

Kinetik Solutions Training modules

Lean

Operational Excellence

Change Management

Innovation



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Kinetik Solutions Training modules

Kinetik Solutions is een management adviesbureau en richt zich op de gebieden Business Transformation, Process Excellence, IT implementatie en Change Management.

We willen u bij de implementering van duurzame operationele veranderingen ondersteunen, die meetbaar een bijdrage leveren aan het bereiken van structurele financiële voordelen.

Daarvoor bieden we programma's aan van 1 tot 5 dagen die uit een combinatie van verschillende, op uw vragen toegesneden modules bestaan.

We leggen in het bijzonder de nadruk op 'learning by doing' en op programma's die later in de organisatie geadapteerd en door uw change managers hergebruikt kunnen worden.

De trainingsprogramma's kunnen ook in het Nederlands door onze expert-adviseurs uitgevoerd worden. Elke module duurt tussen de 30 en 90 minuten. Deelnemers kunnen de stof makkelijk opnemen door veelvoudig gebruik van visuele elementen en een gestandaardiseerde opbouw.

Lean

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Lean Tools & Techniques			
Module No.	Tool/ Technique	Purpose	Description
LE1	5 Lean Principles	Introduce concepts underpinning Lean Solutions for the 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.
LE4	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.
LE5	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.
LE6	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

Lean Tools & Techniques			
Module No.	Tool/ Technique	Purpose	Description
LE7	Red Pen/Blue Pen Exercise	An exercise that helps visualise perfection in an organisation.	A simple exercise that helps participants to identify perfection without data.
LE8	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.
LE9	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.
LE10	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.
LE11	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.
LE12	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
LE13	5S Numbers Game	An exercise to demonstrate the value of 5S.	A desk based exercise to highlight the key benefits of 5S.

Lean Tools & Techniques			
Module No.	Tool/ Technique	Purpose	Description
LE14	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.
LE15	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).
LE16	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.
LE17	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.
LE18	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.
LE19	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.
LE20	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.

Lean Tools & Techniques			
Module No.	Tool/ Technique	Purpose	Description
LE21	SECAR	Consider ways to improve processes using 5 techniques.	A way of improving processes using Simplify, Eliminate, Combine, Automate and Relocate.
LE22	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.
LE23	Production Levelling	Aligning resources to demand/delivery process.	Means of levelling production to ensure capacity can deliver a peak/ trough product/ service.
LE24	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.
LE25	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 throughout as well as understanding special/unique processes.
LE26	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.
LE27	Lean Layout & Cell design	To improve team flow by co-location.	Understanding how co-location of teams working on the same/ similar processes can be beneficial.
LE28	Poka Yoke	Failsafing and error proofing so that it's impossible to maintain an error.	Establishing methods/ systems/ processes which prevent defects being made.
LE29	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.

Lean Tools & Techniques

Module No.	Tool/ Technique	Purpose	Description
LE30	Visual Management	Performance management and continuous improvement using visual boards.	Means of managing teams using pertinent team-driven measures available visually at source.
LE31	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.
LE32	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: <ol style="list-style-type: none"> 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

Operational Excellence and Tools			
Module No.	Tool/ Technique	Purpose	Description
OP1	Performance Measurement using Hoshin	A method to cement and share strategic goals all the way through an organisation.	A way of delegating strategic goals and measures to all the people within an organisation, to ensure full alignment and accountability.
OP2	Systems Thinking	To consider how all processes/activities interconnect within the whole system of delivering a product or service.	Analysing how a change in one aspect of the organisation will/can affect other aspects of the organisation, ensuring that the whole system is improved, not just components.
OP3	Day Starts	To ensure that there is a daily cycle of review of process performance.	A 'stand up' meeting every day that works from the coalface up on a daily drumbeat basis, allowing early identification of problems and quick wins.
OP4	Benefits Tracking	To determine exactly how the intervention has affected the organisation by tracking process measures.	How to take baseline measures and implement benefits tracking mechanisms to demonstrate impact on the bottom line from change projects.

Change Management Tools & Techniques

Module No.	Tool/ Technique	Purpose	Description
CM1	Stakeholder Mapping	To understand the key stakeholders involved within the change and identify relevant communication modes.	Map each stakeholder role with respect to their view of the improvement programme/ project and try to understand their perspective. Tailor communications to ensure that engagement with the programme of change is done with the right level of messages and appropriate channels.
CM2	The Change Curve	To understand the different aspects of change and how they affect the individual.	By understanding the different emotions involved in change, it is easier to help individuals through the change.
CM3	Managing Resistance to Change	A structured approach to identify areas of resistance to change.	Once areas of resistance have been identified, it is easier to establish ways of removing/ reducing that resistance.
CM4	RACI	To define a matrix of activities and roles within teams and projects using a clear method.	Establish each individual/ role required for the activities for the implementation/ project and their involvement: i.e. are they Responsible, Accountable or do they just need to be Consulted or Informed?
CM5	Kaizen Blitz	Demonstrates how to run a Kaizen event.	Speedy identification and implementation of change in an intensive workshop environment.
CM6	Facilitation	To ensure project managers/ future trainers have the appropriate skills to run workshops.	The facilitator ensures that people feel that their ideas are valued. In essence, it is about getting the best thinking from the group. Facilitation is the ability to lead a group in discussion with a level of detachment, making sure everyone is engaged and that meeting/workshop goals are met.

Change Management Tools & Techniques

Module No.	Tool/ Technique	Purpose	Description
CM7	Charters	To plan at a strategic level all the factors around the delivery of the/a project.	One page summary of key aspects of the project to be undertaken; i.e. resources, timings, issues, expected outcomes, measures.
CM8	Creating High Performance Teams	To build teams which perform to their highest potential.	Building the optimum mix of skills/ characteristics and leadership styles to drive a results-focused team with synergy.
CM9	Effective Meeting Management	To ensure meetings are as effective as possible in getting to outcomes.	Creating the correct process in the setting up, running and documentation of meetings, so it meets purpose and drives decision making.
CM10	Operational Coaching	To ensure project Managers have the appropriate skills to coach their own team members.	Operational coaching is geared to achieve a task in a more successful manner. It is about using business processes/issues to aid personal development and gain insight.
CM11	Giving & Receiving Feedback	To ensure project managers have the appropriate skills to provide and receive feedback to/ from their own team members and managers.	Managers should be providing their staff with the information they need to help them to decide whether their behaviours had the intended effects. A consistent method of feedback accelerates change.
CM12	Influencing	To provide key skills in how to influence key stakeholders.	Organisation leaders must learn to operate without the might of the hierarchy behind them. They should use their own ability to make relationships, build influence and work with others to achieve results. Influencing without the use of status is an important managerial skill for now and the future.

Change Management Tools & Techniques

Module No.	Tool/ Technique	Purpose	Description
CM13	Appreciative Enquiry	Focus on what an organisation does well and leveraging this.	Map each stakeholder role with respect to their view of the improvement programme/ project and try to understand their perspective. Tailor communications to ensure that engagement with the programme of change is done with the right level of messages and appropriate channels.
CM14	Transactional Analysis	A technique to understand others' viewpoints based on the work of Eric Berne.	Using the PAC model to establish clear lines communication between people who take different positions in life.
CM15	Belbin Analysis	Belbin outlines key team roles and behaviours.	Used to create high performing teams by creating the desired mix of characters, workers and leadership styles.

Innovation Tools & Techniques			
Module No.	Tool/ Technique	Purpose	Description
IN1	Breaking Assumptions	Testing assumptions to create new innovative solutions.	A way of looking at assumptions around a problem or process as a way to create new ideas and solutions.
IN2	SCAMPER	Using areas of questions to help create ideas when developing new services/processes.	You use the tool by asking questions about existing products/processes, using each of the seven prompts; Substitute, Combine, Adapt, Modify, Put to another use, Eliminate and Reverse. These questions help you come up with creative ideas for developing new products/processes, and for improving current ones.
IN3	6 Thinking Hats	A structured way of looking at an issue from a different perspective, based on work by Edward de Bono.	'Six Thinking Hats' is an important and powerful technique. It is used to look at decisions from a number of important perspectives. This forces a move outside of habitual thinking styles, and helps get a more rounded view of a situation.
IN4	Random Word	A means of thinking 'outside of the box' using a random word to connect to a problem.	A way to allow thinking 'outside the box' - associate a random word with the problem's statement and make connections to get see how this word can help you see your problem in a different way.
IN5	Debono's Thinking Tools	A variety of innovative thinking tools based on the work of Edward de Bono.	Tools include, PMI (Plus Minus Interesting), CAF (Consider All Factors) and others that help with innovation and testing a solution.
IN6	TRIZ	A highly structured way of being resourceful when solving problems, understanding process conflict, and using free/cheap resources.	TRIZ is a way of understanding a problem using a number of systematic techniques including; understanding process conflicts, using cheap/free resources and thinking about the ideal solution. It emerges from engineers seeking to resolve complex challenges. Based on a Russian methodology.

Modular Training – Example 5 Day Agenda

Introduction		Current State		Future State		Solutions		
Monday	Tuesday	Wednesday	Thursday	Friday	Monday	Tuesday	Friday	
Start: 10:00	Plan for the Day	Plan for the Day	Plan for the Day	Plan for the Day	Plan for the Day	Plan for the Day	Plan for the Day	
Introductions, Agenda, Ground Rules, Expectations	<ul style="list-style-type: none"> • LE32 - A3 Reporting • LE3 - Understanding the Voice of Customer • LE4 - Kanon Analysis to Understand Value 	<ul style="list-style-type: none"> • LE10 - Process Mapping • LE11 - Value Stream Mapping 	<ul style="list-style-type: none"> • LE20 - Standardisation 	<ul style="list-style-type: none"> • CM5 - Kaizen Blitz • CM3 - Managing Resistance to Change • OP3 - Day Starts 				
	COFFEE			<p>Group Exercise</p> <p>Break out in groups of three:</p> <ul style="list-style-type: none"> • Work on a model process problem • Develop approach • Use training tools to identify root cause • Explain choice of tools • Write Charter/A3 for problem • Present approach to group 	<ul style="list-style-type: none"> • LE7 - Red Pen Blue Pen 	<ul style="list-style-type: none"> • CM4 - RACI • LE6 - 7 Wastes 	<ul style="list-style-type: none"> • CM2 - The Change Curve 	<p>Action Planning and Next Steps:</p> <ul style="list-style-type: none"> • Business Unit Action Plan • Governance of Projects • Tracking of Benefits
	LUNCH				<ul style="list-style-type: none"> • LE9 - SIPOC • LE10 - Process Mapping • LE11 - Value Stream Mapping 	<p>Root Cause Analysis Tools</p> <ul style="list-style-type: none"> • LE15 - Fishbone/Ishikawa Diagram • LE16 - Pareto • LE17 - 5 Whys 		<ul style="list-style-type: none"> • LE19 - Prioritising Projects
	COFFEE			<ul style="list-style-type: none"> • LE10 - Process Mapping • LE11 - Value Stream Mapping 	<ul style="list-style-type: none"> • LE19 - Prioritising Projects 	<ul style="list-style-type: none"> • LE10 - Process Mapping • LE11 - Value Stream Mapping 	<ul style="list-style-type: none"> • LE21 - SECAR • IN1 - Breaking Assumptions 	<ul style="list-style-type: none"> • LE19 - Prioritising Projects
Temperature Check	Temperature Check	Temperature Check	Temperature Check	Temperature Check	Sponsor Review	Lessons Learnt and Review	Final Temperature Check	Finish: 16:00



“Discovery consists of looking at the same thing as everyone else and thinking something different.”

Albert Szent-Györgyi

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Kinetik Solutions was formed in 2007 and is a management consulting business providing sustainable operational excellence, change management and IT implementation advice to large organisations. Our highly experienced team has delivered large scale change programmes for companies such as EMI Music, BAA, Barclays Bank, Office for National Statistics, the NHS and ADP (a Fortune 500 business). Each consultant has over 10 years experience in blue-chip organisations or operational consultancy. Their experiences, both past and present, are utilised in order to provide real life solutions.

The five areas we specialise in are:

Strategy Development and Implementation Design

making change happen in a sustainable way

Digital Content Collaboration

creating structures for rapid delivery in digital supply chains

Facilitated Workshops

fast, informed decision making, from strategy to continuous improvement

Operational Design and Improvement

strategic design for complex processes

Systems Implementation

integrating process and IT change across boundaries

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