

## **Lean Facilitator Certification Program 2015 Program Description and Registration Form**

### **Overview:**

The Maryland World Class Consortia will kick off the ninth year of the Lean Facilitator Certification Program in the first quarter of 2015. Enrollment is open to anyone interested in building the knowledge and skills necessary to plan, conduct, and sustain lean process improvement activities within an organizational program of lean deployment.

### **Objectives of the Lean Facilitator Certification Program:**

The Lean Facilitator Certification Program (LFCP) is an intensive five-month program designed to develop participants in the art and science of creating and sustaining lean change. Through a combination of classroom training, shared learning, and benchmark study, participants develop both the technical and leadership capabilities of tactical lean leaders. Graduates are able to define, plan, execute, and sustain basic lean improvement activities without external support. These actions are foundational to building an organization's culture of continuous process improvement.

The development of robust in-house capabilities like these represents a logical next step for organizations that are dedicated to the pursuit of Operational Excellence. As organizations begin their Lean Journey, they often draw upon external resources to plan deployment, to build knowledge and skills, and to avoid common pitfalls. Beyond these early first steps, organizations should rapidly broaden the scope of their improvement programs and internalize their capabilities to use lean methods as part of a comprehensive business strategy - they must develop their own Lean Leaders. The Lean Facilitator Certification Program helps build "internal consultants" who can lead lean change at the front-line level.

### **Selection of LFCP Candidates:**

Candidates for the Lean Facilitator Certification Program should meet certain criteria to help ensure their long-term success. Senior leaders should consider these traits as they select the future leaders of their lean improvement program:

**Team Leader:** The ideal candidate should already demonstrate a degree of formal or informal leadership capacity. They should display indicators that they possess many of the leadership skills and traits that inspire those around them to achieve goals. Over time, lean practitioners must build on their strengths as facilitators, collaborators, and team builders. Lean Leaders are more coaches than commanders, and do not need to rely on positional authority to motivate others to achieve their best results.

**Natural Communicator:** The Lean Leader has the sound communication skills needed of a junior facilitator/coach/instructor to improvement teams, a persuasive speaker to peers and superiors, and an effective lean representative to others. They are active and attentive listeners.

**Well-Regarded:** The candidate should enjoy working with others and know how to work with people across different backgrounds. Lean Leaders must work across traditional functional boundaries, often with little or no positional authority, to create lean change that is often challenging and daunting. The Lean Leader will be the organization’s “Ambassador of Lean”.

**Systematic and Creative Thinker:** Lean Leaders should be systematic, logical thinkers. They should be fact-based and data-driven, but also able to envision radically different future states. They are able to bridge the realities of today with the possibilities of tomorrow. The Lean Leader understands enough of the business to make balanced, well-reasoned decisions on behalf of all the organization’s stakeholders.

Note: Successful LFCP students do not require any prior knowledge of lean tools or principles.

### **Senior Leaders’ Role in the Lean Facilitator Program:**

The organization’s senior leaders play a key role in the success of the candidates they enroll in the LFCP program. LFCP graduates are the builders of the organization’s leaner future state. Therefore, the organization’s senior leaders should be committed to leading the organization’s lean journey and supporting and enabling their LFCP internal consultants. Specific recommended leader behaviors include:

- Participating in Week 1, Day 1 orientation with their LFCP candidate
- Developing or refining the plan for the organization’s lean deployment strategy to make best use of the LFCP graduate’s capabilities
- Identifying improvement projects of increasing complexity and scope that allow the LFCP candidate to progressively apply course materials and learn by doing
- Listen to and observe the LFCP candidate during and after their classroom training and provide coaching and feedback on their actions and progress
- Challenge the LFCP graduate with a full time or substantial part-time role in the organization’s lean transformation

### **LFCP Program Structure and Options:**

The 2015 Lean Facilitator Certification Program is designed around a series of five classroom sessions held at monthly intervals. Each monthly session meets for three to four consecutive days, for a total of twenty classroom days. In these classroom sessions, LFCP candidates learn through instruction and group activities about the principles, tools, techniques, and skills necessary to create and sustain lean change. Training is facilitated by MWCC staff and consultants, and hosted at a variety of Maryland World Class Consortia member facilities and LFCP participating companies. Students and their leaders are strongly encouraged to apply the course lessons to processes in their facilities between classroom training sessions in order to supplement classroom experience with hands-on learning. All LFCP participants receive a certificate of academic course completion.

The National Certification Option is available for an additional fee. The National Certification Option connects the LFCP Program to the nationally-recognized Lean Bronze Certification. Since 2006, lean practitioners have been able to validate their knowledge and skills by challenging for a broadly-recognized certification jointly developed and sponsored by the Society of Manufacturing Engineers (SME), the Association for Manufacturing Excellence (AME), the Shingo Institute, and the American Society for Quality (ASQ). By enrolling in the National Certification Option, participants combine their LFCP training with self-study of four required textbooks. They test their knowledge through multiple test preparation sessions and practice tests, and then take their SME/AME/Shingo Institute/ASQ Lean Bronze Knowledge Exam, which is used as an LFCP Final Exam. The Lean Bronze Knowledge Exam is the first step toward full Lean Bronze Certification, awarded any time after they submit their Lean Bronze Portfolio of their improvement projects. More information about SME/AME/Shingo Institute/ASQ Lean Certification is available online at [www.sme.org/leancert](http://www.sme.org/leancert).

LFCP participants who select the National Certification Option, complete the LFCP Program, and then pass their Lean Bronze Knowledge Exam receive a Maryland World Class Consortia Lean Certification that states that their training has met the knowledge requirements of the SME/AME/Shingo Institute/ASQ Lean Bronze Certification.

#### **LFCP Curriculum:**

Module 1 (4 days):	Program Objectives and Overview Lean Culture, Leadership, and Lean Transformation An Overview of Lean Thinking Building a Case for Change Leading Change
Module 2 (4 days):	Value Stream Mapping Mapping Administrative Processes Systematic Process Improvement and A3 Thinking Lean Daily Improvement and Kaizen Events Standard Work and Training Within Industry (TWI)
Module 3 (3 days):	5S and Visual Management Pull Systems and Inventory Management Kaizen Event Preparation and Facilitation Total Productive Maintenance and Setup Reduction Error-Proofing
Module 4 (3 days):	Cellular Production Hoshin Planning Lean Accounting
Module 5 (4 days):	Leadership Development Team Building Presentation Skills and Meeting Facilitation

**Note: A senior leader is required to attend Day 1 of Module 1 training with their participant.**

**2015 Calendar:**

Module 1:	19-22 January, 2015
Module 2:	10-13 February
Module 3:	10-12 March
Module 4:	7-9 April
Module 5:	5-8 May
Lean Bronze Exam:	25 May, 2014

(Note: This will be the first available opportunity to sit for the Lean Bronze Knowledge Exam. Other opportunities will be available in 2015 and 2016 nationwide and in Maryland.)

Graduation Ceremony: 26 May, 2014

(Note: All participants who finish the course will receive their completion certificates at the MWCC's Quarterly Meeting on the date above, regardless of whether or not they sit for or pass the Lean Bronze Knowledge Exam.)

Module 1 will be held at a location in the Baltimore/Columbia area. All subsequent modules will be hosted by various MWCC member companies and participant member organizations, as space permits.

Please note that the dates above are tentative and subject to change.

**Graduation Requirements:**

To receive a Certificate of Course Completion, candidates must attend all classroom training sessions. All homework and pre-work, if assigned for the session, must be satisfactorily completed. Pre-approved absences from some sessions must be covered by an equivalent make-up session or make-up assignment, as required by the instructor.

To receive a National Option Certification, candidates must complete requirements for Certificate of Course Completion above and must also pass their Lean Bronze Knowledge Exam. The online exam is 170 multiple choice questions that must be completed in 3 hours with 75% correct.

**Financial and Time Investments:**

The fee for the Lean Facilitator Certification Program is \$6,200 per person. This includes tuition for all academic modules, course training materials, and breakfast and lunch for each academic day. Each participant is responsible for transportation, lodging, and other incidental expenses. One to two readings are typically assigned for homework each meeting afternoon. Participants are strongly encouraged to plan improvement projects in their home facility between monthly classroom meetings beginning after Module 2. Time necessary to conduct these projects can be significant, depending on the scope and level of difficulty selected by the student, and should be considered when planning business commitments while the course is in session. Please contact us if you have questions regarding project planning and applied learning.

The National Certification Option is available for an additional fee of \$1,200, which covers four reference books required for testing, 1-year membership in the Society of Manufacturing Engineers, registration for computer-based Lean Bronze Knowledge Examination, and administrative fees for four practice exams and supplemental instruction. Lean Bronze Certification candidates should have thoroughly read and studied the four recommended readings prior to sitting for their Lean Bronze Knowledge Exam. The combination of LFCP classroom meetings, application projects, Bronze Certification study, and professional commitments can be overwhelming for some, and Lean Bronze Certification candidates should plan their time carefully. Reference book pre-reading prior to the start of the Lean Facilitator Certification Program is encouraged. The four reference books (and the suggested sequence of reading) are:

Lean Production Simplified 2<sup>nd</sup> Ed., Dennis, Productivity Press, 2007

Learning to See ver. 1.4, Rother, Lean Enterprise Institute, 2009

Gemba Kaizen 2<sup>nd</sup> Ed., Imai, McGraw-Hill, 2012

Lean Thinking 2<sup>nd</sup> Ed., Womack and Jones, Free Press, 2003

**To Register and to Learn More:**

To register, complete the form on the next page and return via fax or email before 9 January, 2015.

For more information about the Lean Facilitator Certification Program, contact Jeff Fuchs, MWCC Director, at [jeff@leanmaryland.com](mailto:jeff@leanmaryland.com), or cell (443) 865-2198.

