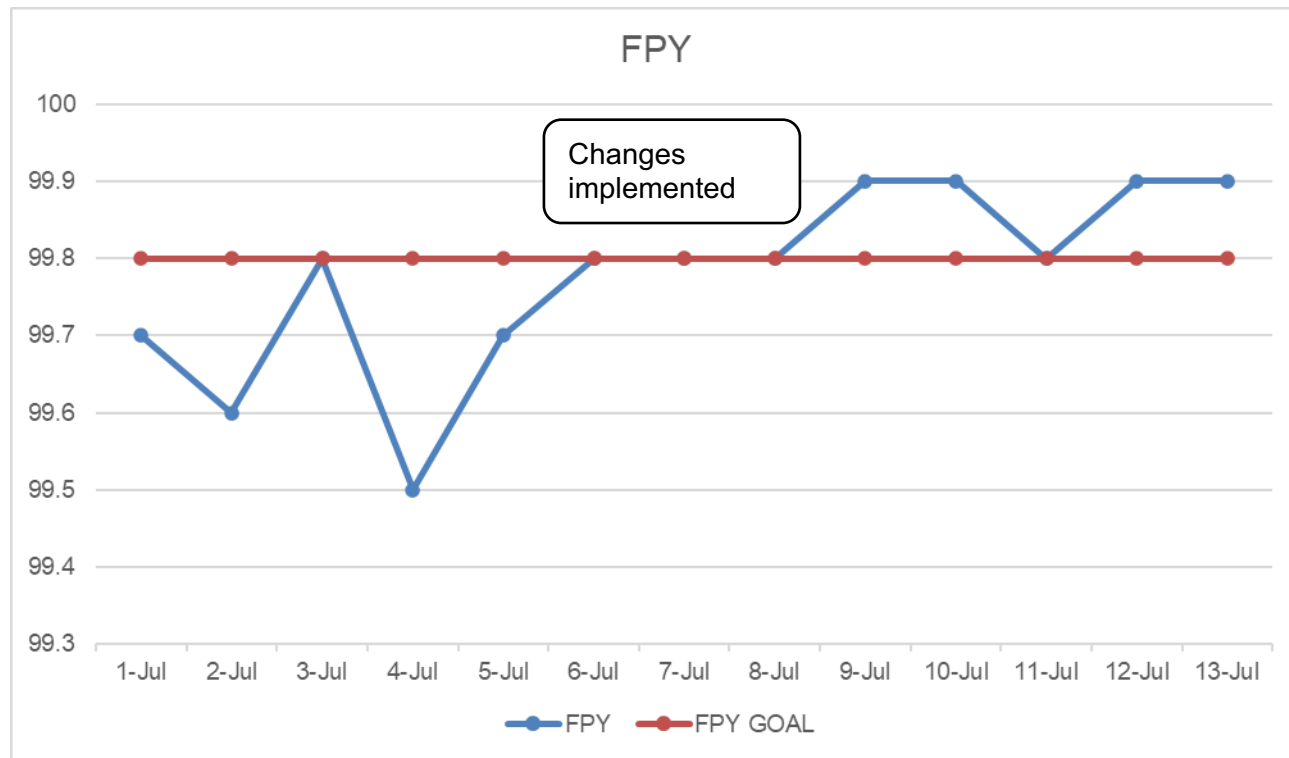
Layer 1

Full 5S Audit

Category	Audit Criteria	Notes	Score (1-5)
Sort (Determine what is needed and what is not)	No items shall be present in area without having a designated location. This includes personal belongings, parts, furniture, etc.		
	All air lines and electrical cords are neatly organized, secured and not touching the floor. Tools in good condition and unmodified.		
	Aisleways are clear and clean without obstructions, trip hazards, etc.		
Set in Order (Place everything in its place)	No items / documents posted in area without a designated location. Including Team boards if applicable.		
	All necessary items in work area have a designated place and the item/s are in their places. (Includes paperwork on Team Boards if applicable, equipment signage)		
	WIP standards and inventory quantities are visible and being followed.		
Shine (Cleaning and looking for ways to keep clean & organized)	All part racks and part containers are labeled with proper identification.		
	All equipment, racks, tools, mats, documents, containers, etc. are in their designated locations (unless in use). Items are not askew or touching lines. Replacement items are available to ensure use and proper changeover (PPE, knife blades, etc)		
	All surfaces, floor to ceiling are free of dirt, dust, oil and grease; "Hospital Clean" standard. This includes ceiling beams, overhead piping, fans, walls, etc.		
Standardize (Maintain, Monitor, Adherence)	Equipment, furniture, fixtures, walls and floor markings are well maintained and free of excessive wear, chips in paint, damage, etc.		
	No debris can be found in area bigger than a dime (including screws) on work surfaces, floor, under conveyor, etc.		
	Cleaning materials and supplies are available and clearly marked in designated locations.		
Sustain (Self-discipline, stick to the rules)	5S standards (i.e. standard work), 5S boundary map, and 5S record, safety information (LOTO and PPE) are posted in area in designated locations and are being adhered to.		
	All labeling, boundary lines, corners, equipment, walls, piping, etc. adhere to WFO standards.		
	All recycle containers adhere to WFO standards, and are in their designated location.		
	WIP levels and inventory limits are known and adhered to.		
	Records of required 5S activities are dated, initialed and current.		
	Team has documented action plans on team WOI to correct non-conformances from previous audits.		
	Team has documented action items on team WOI to improve workplace organization, reduce clutter, reduce/eliminate sources of clutter/clutter.		
	All members have training/understanding of 5S principles and expectations.		

RESULTS MONITORING

Track the same metric and use the same type of chart to track results



DEFINE

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CONTROL PLAN ELEMENTS

Response

What is the response plan if something does go wrong?

Who is responsible for that response?

DEFINE

MEASURE

ANALYZE

IMPROVE

CONTROL

CONTROL PLAN

Project Title Customer Order Process		Project Manager 0		Project Start: Thu, 7/31/2025		SIMPLE GANTT CHART by https://www.vertex42.com																			
		Display Week: 1		Jul 28, 2025 28 29 30 31 1 2 3			Aug 4, 2025 4 5 6 7 8 9 10			Aug 11, 2025 11 12 13 14 15 16 17															
TASK	ASSIGNED TO	PROGRESS	START	END	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
CONTROL PHASE																									
Control Plan			date	date																					
Chart with results			date	date																					
Task 3			date	date																					
Task 4			date																						
Task 5			date																						

Control Plan

Item #	Subject	Control Description	Type(s)	Control Cycle(s)	Control Owner(s)	Status	References / Other
1	Maintain compliance to the new Operator SOP.	Train personnel on new SOP Track parts per hour & downtime/fault occurrences/times and take action on largest issues. Respond to operator challenges of new design to sustain the improvements.	Training Fix & Train Monitoring	Daily Daily Weekly review at production mtg.	Dan Kuenger Brian Buchanan (supv.) John Stewart	Training completed on _____ Spreadsheet tool provided Ongoing	SOP #12345 Fault Tracking Log
2	Maintain compliance to the new Lead/Setup SOP.	Train personnel on new SOP Track reasons for being pulled off route and take action on largest issues. Respond to lead challenges of new design to sustain the improvements.	Training Fix & Train Monitoring	One time Daily Weekly review at production mtg.	Dan Kuenger Brian Buchanan (supv.) Dan Kuenger	Training completed on _____ Spreadsheet tool provided Ongoing	SOP #12345 Tracking Log
3	Escalation Plan for Lead/Setup	Train personnel on new response plan	Training	One time	Dan Kuenger	Training completed on _____	
4	Maintain compliance to the new Parking Lot SOP.	Train personnel on new SOP	Training	One time	Dan Kuenger	Training completed on _____	
5							
Control Plan Approval and Acknowledgement							
Process Owner(s) Date						Control Owner Action Acknowledgement	
APPROVAL						Name and Date	
						Name and Date	
						Name and Date	
						Name and Date	
						Name and Date	

Create a separate control plan or update the Control Phase section of your Gantt Chart

DEFINE

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KAIZEN

FACILITATING A KAIZEN EVENT

WHAT IS A KAIZEN EVENT?

A Kaizen Event (different than Kaizen as a mindset) is a focused team activity with a specific, aggressive breakthrough objective aimed toward solving a well-defined problem.

You can expect to accomplish huge results in a very short time frame (usually 2-5 days).



KAIZEN FACILITATOR

Role

- Guide the team through the improvement process
- Keep the group focused on the objective
- Manage time, pace, and participation
- Neutral perspective — focus on process, not content
- Support consensus and sustain positive energy



PRE KAIZEN WORK

Largest portion of kaizen success based on prep work



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Kaizen Short Form

KAIZEN INFORMATION		
Kaizen Title:	Kaizen Pre-Work/ Data Collected	☐ Check if Complete
Kaizen Description:		
Kaizen Goals/Objectives:		
1)		
Kaizen Scope:		
Kaizen Sponsor:		
Process Owner(s):		
Team Leader:		
Team Members:		
Kaizen Date(s)/Time:		
Kaizen Report Out Date:		
KAIZEN CHECKLIST		
Pre Event Recommendations		
Establish measurable goals/objectives and success criteria for kaizen.		
Gather necessary current state data that quantifies the problem/pain being experienced		
Develop a SIPOC that defines the current state of the process (make sure to highlight opportunities as "starbursts").		
Define full team and ad hoc team members based on SIPOC customers and suppliers.		
Meet with Champions : Request for Resources & Calendar Invites		
Event Execution		
Train Kaizen Team and Establish Ground Rules		
Identify Current State Condition calling out rework loops, hidden factories etc.		
Gather data on current state condition such as:		
- Takt time		
- Number of process steps		
- How much time does each step take (value added and non value added)		
- Value added percentage		
- Total lead time etc		
Define Opportunities for Improvement		
Select and Prioritize Improvements		
Create the Future State		
Design Improvements to Achieve the Future State		
Live Test with a Real-Time Process if Feasible		
Modify the Improvement Based on the Test Results and Feedback		



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Finalize the Improvement	
Gather data on future state condition such as:	
- Takt time	
- Number of process steps	
- How much time does each step take (value added and non value added)	
- Value added percentage	
- Total lead time etc	
Assign Process Ownership	
Define Process for Monitoring Process Performance	
Create the Sustainability Plan	
Complete the Kaizen Report	
Hold Management Presentation	
Schedule weekly status meetings (for a minimum of 4 weeks post – event) to track progress and determine if additional action is required	
Post-Event Activity	
Observe Process and Measure Performance. Make real-time adjustments if necessary	
Train the Workforce on the New Process	
Thank Team and Communicate Results Throughout Organization	
Submit and/or Update Formal Documentation if Controlled Processes were Changed	
Comments:	
KAIZEN MATERIALS LIST	
Calculator	Masking/Duct tape
Digital Camera	Stop Watch
Laptop	Blank Time Study forms
Projector and Speakers	Pencils/Pens/Markers/Dry Erase Markers
Training Materials	Erasers
Flip Charts with sticky backing (large 3M Post-Its)	Scissors
Ruler	Butcher Paper
Multi-colored Post-It Notes	Name Tents
Extension Cord	

Pre Event Recommendations

- Establish goals/objectives
- Gather Necessary Current State data
- Develop SIPOC
- Define full team and support needed
- Meet with champions – request resources and determine timing

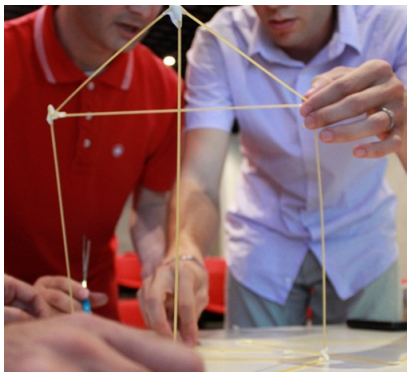
KAIZEN KICK OFF

Ground Rules

- 
- 1 person speaks at a time
 - Electronics Down
 - Be Open Minded
 - Silence = Agreement
 - Be Solution Oriented
 - Other Ideas?

ICE BREAKER ACTIVITIES

A Few Examples we have done



The Challenge

Build the Tallest Free-Standing Structure



20 Sticks of spaghetti

1 yard tape

1 yard string

One marshmallow



TRAIN ON LEAN & SIX SIGMA TOOLS



Value Stream Mapping



Root Cause Analysis



5S



Gemba



Kaizen



Poka-Yoke



Kanban



Statistical Process Control



FACILITATION TECHNIQUES

- Active Listening: Paraphrase and summarize to confirm understanding
- Open-Ended Questions: Encourage deeper thinking
- Timeboxing: Keep activities on schedule
- Parking Lot: Capture off-topic ideas without losing them
- Equal Participation: Invite quieter voices, manage dominant voices



TOOLS FOR ENGAGEMENT



- Brainstorming: Divergent thinking before convergent decision-making
- Affinity Grouping: Organize similar ideas visually
- Multi-Voting/Dot Voting: Prioritize solutions quickly
- Visual Management: Use process maps, charts, boards to keep focus
- Go See (Gemba): Take team to the process for direct observation

COMMON CHALLENGES

- Side Conversations: Politely redirect back to group discussion
- Conflict/Disagreement: Use facts and data to refocus
- Low Engagement: Rotate spokespersons, use round-robin input
- Scope Creep: Re-ground team in the kaizen charter and objectives

FACILITATOR MINDSET



- Be neutral: focus on process, not solutions
- Be flexible: adjust tools or pace as needed
- Be positive: encourage creativity and celebrate small wins
- Be structured: follow the kaizen agenda while allowing collaboration
- Be observant: read body language and energy levels



METHODS USED FOR A VIRTUAL KAIZEN



Virtual Facilitation Dos & Don'ts



Virtual vs. In-Person Facilitation



Engagement Tools & Techniques

VIRTUAL FACILITATION



DO's and DON'Ts

Do's

- Camera's On
- Stay Muted
- Set expectations on how to share (raise hands)
- Practice use of tools

Don'ts

- Use overly complex tools
- Don't schedule for too long
- Don't ignore non-verbal cues
- Multi-task



VIRTUAL FACILITATION

Techniques



Gemba walk with Video



Virtual Whiteboards



Duration of Time



Engagement through Interaction



VIRTUAL FACILITATION

Engagement Tools & Techniques



Interactive Icebreakers



Built in polls



Break out rooms

What is Culture?



**Process Improvement
+
Culture Improvement
+
Leadership Improvement**



Different Business = Different Leadership System

WHAT DOES A GOOD LEADER DO?



WE HAVE A PROBLEM...

- 50% of people who leave their jobs do so to get away from bad leaders
- 70% of employees are not engaged at work
- A study of over 2,000 managers found that 51% are not engaged and 14% are actively disengaged.

Gallup Study: Amy Adkins

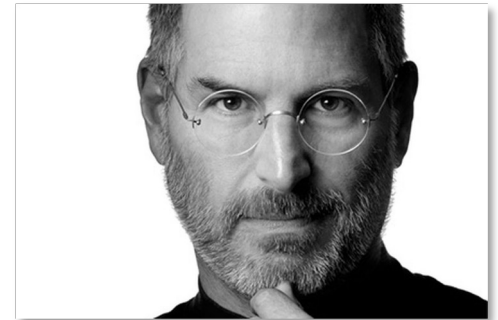


Defining Lean Leadership



WHAT IS LEADERSHIP?

Leadership is the art of motivating a group of people to act towards achieving a common goal.



LEADERSHIP VS MANAGEMENT

Leadership is not management. Leadership should compliment management, not replace it.

Management	Leadership
Planning and Budgeting	Direction Setting
Organizing and Staffing	Aligning constituencies
Controlling and problem -solving	Motivating and Inspiring

Traditional Leadership

- Leader plans
- Staff meets goals set by leader
- Leader produces metrics and feeds back when not met
- Rigid enforcement of rules and regulations
- Information controller
- Sole problem solver
- Technical expert
- Assignor of work
- Performance appraiser



Lean Leadership

- Direction setter
- Ensures team goals support vision
- Monitors and audits team's metrics
- Sets expectations
- Information conduit
- Facilitates 'root cause' analysis
- Technical resource
- Provider of forward workloads
- Appraises team performance to team goals

WHAT IS LEAN LEADERSHIP?

Lean Leaders embrace and champion continuous improvement throughout their organization.



5 LEAN

LEADERSHIP ACTIONS

1. Leaders must be Teachers
2. Build Tension, Not stress
3. Eliminate Fear and Comfort
4. Lead through visible participation, not proclamation
5. Build Lean into Personal Practices

THE HEART OF A SERVANT

What is Servant Leadership?

Hard-to-Learn Characteristics

- Calling, Empathy, Healing, Stewardship

Learnable Skills

- Listening, Awareness, Persuasion, Foresight, Growth, Team Building



7 CHARACTERISTICS OF SUCCESSFUL COMPANY CULTURE

1. A purpose-driven company culture
2. Effective communication patterns
3. A culture of feedback
4. Embracing diversity
5. Teamwork
6. Engagement and loyalty
7. Growth and development

7 CHARACTERISTICS OF SUCCESSFUL COMPANY CULTURE

1. A purpose-driven company culture

- Shift resources to achieve goals
- Inspiration driver for engagement
- Drive performance

7 CHARACTERISTICS OF SUCCESSFUL COMPANY CULTURE

2. Effective communication patterns

- Clarity
- Courtesy
- Proactivity



7 CHARACTERISTICS OF SUCCESSFUL COMPANY CULTURE

3. A culture of feedback

- Receptive to give and receive
- Internal and external
- Any aspect of organizational life

7 CHARACTERISTICS OF SUCCESSFUL COMPANY CULTURE

4. Embracing diversity

- Tolerance and acceptance of others
- Aware about difference
- Evaluate impact of differences

7 CHARACTERISTICS OF SUCCESSFUL COMPANY CULTURE

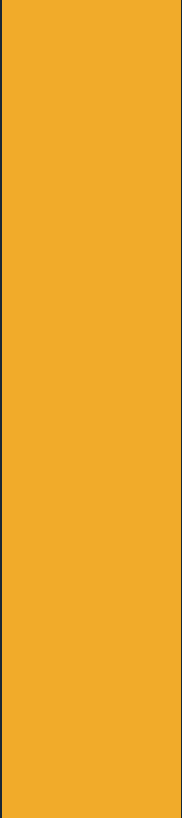
5. Teamwork

- Mutual understanding
- Focus on team accomplishment
- Fast, better and more efficient

7 CHARACTERISTICS OF SUCCESSFUL COMPANY CULTURE

6. Engagement and loyalty

- Psychological meaningfulness
- Psychological safety
- Availability



7 CHARACTERISTICS OF SUCCESSFUL COMPANY CULTURE

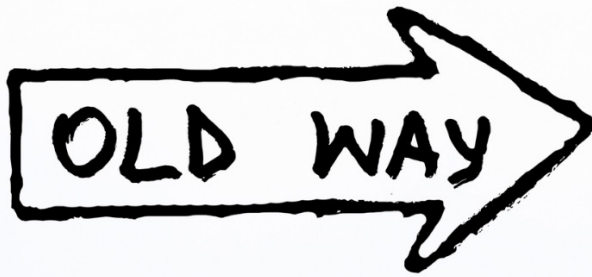
7. Growth and development

- Position-based growth
- Professional growth
- Financial growth

LEADERSHIP REQUIREMENTS

- The majority of people, if given leadership, respect, opportunities for satisfaction and worthwhile goals, will attempt to excel.
- As leaders, we need to have a set of beliefs, expectations, and direction, that focuses everyone in the organization on critical objectives in an effective manner.





CHANGE MANAGEMENT



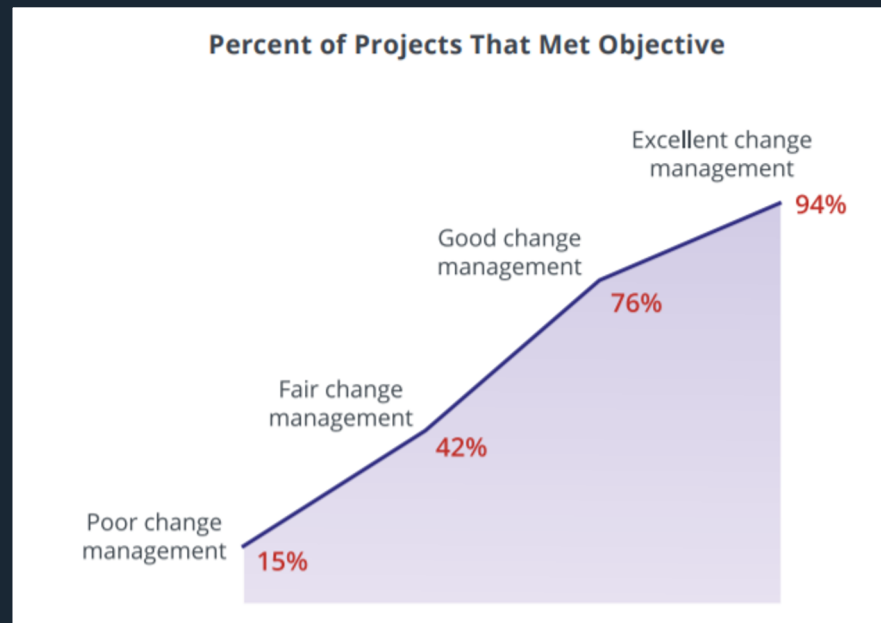
What is Change Management?



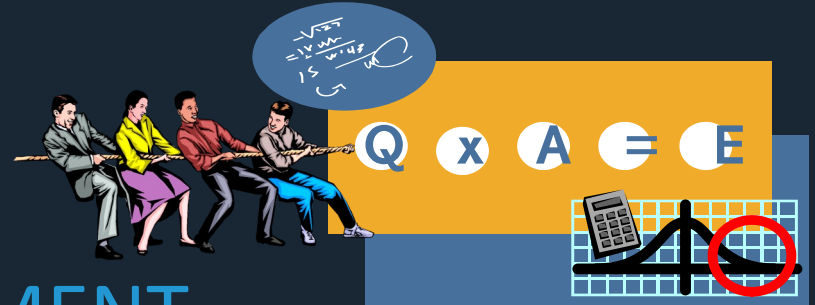
INTRODUCTION TO CHANGE MANAGEMENT

- Change Management is discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes
- Change management is proactively managing the people side of change, to achieve the desired business results
- Research shows that Change Management is the #1 success factor for any initiative

JUST HOW IMPORTANT IS CHANGE MANAGEMENT TO YOUR PROJECTS?



EFFECTIVE CHANGE MANAGEMENT



- **Effectiveness = Quality of Change x Acceptance** by your Stakeholders
- If you have a Change with Quality at 90% and only 10% on Acceptance, then your EFFECTIVENESS = 9%
- Good acceptance of your change drives high effectiveness in Change Management

MANAGING THE CHANGE

Change Management is helping
people become...

READY: Ensuring that people know what will happen, when it will happen, and how it will happen

WILLING: Gaining buy-in or at least acceptance of the change

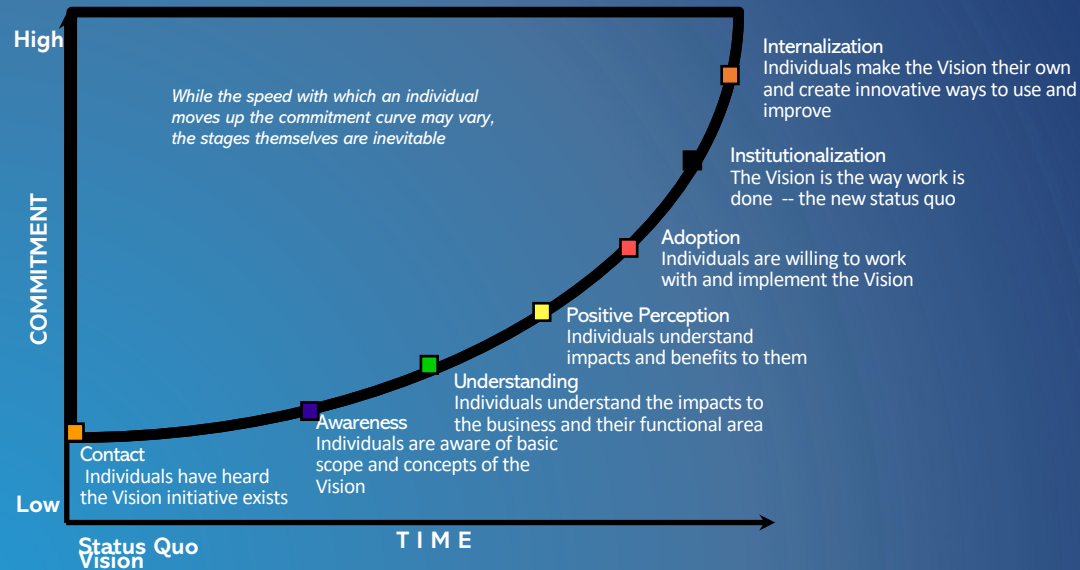
ABLE: Providing the information and tools necessary for people to be successful in the new work environment



UNDERSTANDING THE CHANGE

The Commitment Curve

People travel up a "commitment curve" that defines the stages for building personal commitment to change



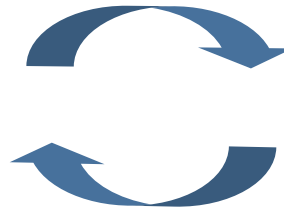
PSYCHOLOGY OF CHANGE

Every change can be viewed from the perspective of a sender and a receiver

SENDER



Business issues &
need to change



RECIEVER



Personal implications & risk

What a sender says and what a receiver hears can be 2 different messages!

PSYCHOLOGY OF CHANGE

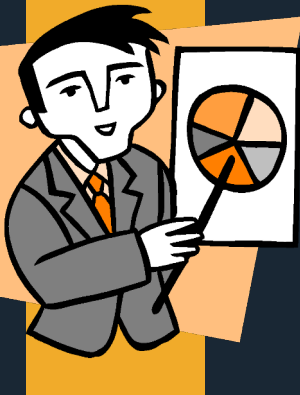
EXPLAIN

- Why the change is necessary
- How the change affects them
- How the change impacts their group
- How this changes the day-to-day

PRACTICES

- Repeat key messages multiple times
- Use face-to-face communication
- Answer WIIFM (what's in it for me?)
- Use a question and answer format

*Immediate supervisors
are the preferred senders
of messages related to
personal impact*



SENDER



CHANGE MANAGEMENT & LEAN LEADERSHIP TOOLS

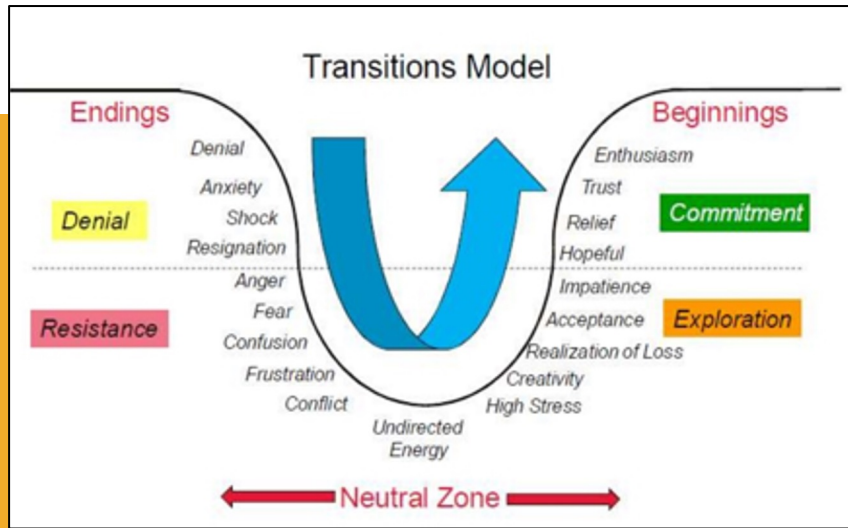


CHANGE

MANAGEMENT TOOLS

Taking charge of change

- Transition Grid
- Stop – Keep – Start
- Decision Quadrant
- Process Mapping
- ADKAR Analysis
- Metrics and Data Collection

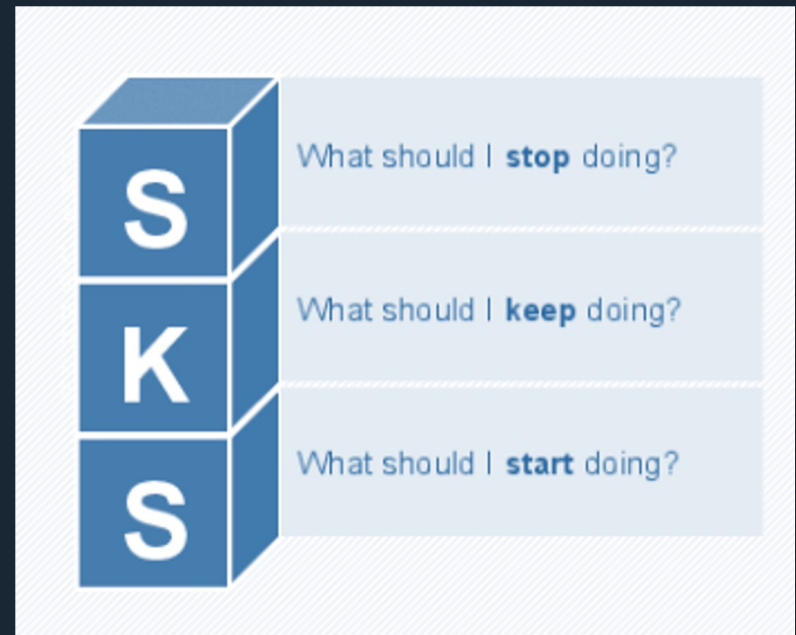


TRANSITION GRID

- Push problem solving / responsibility down the lowest levels via the work systems
- Work systems change behaviors, behaviors change attitudes, attitudes change values
- Change Management Tool:
 - The Transition Grid

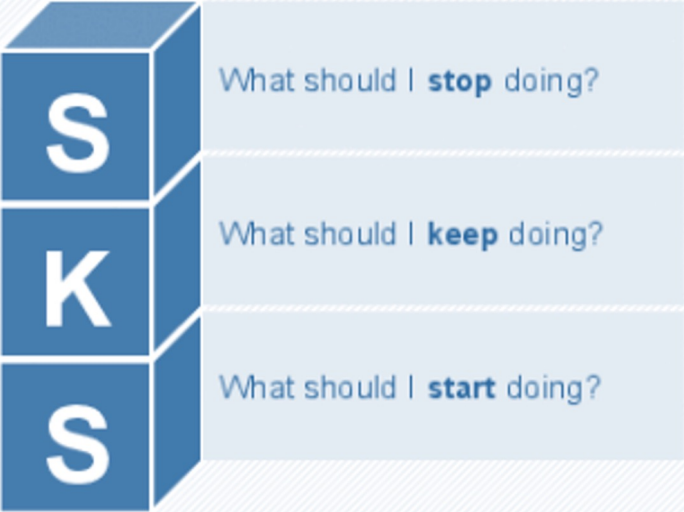
STOP-KEEP-START

- Ask to realize, why change?
- Change Management Tool:
 - Start-Keep-Start (SKS)
- What does the data tell us?

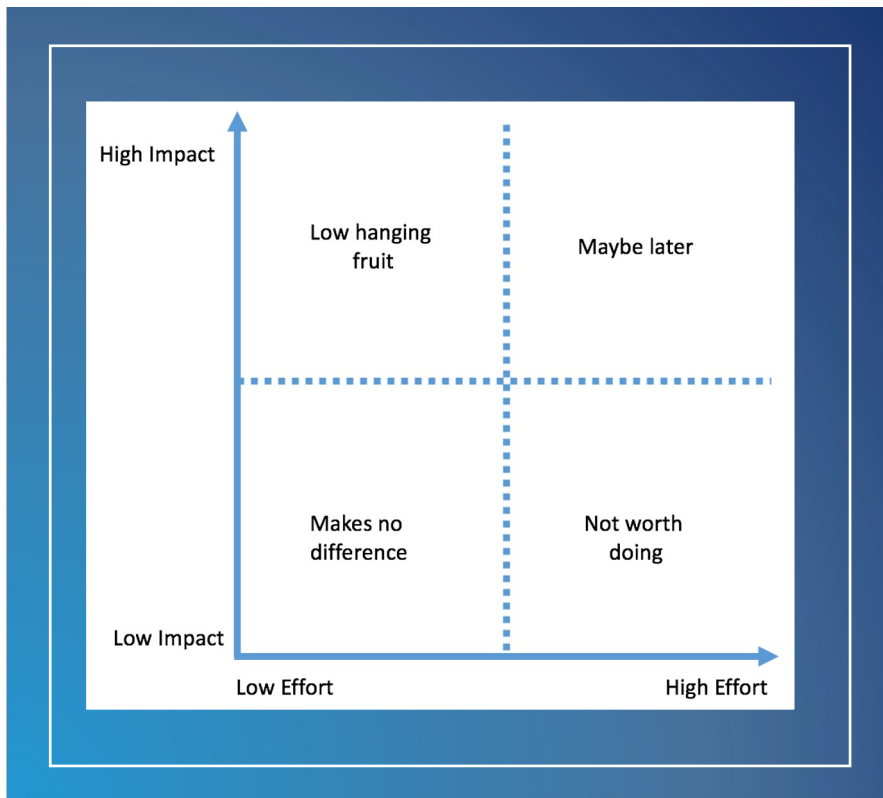


STOP-KEEP-START EXERCISE

Think back on all of the training for Green Belt and let's practice.



S	What should I stop doing?
K	What should I keep doing?
S	What should I start doing?



THE DECISION QUADRANT

Many Variations
Use Low-Hanging Fruit
Modeled after Eisenhower
Matrix

DEFINE

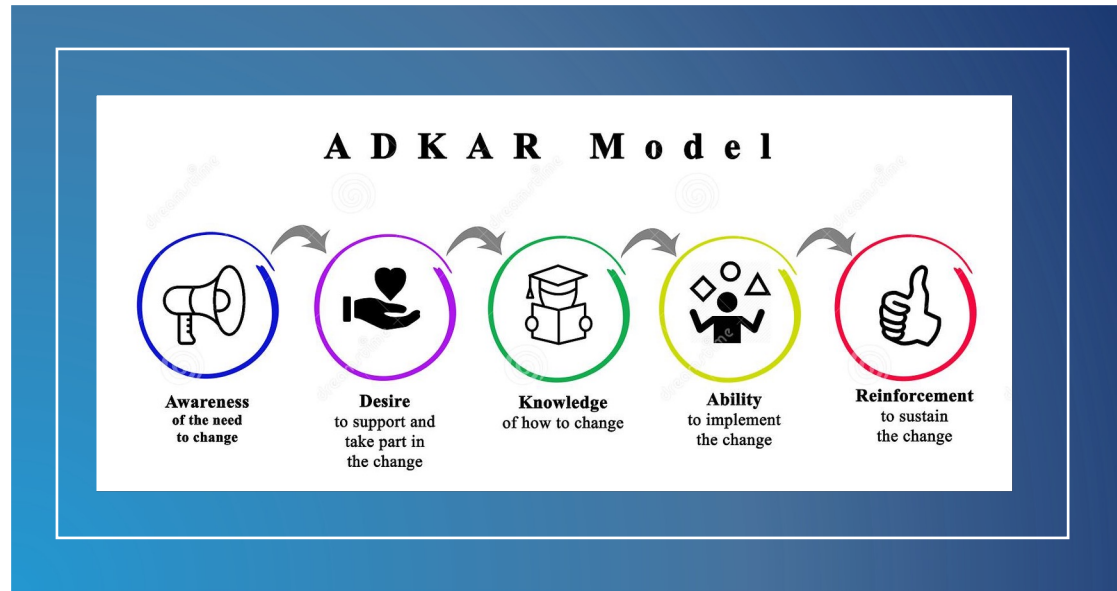
MEASURE

ANALYZE

IMPROVE

CONTROL

LEAN
SOLUTIONS



ADKAR

ANALYSIS

How can we assist individuals to make personal transitions?

DEFINE

MEASURE

ANALYZE

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ADKAR EXERCISE

ADKAR Step	Guiding Questions
Awareness	What has been done to explain why the change is needed? What else is needed?
Desire	Who is resisting or embracing the change? Why? How can you increase buy-in?
Knowledge	What training or information is required? Has it been provided?
Ability	Do people have the resources, tools, time, and support to implement the change?
Reinforcement	What systems (rewards, recognition, accountability) are in place to sustain the change?

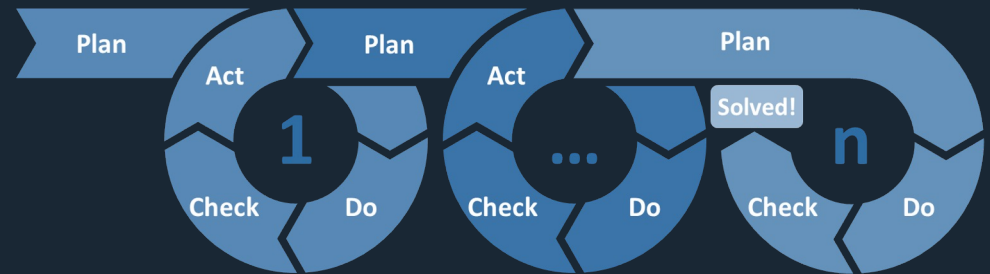


- Start with the end result in mind
- Carefully describe the evidence of that result
 - What would we see, feel, hear, or touch
- Identify the Measure(s)
 - Can we Count or Quantify
- Look at the Bigger Picture
 - Control, Influence, Consequences (good/bad)

CONTROL

THE CHANGE LOOP

- Describe the desired state
- Share the future state
- Identify and eliminate barriers
- Work the PDCA cycle
- Leverage Lessons Learned



DEFINE

MEASURE

ANALYZE

IMPROVE

CONTROL



LEADING CHANGE



Dr. Kotter's

8 STEPS OF LEADING CHANGE



8 STEPS OF LEADING CHANGE

Step 1: Establish a sense of urgency



Actions Needed:

- Potential Crisis
- Untapped Opportunities



Potential Pitfalls:

- Underestimating
- Paralyzed
- No Leadership



8 STEPS OF LEADING CHANGE

Step 2: Forming a powerful coalition

Actions Needed:

- Assemble a Group
- Enough Power
- Teamwork

Potential Pitfalls:

- No Experience
- Team Leadership



8 STEPS OF LEADING CHANGE

Step 3: Creating a Vision



Actions Needed:

- Create a Vision
- Develop Strategies



Potential Pitfalls:

- Vision too Complicated
- You Got 5 Minutes



8 STEPS OF LEADING CHANGE

Step 4: Communicating the Vision

Actions Needed:

- Communication
- “Walk the Talk”

Potential Pitfalls:

- Under Communicating
- Inconsistent Actions



8 STEPS OF LEADING CHANGE

Step 5: Empowering Other to Act on the Vision



Actions Needed:

- Change Structures
- Recognize Contributions



Potential Pitfalls:

- Not Addressing the Naysayers



8 STEPS OF LEADING CHANGE

Step 6: Planning For and Creating Short-Term Wins

Actions Needed:

- Define What is Success
- Short-Term Wins
- Recognize and Rewards

Potential Pitfalls:

- Not Recognizing Improvements



8 STEPS OF LEADING CHANGE

Step 7: Consolidating improvements
and still producing more change



Actions Needed:

- Use Credibility
- Dedicated Employees
- New Projects



Potential Pitfalls:

- Declaring Victory too Soon
- Not Proving a New Process is Repeatable



8 STEPS OF LEADING CHANGE

Step 8: Anchor the new approaches in your organization

Actions Needed:

- Articulate Connections
- Improve Performance

Potential Pitfalls:

- Ignoring the New Normal and Values
- Promoting or Hiring Non-Believers



QUIZ 5:



1. What is necessary for world class 'operational excellence'?
 - **Process Improvement + Culture Improvement + Leadership Improvement**
2. What is the first step in strategic planning (Hoshin Kanri) for an organization?
 - **Establish and agree on the Mission, Vision, and Goals**



Project Report Out



Project Title



DEFINE PHASE

Project Charter

- Put a copy of your project charter



SIPOC



- Put a copy of your SIPOC or high level process map



MEASURE PHASE

VSM or Process Map



- Put a copy of your VSM or Process map – whichever you used
- Highlight a few bullet points about what you learned about the process during this

Current State Data



- Include a copy of your current state data charts – trend chart, control chart, pareto chart (if applicable)
- Add a slide for time studies if applicable
- Don't try to cram too much onto 1 slide, add slides as needed to show all of your current state tools that were used



ANALYZE PHASE

Process Map/VSM



- Put a copy of process map or VSM with waste and issues identified.
- Highlight the key areas that are going to be focused on

FISHBONE



- Put a copy of your Fishbone
- Highlight with bullet points on how narrowed down to the selected causes
- Bullet point or highlight in some way what the selected causes are

5 Why

- Put a copy of your 5 Whys
- Highlight what you identified as the root cause





IMPROVE PHASE

Impact/Difficulty Matrix



- Include an image of the impact/difficulty matrix
- Share how the team identified what to move forward with

Gantt Chart



- Include a copy of your gantt chart (focused on the improvements)

Trials



- Share any trials that the team worked through as improvements were tested

Future State Map



- Include a future state map and or pictures of what was done...



CONTROL PHASE

Results

- Show a chart of the results



Control Plan



- Show a copy of the control plan
- Additionally add slides to show examples of the controls that are completed now



HOMEWORK REVIEW

(Open Computers and Log into your Portal)

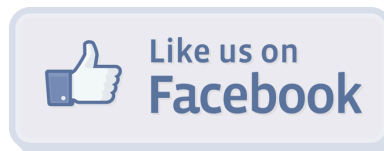


CONGRATULATIONS!

You have completed the Lean Green Belt course.

Good Luck in your Exam!

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