

Lean Tools & Techniques

Module no.	Tool/ Technique	Purpose	Description
LE1	5 Lean Principles	Introduce concepts underpinning Lean Solutions for service sector.	Lean Implementations follow this approach 1. Customer Value 2. Value Stream 3. Flow 4. Pull 5. Perfection
LE2	5 Lean Principles Simulation	Consolidate 5 Lean Principles using a game.	A simulation with a service adaption to provide insight into 5 Lean principles and how to implement in practice.
LE3	Voice of the Customer	To understand customer satisfaction - what is critical to quality.	Used to provide a detailed set of customer wants and needs using 'critical to quality trees' and how these can translate into operations the business can deliver.
LE3	Kano Analysis to Understand Value	To create a deeper understanding of customer needs - what delights, merely satisfies, or dissatisfies.	Provides a detailed understanding of the key aspects of the service that may delight the customer, and those which simply satisfy or dissatisfy.
LE4	PDCA	Plan, Do, Check, Act - introduces a way of working on any improvement/ problem.	Means of ensuring continuous improvement is maintained and all steps are considered thoroughly.
LE5	7 Wastes	Discovering and uncovering waste, a core stage of identifying non-value adding activities.	The 7 Wastes we will discuss are: 1. Waiting 2. Overproduction 3. Transport 4. Motion 5. Overprocessing 6. Inventory 7. Defects

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LE6	Red Pen/Blue Pen Exercise	An exercise that helps visualise perfection in an organisation.	A simple exercise that helps participants identify perfection without data.
LE7	Takt & Cycle time	To ensure work is created to the customer drum beat/demand.	Takt is the rate at which the customer requires the service. The cycle time is the time taken for each activity within the process; this should be aligned with the takt time.
LE8	SIPOC	To provide a boundary for the process/ value stream map.	Using high level process mapping (level 1) ensures the user considers the Suppliers and Inputs of the process and then the Outputs and Customers.
LE9	Process Mapping	To visually map the end to end process of delivery to a customer.	Create the 'As Is' process map so that the 7 wastes can be identified. This, and the use of SECAR, enables the 'To Be' to be created.
LE10	Value Stream Mapping	To understand exactly what is happening within the current value stream by measurement of value add activities.	Mapping the process considering the key elements, i.e. resources, timings, delays, decision points etc. using the whole supply chain.
LE11	5S	Workplace organisation for efficiency and effectiveness.	The 5's are: 1. Sort: remove the necessary from the unnecessary 2. Set in Order: a place for everything and everything in its place 3. Shine: clean up of security 4. Standardise 5. Sustain
LE12	5S Numbers Game	An exercise to demonstrate the value of 5S.	A desk based exercise to highlight the key benefits of 5S.

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LE13	Handover Analysis using Spaghetti Diagrams	To understand exactly how administrative processes travel and the impact of delays.	Follow the administrative customer fulfillment process from start to finish to obtain an understanding of the number of hand-offs and the distance travelled.
LE14	Fishbone/Ishikawa Diagram	To identify the root causes of problems using a visual diagram.	Organises brainstormed issues on a 'fishbone' to establish key drivers, and hone in on the root cause(s).
LE15	Pareto	To use a visual chart to demonstrate the 80:20 rule in order to identify problem areas.	To show how to graph a Pareto Chart, and use it to understand the 20% of causes that can resolve 80% of problems/issues.
LE16	5 Whys	To identify root cause(s) by repeatedly asking 'Why' about an issue.	Asking 'why' 5 times until the root cause is flushed out for issues/problems - a simple but very powerful way for problem solving.
LE17	DILO	To understand the day in the life of a stakeholder.	Means of establishing exactly what an individual does during his/her working day, which then helps uncover issues and identify opportunities.
LE18	Prioritising Projects	A way to select projects based on benefit of resolution versus effort.	A way to understand the key initiatives a business unit or organisation needs in order to group issues and align them to projects Quick Wins and Just Do It's.
LE19	Standardisation	To identify and bring about a common method in order to articulate the best way of working for all applicable processes.	It is the key to ensuring best practice is shared and upheld throughout the organisation, and that there is a common way of working that is easy to follow, automated and measurable.

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LE20	SECAR	Consider ways to improve process using 5 techniques.	A way of improving processes using Simplify, Eliminate, Combine, Automate and Relocate.
LE21	Master Schedule	To schedule activities with knowledge of lead time and capacity.	Visual way to make decisions about product, delivery and dates using lead time and capacity information with the use of time fences.
LE22	Production Levelling	Aligning resources to demand/delivery process.	Means of levelling production to ensure capacity can deliver a peak/ trough product/ service.
LE23	Control Charts	A visual representation of process variation in order to help identify and measure process issues.	Upper limits and lower limits are defined within a statistical determined boundary of 'acceptable' variation. Deviation from these boundaries show there is a problem with the process.
LE24	Runners/ Repeaters/ Strangers	For the organisation of work to ensure flow by understanding which processes are highly repeatable and which ones are special.	Helping to identify the key 'vanilla' processes and adopting controls to ensure optimum throughput as well as understanding special/ unique processes.
LE25	Lean Quality	Establishing focus on quality assurance versus quality control to reduce Errors.	Building quality in at every step of the process - no errors going forward.
LE26	Lean Layout & Cell design	To improve team flow by co-location.	Understanding how co-location of teams working on the same/ similar processes can benefit.
LE27	Poka Yoke	Failsafing and error proofing so that it's impossible to maintain an error.	Establishing methods/ systems/ processes which prevent defects being made.
LE28	Evaluation Matrices	To identify the optimum solution based on multiple criteria/factors around an opportunity/solution.	Defined weighted criteria are populated within a matrix in order to establish the optimum solution to the issue.

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LE29	Visual Management	Performance management and continuous improvement using visual boards.	Means of managing teams using pertinent team-driven measures available visually at source.
LE30	DMAIC	A method of problem-solving using data as a basis for understanding root causes.	A typical continuous improvement made by the team, using data adhering to the following steps: Define, Measure, Analyse, Improve and Control.
LE31	A3 Reporting	A structured one page A3 size document that allows a team to record a plan for solving a problem(s).	There are 7 steps to A3 reporting: 1. Determine the background to the problem 2. Establish the current condition (and problem statement) 3. Create your goal (outcome statement) 4. Conduct root cause analysis 5. Develop countermeasures and solutions for the root cause 6. Create implementation plan and make changes 7. Benefits tracking and sustainability