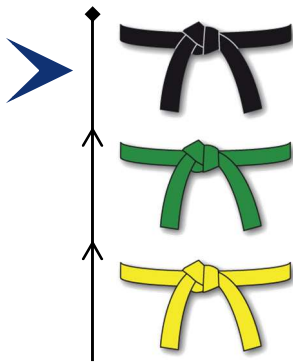


Improve what
you have



Lean Black Belt Certification

Description

The Kaizen Academy Lean Black Belt Certification is the third and final course in the three-part progressive Belt Certification Program. This program teaches advanced Kaizen/Lean concepts and tools and facilitates the development of students to become Continuous Improvement leaders and internal trainers in their organization. Lean Black Belt graduates will be capable of coaching and mentoring Lean Green and Yellow Belts students.

Who should attend

» Graduates of the
Kaizen Academy Lean
Green Belt Certification

» Kaizen practitioners,
directing & managing
Kaizen programs within
their workplace

» Those who wish to
become Lean Consultants

Duration

2 x 4 days training
8:30 am - 4:30 pm

Black Belt Certification is typically achieved by someone who is actively leading and managing their organization's Continuous Improvement transformation as a Kaizen/Lean practitioner. Lean Black Belt Certification is often a base requirement for those that wish to be internal site Kaizen/Lean consultants.

Topics covered in class are relevant to those with Intermediate to Advanced Lean knowledge and experience. Our instructors simplify complex topics and present them in a clear and concise manner that is relevant in today's competitive environment. Students will learn through a combination of instruction, videos, hands-on exercises, discussions, theory, and practical examples. Our instructors have many years of practical hands-on experience, and will share real-life examples and best practices to accelerate students understanding and ability to apply the advanced concepts and tools to their work environment.

After successful completion, participants will be able to...

- Foster a culture of Continuous improvement in any organization
- Lead, guide, and direct Projects that align with Corporative Initiatives
- Effectively lead and manage company-wide Lean transformations
- Understand advanced Lean Tools and Lean Management Systems
- Actively contribute to their company's net profit

Goals

By participating in the Kaizen Institute Lean Black Belt Certification program, students will understand how to effectively deploy lean within their organization, engage Senior Managers in the program, and promote Lean as a new operating philosophy. The Black Belt program is designed for students that wish to be a recognized Lean leader and advance their career through the application of Continuous Improvement. Students will learn how to connect their organization from the corporate objectives to the Gemba, where value is being created. They will understand how to apply their Lean knowledge to create the customer centric environment necessary to drive business results and succeed in today's competitive environment.

Our expectations at Kaizen Institute are that Lean Black Belt practitioners have the tools and knowledge to understand business performance gaps and choose the most appropriate solution. Students learn how Essential Meetings and Effective Performance Boards drive behavior, and hence shape the desired culture. Our certification process requires that students deliver value to their organization, and Black Belt certification is awarded upon proof of the students use of Lean to provide \$100,000 in savings. This is a small contribution to the value students will bring to their sponsoring organization and enhanced career path.

Our Lean Journey
Our instructional methods will teach theory, and then take a practical approach to its application.

We encourage students to use the opportunities and learnings presented in the program to discuss issues they may have in their own operations.

Pre-Requisites

- Kaizen Academy Lean Green Belt Certification, or equivalent education and experience that will be evaluated by Kaizen Institute prior to class
- Have influence over the Lean journey in an organization
- Play a lead role in Lean activities within an organization
- A belief that all work is a process and all processes need to be improved

Certification

The Lean Black Belt training will be delivered in a classroom setting and culminate with a formal exam after each 4-day session. Additionally, students must demonstrate proficiency in the concepts taught, and provide proof of a minimum of \$100,000 in savings they have brought to their organization by utilizing the Kaizen/Lean methodology. Students have 1 year from the end of the course to provide proof of savings.



Course Syllabus

Week 1

Production Level Loading & Heijunka: Students learn about leveling product mix and volume of production. A proper functioning heijunka consistently levels demand by short time increments and mix.

3P Production Preparation Process: Learn how to build a Lean production process or fundamentally redesign an existing process. Often simple materials allow teams to mock up a scaled model to validate assumptions.

Push vs. Pull Management with Kanban: Compare the differences between both Push and Pull systems. Pull systems strive to eliminate overproduction, often with the use of Kanban cards/signals

Role of the Team Leader & Group Leader: Often Team Leaders and Group Leaders fail to understand how they fit in a lean operating environment. Students will discuss how their support is paramount to the success of any Lean shop floor activity.

Effective Performance Boards: The backbone of any effective Lean operating system is the ability to effectively communicate performance expectations. In this module, we learn how to cascade expectations and priorities downward and escalate the impact of results upwards.

Black Belt Examination Part A: Students write Part A of the cumulative Black Belt Examination to demonstrate proficiency and thorough understanding of the advanced Lean tools and techniques learned in the course.

Exercise to be Completed for Week 2: Students need to demonstrate the application of their skills in their work environment by providing proof that they are making a significant difference in their organization.

Week 2

Hoshin/Policy Deployment: Hoshin is a management system that aligns vertically and horizontally the company's activities with the strategic objectives. A good Hoshin plan has clear goals, actions, timelines, responsibilities, and measures.

Introduction to Cell and Work Station Redesign: Defining and building the ideal work station minimizes waste for higher productivity and shorter lead-time.

Essential Communication Meetings: Students will review a model for effective communication within an organization.

Coaching: Effective coaching is essential to help people learn. There are two types of coaching discussed, reflective and directive. Both are necessary, but are used in different situations.

Kaizen / Lean
Encourages the
participation and
engagement of all
employees to achieve
higher quality, lower
costs, and shorter
lead times.



Course Syllabus Continued

Week 2 Continued

Planning & Review: A Planning and review session ensures alignment between corporate objectives/KPI's and the actions and plans to close the gaps between objectives and realities. The output of a good Planning & Review session is a robust Value Stream Plan that is time phased and shows resource allocation.

Total Productive Maintenance (TPM): TPM is an established process that ensures equipment reliability. An effective TPM programs only works if employee engagement levels are high, there is a strong focus on the 6 major losses, and a renewed focus on maintenance practices.

Kaizen Promotion Office: Often referred to as the KPO, this module presents an in-depth discussion on the attributes of a successful Kaizen/Continuous Improvement program. Great initiatives only succeed if they are promoted and staffed appropriately.

Obeya (War) Room: An Obeya Room is based on the idea that a business team should have a dedicated time and space to coordinate, problem solve, and reduce organizational barriers.

How to Engage Senior Managers: Senior Leaders in a Lean organization need to engage effectively if a culture change of Continuous Improvement is to take hold. In this module, we discuss the attributes and success factors of a successful management team.

Lean Assessment Process / Maturity Model: A Lean Assessment process reviews the attributes normally seen in an organization that is developing a Lean culture. A scale is used to monitor how well the organization has embraced this culture and where opportunities for improvement lie.

How to Build a Lean Deployment Plan: A Lean Deployment Plan outlines the steps required to move an organization along the Lean journey. Too many initiatives, deployed too soon, can result in chaos. This in turn can cause management and staff alike to rebel against Lean.

How to Promote Continuous Improvement as a New Culture: When Continuous Improvement becomes the new culture in an organization, good things happen: costs drop, quality improves, and lead-time is reduced.

Black Belt Examination Part B: Students write Part B of the cumulative Black Belt Examination to demonstrate proficiency and thorough understanding of the advanced Lean tools and techniques learned in the course.

Exercise to be Completed for Black Belt Certification: To be awarded a Lean Kaizen Institute Black Belt Certification, students must not only complete Part A and B of the Black Belt Examination, they must also demonstrate that their application of Lean tools has provided a sustained saving of \$100k for their organization within 12 months of completing this curriculum.

Basic Kaizen

- » Solve Problems
- » Reduce Waste
- » Flow Products & Information
- » Support Customer Focus
- » Engage Employees
- » Inspire Respect for All

