

## Context

Enterprises revolve around processes, not departments or organisational charts. Process optimisation is therefore widely used. Only ... the result is not always what is expected. Why is that? Is process optimisation so complex?

The importance of lean leadership in a lean environment is critical to the success of a process optimisation effort.

This training provides participants with an understanding of their own leadership style and its alignment with an organisational culture working according to lean methodology.

## Our approach

- We combine theoretical concepts with practical examples, case studies and interactive activities to enhance the learning experience.
- This training consists of 3 training days, preferably divided into 2+1.
- Participants bring their own cases. Between sessions, the lessons learned can be applied to deepen the understanding of the theoretical techniques.
- In-depth cases brought by the trainers are discussed in small working groups.
- The training offers the opportunity to exchange experiences with other participants.
- The learning experience is supported and enhanced by an online learning platform.
- A training certificate can be provided.

## What can you expect?

- Brief review of the building blocks of Lean methodology.
- Understand the role of an executive in a lean business context.
- Lean leadership at every level: from senior management to first-line manager; which responsibilities at which level.
- Understand which leadership styles and methodologies are needed for a successful lean company culture.
- Learn how to adapt your leadership style to the needs of your team and organisation.
- Learn to connect with the shop floor and how to create a workable feedback culture.
- Learn why installing a visual management culture is necessary, how to make it happen, get everyone on board and keep them there.
- Understand how standard work supports lean leadership and how to apply this in your day-to-day organisation.

## Programme

- Building blocks of Lean
- Lean leadership at every level
- Customer focus:
  - End to end focus within your organisation
  - Creating customer delight
- Lean leadership:
  - From problem solving to being a servant leader
- Go to Gemba:
  - Connecting with the shop floor
  - Building trust
  - Creating a feedback culture
- Visual management:
  - Using white boards
  - Visualising objectives, KPIs and other metrics
  - Building performance dialogue
- Standard work for leaders:
  - Establishing standard work
  - Evaluating and continuously improving these standards