

## Lean Transformation and ISO18404 Certification: Lean Expert Training

### Lean Success with Services Ltd for both Private & Public Sector Organisations

***"I've been involved in IT and improvement in one way or another for over 20 years, and during that time I've attended training at Microsoft, IBM, BSI and Lloyds Register, and whilst that training was in itself very good, the service Tony and his team provides is head and shoulders above. Tony and his team are hugely knowledgeable and experienced, and are able to convey that experience of real world examples throughout their training. I've not enjoyed a learning experience so much in a very long time. Tony and his team are excellent - knowledgeable and personable, the facilities are excellent, and the training strikes a perfect blend of theory and practice. I wouldn't hesitate to recommend the services provided by Tony and his team to anyone, and indeed already have! I've been extremely impressed, and will look to my own organisation with a view to further using Tony and his team. Excellent!"***  
**Graham Yates; AVIVA**

***"A public service background that includes the Audit Commission led me to investigate a range of potential providers of Lean implementation training. Services Ltd were selected as a training partner for their innovative and comprehensive approach to training and skill development via their Master Lean Belt Programme. As the training programme progressed, the implementation benefits began to crystallise. The forward potential for increased organisational efficiency is considerable."*** Sean Quiggin, Director - Interventions, Thames Valley Probation Service

To survive in today's challenging times, we must all be more frugal with resources, less wasteful and more careful. Waste in organisations takes many forms - wasted resources, unnecessary processing or work, unnecessary movement, excessive stock holding. Overall, most organisations waste more time and to some extent money than they effectively utilise.

So, what can we do? To survive we will need to change and we will need help. Services Ltd is led by Prof Tony Bendell, an international expert in the field of Lean Operations. Formerly Director of the Centre of Quality Excellence at the University of Leicester Prof Bendell has more than 30 years' experience of service quality and performance improvement in 5 continents. Together with his team at Services Ltd., Tony has developed a series of purpose-designed programmes focusing on the effective practical methodology for waste identification and removal in organisations of all types. **The key programmes are the Master Lean Belt/Lean Practitioner, Lean Leader and Lean Expert programmes which are designed to meet the certification requirements in ISO18404:2015.** These, through taught material and project work, develop experienced practitioners and champions of Lean operations.

## What is Lean, and Why Lean?

The principles of Lean thinking were developed in manufacturing applications in Toyota after World War II. The methods were subsequently found to be universally applicable and were rapidly adopted by other Japanese and Western manufacturing and service companies and, more recently, the public sector. The essence of Lean thinking is focusing on the Value Stream, eliminating all activity, processing and cost that adds no value to the product or service delivered to the customer. Lean thinking also incorporates the five key principles of: value recognition, the identification of waste, the achievement of single process flow, pacing by pull signal based on customer demand and the continuous pursuit of perfection to embed gains achieved

The widespread retention of historical practices, often associated with traditional thinking, mean that there are many opportunities to eliminate chronic waste in our operational and business processes. There is a need to develop an objective systematic approach to waste identification and removal in order to simplify business processes and reduce business risk.

## Design, Development and Delivery of In-House Lean Programmes

The strength of an in-house programme is its ability to focus directly on the needs, culture and learning style of the host company. Services Ltd.'s understanding of this ensures that all our Lean consultants and trainers have years of experience in successfully working with Senior Managers to design, develop and implement customised, company-focused programmes across a range of industries and in both the private and public sectors.

Development of in-house Lean programmes typically begins with Senior Management, as their understanding of the concepts and requirements of Lean and the specific relevance this has to their individual roles are crucial if Lean is to be implemented successfully. Services Ltd. therefore acknowledges the need to customise this introduction in order to meet the specific organisation, and site, history and circumstances and the nature of the Lean programme being introduced. For this reason, Services Ltd. has developed a flexible tailored approach to developing Management Awareness training incorporating an initial site visit to scope the requirement, followed by a two or three-day senior management awareness session run on or off-site.

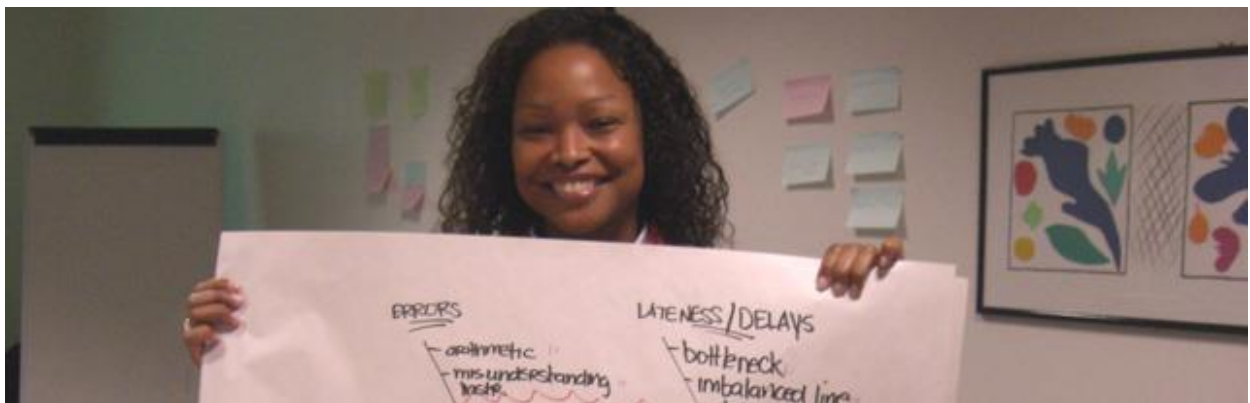
Services Ltd.'s preference is to commence the introduction of Lean in an organisation through the undertaking of a strategic stocktake on-site to evaluate whether the current circumstances are right for implementation, necessary pre-requisites, potential benefits, likely barriers and their solutions. Typically, as well as ascertaining current waste levels, this stocktake will incorporate an initiatives, skills, attitudes, processes, performance, structures and strategy review. **The stocktake can also incorporate a gap analysis against the certification requirements for a Lean organisation in ISO18404:2015.** We also undertake specific gap analyses for more mature Lean practitioner organisations interested in potential certification under ISO18404.

## Lean Audit and Consultancy

What is the potential for waste reduction and Lean Transformation in your organisation? What needs to be done to properly identify, measure and capture waste? What is the scale of the potential saving, what will transformation require in terms of resource, money and time? What skills training and behaviours will be required, who should be developed and how should the transformation be structured and managed? What barriers and risks are involved and how should these be managed?

Services Ltd. offers a Lean Audit Service to help organisations define, scope and plan the potential for Lean Transformation and the activities required. As with the stocktake, typically, this also includes a **gap analysis against the organisational certification requirements under the new international auditable standard ISO18404**. The Audit is available on a packaged basis against a mutually agreed scope. Alternatively, we offer a full consultancy service to support your Lean Transformation process. This covers everything from developing deployment strategy to very specific identification of waste and waste removal in process areas.

Professor Bendell and colleagues will be happy to discuss in more detail our in-house support services. Contact us on 01636 815572



## Lean Training

***"It is not an overstatement to say that the course absolutely fundamentally changed my whole outlook on life and now that my eyes have been opened, I could never go back to the "Dark Side" Jeremy Heaven, Process Manager, Orange PCS Ltd.***

***"A road to Damascus Journey." "Enabled us to quickly take on board the Lean approach and apply appropriate methodologies for immediate benefit." "Innovative and comprehensive approach to training and skill development. ""The subjects and lectures were very professional, interesting and informative."***

## How much waste is there in your organisation? What can be saved and how?

All organisations have waste. Some is unavoidable, much is not. These purpose-designed programmes focus on the effective practical methodology for waste identification and removal in organisations of all types in the manufacturing, service and public sectors.

The key programmes are the Master Lean Belt/Lean Practitioner, Lean Leader (typically run in-house) and Lean Expert programmes which, through taught material and project work, develop experienced practitioners and champions of Lean operations. We have developed these courses to **meet the competency requirements for certification of Lean Practitioners, Lean Leaders and Lean Experts under the new international certification standard ISO18404:2015.**

Lean Experts are the technical summit of the Lean practice hierarchy, being experts in the theory and practice of application of Lean transformation. They are also typically leaders and managers within company Lean programmes. They work with senior management and Project Champions to identify, prioritise and manage improvement projects and to ensure delivery of planned and measured payback. They act as coaches to Lean Leaders and Practitioners, as well as Management and Project Champions. So they need to be knowledgeable, focussed and evaluative technically, and diplomatic, enthusiastic and skilled interpersonally. **Good coaches, good experts, good leaders.**

Services Limited's Lean Expert Development Programme exists to take competent Lean Practitioners and help them to develop the skills, knowledge and competencies they need to become competent and valuable Lean Experts. **Because of the nature of the Lean Expert role, and the specific competency requirements for Lean Experts in ISO18404:2015, it has been designed as a development programme rather than just a training course.** In our opinion, such courses are inappropriate for work at this level.

These programmes have received EXCELLENT feedback from delegates coming from a diverse range of industry backgrounds. Please call us for further information on 01636 815572 and/or click on links below for course descriptions; venues and costs.

### **6-day Lean Expert course based on meeting the certification requirements in ISO18404\***

**The new ISO18404 standard defines Lean Experts as the pinnacle of Lean enterprise personnel, above Lean Practitioners and Lean Leaders, and broadly equivalent to Six Sigma Master Black Belts.**

This Lean Expert Development Programme has been designed to enable delegates to meet the certification requirements as Lean Experts under ISO18404 and consists of an initial workshop and assessment centre; candidate's application, skill and portfolio development within their own organisation; tutor assessment and coaching visits and observation; and an end of programme workshop, assessment and development seminar.

Delegates are assessed throughout the programme and candidates who complete satisfactory portfolios and pass the in-programme assessments will be certificated as Lean Experts by Professor Bendell and be prepared for independent assessment by the Royal Statistical Society, and if successful certification, as Lean Experts under ISO18404:2015.

To be eligible to join this programme, you should already be competent and experienced in Lean, with a recognised qualification or successful Lean implementation experience.

The Lean Expert Development Programme consists of three stages. The **Initial Seminar/Workshop and Assessment Centre** lasting three days, introduces the programme, methods of learning and assessment, as well as defining the knowledge base and competency requirements for Lean Experts in ISO18404, and introducing some of the more advanced technical content, software use and role requirements. During this, the candidate's precise current knowledge and competencies are assessed and a **personal development plan** is constructed and agreed. The **second stage** involves the Lean Expert candidate working through the development plan and constructing a **portfolio of evidence** to support the agreed knowledge, skill and competence development requirements. During this stage, a Services Ltd. tutor normally will make **two assessment and coaching visits** to the delegate at his or her place of work to observe, assess and coach the Lean Expert candidate and, if necessary, to provide advice to local management. Typically, this stage lasts two months, but exceptionally can be extended for up to a year. The final stage of the programme consists of a four-day **End of Programme Workshop, Assessment and Development Seminar**. This includes delegate presentations, an evaluation and sharing of delegate's individual and collective learning, the final assessment to verify candidate's knowledge and competence, and an additional input on practice, role and further learning.

**Course fees per delegate** (travel costs to delegate's site are charged in addition):

one delegate: £1,950 + VAT & FEES

