

#### SME Lean Thinking Belt Training Levels

<i>Target</i>	<i>SME Lean Thinking Belt Description</i>
<p><b><i>Employee Lean Training</i></b></p> <p><b><i>NOTE:</i></b> <b><i>SME Employee Lean Thinking Belt Training Should be taken in 1/2/3 order</i></b></p>	<ol style="list-style-type: none"> <li>1. <b><i>SME Lean Thinking White Belt Training</i></b> which provides <b><i>Employees</i></b> with an initial introduction and benefits of Lean Thinking, and creates not only a basic level of Lean Thinking awareness, but an understanding of the benefits that can be achieved by following Lean Thinking Methodology.</li> <li>2. <b><i>SME Lean Thinking Yellow Belt Training</i></b> which provides <b><i>Employee</i></b> with an understanding of the theory and effective application of Lean Thinking concepts, principles, and tools with a focus on identifying and eliminating waste, improving process flow, continuous improvement, and flexibility to achieve optimal performance through the delivery of Value as defined by their customers.</li> <li>3. <b><i>SME Lean Thinking Green Belt Training</i></b> which provides <b><i>Employees</i></b> with an understanding of how to successfully implement continuous improvement. Following Deming's PDCA (plan-do-check-act) cycle continuous improvement is driven by A3 Report project teams to ensure that all employees are working in the same direction.</li> </ol>
<p><b><i>Team Leader Lean Training</i></b></p>	<ol style="list-style-type: none"> <li>4. <b><i>SME Lean Thinking Black Belt Training</i></b> which provides <b><i>Team Leaders</i></b> with a complete understanding of implementing Lean Thinking within their organization through <b><i>People, Processes and Quality</i></b>, and the role that the <b><i>Lean Management System</i></b> plays to achieve major improvements in on-time delivery, meeting the customers' expectations, reductions in processing time, and cost reductions through the elimination of waste.</li> </ol>
<p><b><i>Lean Champion Training</i></b></p>	<ol style="list-style-type: none"> <li>5. <b><i>SME Lean Thinking Master Black Belt Training</i></b> which provides <b><i>Lean Champions</i></b> with the expertise required to transform their organization into Best-in-Class status through the understanding of what is Lean Thinking Leadership, and how every employee at every level must know how to perform their Lean Thinking leadership role to drive organizational success.</li> </ol>

#### SME Lean Thinking White Belt Training Objective

Teaching employees how to self-learn Lean Thinking to create your *Pathway to Excellence*.

In 1904 Henry Ford started the Ford Motor Company, 8 years later he changed the world with the introduction of the moving assembly line transforming manufacturing from unique custom made craft products to high volume continuous flow mass production of products. ***First step towards Lean Thinking***.

Following the destruction in Japan during the second world war Taiichi Ohno started the re-building of the Toyota Motor Company. Known as the Father of the Toyota Production System Ohno took the work of Henry Ford to the next level through the introduction of the 7 lean wastes, produce only what the customer wants when the customer wants it, continuous improvement, and respect for people.

At the same time W. Edwards Deming, an American engineer, statistician, professor, author, lecturer, and management consultant, taught Japanese companies, including Toyota, that it was managements responsibility to build quality into their company's management system, it was then the employees responsibility to follow their company's management system. Fifty some years later Toyota was the number 1 car maker in the world. ***Second step towards Lean Thinking***.

You cannot follow Lean Thinking concepts that you do not understand and know. The SME Lean White Belt e-Learning course provides you with the lean thinking knowledge required to begin Your Pathway to Excellence. ***This is your step towards Lean Thinking***.

*The Power of People, Processes and Quality*

## General Information

Course timetable	<i>The course takes approximately 8 hours to complete</i>
Course access	<i>Access to the course is for 90 days</i>
Course delivery	<i>iSpring Flora Learning Management System (LMS) Marketplace</i>
Course cost	<i>\$565.00 Canadian – includes applicable taxes</i>
Course link	<a href="https://ctmknowledgecentre.floralms.com/">https://ctmknowledgecentre.floralms.com/</a>

## Instructor Information

Name and Title	<i>H. Paul Hardy – Lean Enterprise Specialist</i>
E-mail	<i>hpaulhardy@ctmknowledgecenter.com</i>
BIO	<p><i>Paul is a Partner in CTM Knowledge Center Inc. He has twenty years direct manufacturing experience with a Ford of Canada Authorized Remanufacturer.</i></p> <p><i>Operational experience includes senior management, plant management, production planning, people management and facility / equipment maintenance in a multi-plant environment. Paul championed the successful implementation of Ford Q1 and ISO 9000 Quality Control Programs in several facilities.</i></p> <p><i>Over the past thirty years, Paul has used his business, manufacturing and logistics experience as a lean enterprise specialist (based on the Toyota Production System). During this time Paul has facilitated and managed organizational, operational and change management activities, implemented holistic lean thinking, and championed productivity and profitability improvement in a wide range of organizations including manufacturing, healthcare, insurance, government, supply chain logistics, distribution, service and administrative throughout Canada, the U.S., Mexico and Europe.</i></p> <p><i>Paul is Lean Master Black Belt Certified, Lean Manufacturing Certified and Six Sigma Master Black Belt Certified.</i></p>

## Instructor Acknowledgement

Many people have contributed to the concept of Lean Thinking over the years that impacted my learning experience and are reflected in this course, special mention is extended to:

<b>Book</b>	<b>Author(s)</b>
Cycle Time Management	<i>Patrick Northey and Nigel Southway</i>
Today and Tomorrow	<i>Henry Ford</i>
Toyota Production System: Beyond Large-Scale Production	<i>Taiichi Ohno</i>
Out of the Crisis	<i>W. Edward Deming</i>
Lean Thinking	<i>James P. Womack and Daniel T. Jones</i>
Learning to See	<i>Mike Rother and John Shook</i>
The Toyota Way	<i>Jeffery K. Liker</i>
Toyota Way 2001 – Green Book	<i>Fujio Chow – Honorary Chairman of Toyota Motor Corporation</i>

## Learning Outcomes

This course provides students with an initial introduction and history of Lean Manufacturing and creates not only a basic level of Lean Thinking awareness, but an understanding of the benefits that can be achieved by following Lean Thinking concepts and principles.

1. *Understanding how Lean Thinking developed and grew into the continuous improvement system that organizations use to create customer value through the elimination of waste.*
2. *Know the 5 Lean Principles of Lean Thinking and the role that they play in providing a customer with value added products and/or services.*
3. *Identify the 7 Wastes of Lean Thinking and explain why a customer is not willing to pay for these activities.*
4. *Realize the Benefits that an organization receives through the implementation of Lean Thinking.*

## Instructional Method

Audio slide	<i>Flora LMS</i>
Audio presentation	<i>iSpring Cloud</i>
Resource material for downloading	<i>Flora LMS</i>
Exercises for downloading	<i>Flora LMS</i>
Workbooks for downloading	<i>Flora LMS</i>

## Course Resource Material

Resource material is presented in this course. There are six types of resources:

1. Audio Presentations, additional Lean Thinking learning material.
2. PDF's, which will provide reference material which can be downloaded.
3. Word or Excel documents, which will provide reference material which can be downloaded.
4. Word or Excel A 3 template documents, which are used in Lean Thinking and can be downloaded.
5. Exercises for training purpose and can be downloaded.
6. Workbooks that provide essential Lean Thinking methodologies and can be downloaded.

### Please Note:

- All Lean Thinking A3 templates, and PDF posters, are printed on 11 by 17 paper, they cannot be used correctly when printed on a smaller size paper.
- When you start an actual Lean Thinking Journey, it is imperative that you have access to an 11 by 17 colour printer.

## Course Content

Chapter	Course Outline
<p><b>Introduction</b></p>	<p><b>Introduction</b> – SME Lean Thinking White Belt Training</p> <p>Resources:</p> <ol style="list-style-type: none"> <li>1. Lean Thinking Glossary – PDF</li> <li>2. SME Lean Thinking White Belt e-Learning Outline</li> </ol>
<p>1.</p>	<p><b>SME Manufacturing</b> – I would like to introduce you to SME Manufacturing, a case study in implementing Lean Thinking, and Bob, their Lean Champion.</p> <p>Resources:</p> <p>NONE</p>
<p>2.</p>	<p><b>History of Lean</b> – We will start your SME Lean Thinking White Belt Training with a quick History of Lean</p> <p>Resource:</p> <ol style="list-style-type: none"> <li>3. Henry Ford From Craft to Mass Production – audio presentation</li> <li>4. Deming’s 14 Points The Foundation of Lean Thinking – audio presentation</li> <li>5. The Toyota Production System The Ultimate Lean Model – audio presentation</li> <li>6. The Toyota Way 2001 Deming’s 14 Points in Action – audio presentation</li> </ol>
<p>3.</p>	<p><b>The 5 Lean Principles</b> - The 5 Lean Principles is the philosophy that supports all Lean Thinking activities.</p> <p>Resource:</p> <ol style="list-style-type: none"> <li>7. The 5 Lean Principles</li> </ol>
<p>4.</p>	<p><b>The 5 Lean Principles Exercise (Part 1)</b> – Learning the 5 lean principles.</p> <p>Resources:</p> <ol style="list-style-type: none"> <li>8. The 5 Lean Principles Exercise (Part 1)</li> </ol>
<p>5.</p>	<p><b>The 7 Lean Wastes</b> – The 7 Lean Wastes are the activities that create non-value added activities.</p> <p>Resources:</p> <ol style="list-style-type: none"> <li>9. The 7 Lean Wastes</li> </ol>

Chapter	Course Outline
6.	<p><b><i>The 7 Lean Wastes Exercise</i></b> – Learning The 7 Lean Wastes.</p> <p>Resources:</p> <p>10. Standing in a Circle Exercise</p> <p>11. Standing in a Circle Answers</p>
7.	<p><b><i>The Benefits of Lean Thinking</i></b> – What an organization can realize through Lean Thinking.</p> <p>Resources:</p> <p>NONE</p>
8.	<p><b><i>The SME Lean Thinking White Belt Exam</i></b> – Testing your SME Lean Thinking White Belt Training knowledge.</p> <p>Resources:</p> <p>12. SME Lean Thinking White Belt Employee Handout</p>
<b><i>Certificate</i></b>	<p>Upon successful complete of the SME Lean Thinking White Belt Training e-Learning Course a Recognition of Learning Certificate is awarded.</p>