



# SME Lean Thinking Yellow Belt Course Outline

## Lean Learning

### SME Lean Thinking Belt Training Levels

Target	Lean Thinking Belt Description
<p style="text-align: center;"><b>Employee Lean Training</b></p> <p style="text-align: center;"><i>NOTE: SME Employee Lean Thinking Belt Training Should be taken in 1/2/3 order</i></p>	<ol style="list-style-type: none"> <li>1. <i>SME Lean Thinking White Belt Training</i> which provides <b>Employees</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. <i>SME Lean Thinking Yellow Belt Training</i> which provides <b>Employee</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. <i>SME Lean Thinking Green Belt Training</i> which provides <b>Employees</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 style="text-align: center;"><b>Team Leader Lean Training</b></p>	<ol style="list-style-type: none"> <li>4. <i>SME Lean Thinking Black Belt Training</i> which provides <b>Team Leaders</b> with a complete understanding of implementing Lean Thinking within their organization through <b>People, Processes and Quality</b>, and the role that the <b>Lean Management System</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 style="text-align: center;"><b>Lean Champion Training</b></p>	<ol style="list-style-type: none"> <li>5. <i>SME Lean Thinking Master Black Belt Training</i> which provides <b>Lean Champions</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 Yellow Belt Training Course Objective

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

Lean Thinking focuses on the **Customer** by applying *The 5 Lean Principles* and *The 7 Lean Wastes*.

The objective of the SME Lean Thinking Yellow Belt is to teach the 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 that will deliver Value as defined by your customers.

The SME Lean Thinking Yellow Belt is for individuals who are new to Lean Thinking and looking at process improvement methodologies for their company. It is also for those individuals that are engaged in leading, supporting, or sponsoring process improvement initiatives.

Upon completion you will be well versed in the foundational elements of Lean Thinking methodology, have obtained hands-on skills that you can apply immediately and able to participate in improvement projects within your workarea.

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

*The Power of People, Processes and Quality*

## General Information

Course timetable	<i>The course takes approximately 16 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>\$850.00 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 you 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.

*Understanding how Lean Manufacturing developed and grew into the continuous improvement system that organizations use to create customer value through the elimination of waste.*

The 5 Lean Principles and their Lean Tools – the foundation of lean Thinking

1. *Value – determined by the customer*
2. *Value Stream – all activities from customer requirement to customer fulfilment*
3. *Flow – products or services flow smoothly through the value stream*
4. *Pull – products or services delivered when required to the customer*
5. *Perfection – all non-value-added activities (waste) eliminated*

## 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 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 Yellow Belt Training</p> <p>Resources:</p> <ol style="list-style-type: none"> <li>1. Lean Thinking Glossary – PDF</li> <li>2. SME Lean Thinking Yellow Belt e-Learning Outline</li> </ol>
<p>1.</p>	<p><b>Lean Thinking</b> – Creating The Ultimate Competitive Advantage</p> <p>Resources:</p> <p>NONE</p>
<p>2.</p>	<p><b>The 5 Lean Principles – Value</b> – Determined by the customer</p> <p>Resource:</p> <p>NONE</p>
<p>3.</p>	<p><b>The 5 Lean Principles – Value Stream</b> – All activities from customer requirement, to customer fulfilment</p> <p>Resource:</p> <ol style="list-style-type: none"> <li>3. Poster Value Stream Mapping</li> <li>4. The 5 Lean Principles Exercise (Part 2)</li> <li>5. Value Stream Mapping – Showing the Flow</li> <li>6. Poster The 5S Methods</li> <li>7. Inspection Check Sheet</li> <li>8. 5S Red Tag Template</li> <li>9. 5S Red Tag Log</li> <li>10. Sort Disposition Check Sheet</li> <li>11. Straighten Check Sheet</li> <li>12. Shine Check Sheet</li> <li>13. Shine Cleaning Plan</li> <li>14. 5S Weekly Audit</li> <li>15. Poster 5S Overview</li> <li>16. Poster Visual Controls</li> <li>17. Poster 5S Workplace Organization</li> <li>18. Poster Visual Displays</li> <li>19. Poster Visual Metrics</li> </ol>

Chapter	Course Outline
	20. <i>Poster Standardized Work</i>
4.	<p><b><i>The 5 Lean Principles – Flow</i></b> – Products or services flow smoothly through the value stream</p> <p>Resources:</p> <p>21. <i>Poster Flow</i></p> <p>22. <i>Lean Thinking Flow</i></p>
5.	<p><b><i>The 5 Lean Principles – Pull</i></b> – Products or services delivered when required to the customer.</p> <p>Resources:</p> <p>23. <i>Poster Pull</i></p> <p>24. <i>Lean Thinking Pull</i></p>
6.	<p><b><i>The 5 Lean Principles – Perfection</i></b> – All non-value-added activities (waste) eliminated.</p> <p>Resources:</p> <p>NONE</p>
7.	<p><b><i>The SME Lean Thinking Yellow Belt Training Exam</i></b> – Testing your SME Lean Thinking Yellow Belt Training knowledge.</p> <p>Resources:</p> <p>25. <i>Lean Tools – The Lean Thinking Toolbox</i></p>
<b><i>Certificate</i></b>	<p>Upon successful complete of the SME Lean Thinking Yellow Belt Training e-Learning Course a Recognition of Learning Certificate is awarded.</p>