

Lean Six Sigma for Executive Leadership

Course format: On-site, mostly hands-on, optional hybrid format

Course duration: 3 days

Course overview

The *Lean Six Sigma for Executive Leadership* workshop is based on decades of Pyzdek Institute experience working with manufacturing, service, financial and healthcare customers at every organizational level. The workshop provides practical advice to C-Level Executives, Presidents, Vice-Presidents and Directors on the best way to build and manage an effective process improvement organization and avoid common Operational Excellence and Lean Six Sigma pitfalls. The workshop also includes practical insight on Lean Six Sigma fundamentals.

About 70% of the workshop material is taught with hands-on exercises, software demonstrations and real-world case studies. The goal of the course is to teach Pyzdek Institute clients to make better business decisions and to deliver products and services that are safer, better, faster and cheaper.

COURSE AGENDA

The following course agenda is flexible and can be tailored to specific customer interests.

Operational Excellence (OpEx) Leadership

Module 1 is an overview of Operational Excellence. It includes a summary of the great thought leaders like Deming, Shingo, Ohno, Juran and others followed by discussions of the Operational Excellence mindset. The module includes two hands-on exercises designed to demonstrate important concepts in the building of an OpEx culture.

Specific topics include:

- Deming, Juran, Shingo, Covey and other thought leaders
- Hands-on exercise: *process simulation*
- The 3 important business voices
- Operational Excellence mindset, focus on people
- Operational Excellence mindset, focus on continuous improvement
- Hands-on exercise: *Leading by example*
- Improving the return on your training and statistical software investment
- Freeform discussion

Lean Six Sigma Leadership

Module 2 dives deeper into the way Lean Six Sigma fits into a strategic plan for Operational Excellence. The module includes a business case study and hands-on work to demonstrate Lean Six Sigma project selection and related concepts. Also included is a discussion of *The One Question* that Executives should ask out at the workplace.

- Lean Six Sigma strategy & tactics
- Project selection
- Hands-on exercise: *L-maps*
- Case study

The Lean Mindset

Module 3 covers fundamental Lean Principles and a proven way to improve process flow and systematically set up process owners for success.

- The sequence to Lean Implementation
- 5S and why it often fails
- Waste kills profits, The Ohno Circle
- Hands-on exercise: *Waste Audit* (at Gemba, if possible)
- The importance of process mapping
- Hands-on exercise: *Spaghetti Diagrams and Value Stream Mapping*
- *The One Question* to ask your production operators
- Hands-on exercise: *Batch processing versus single-piece flow*
- The PQPR analysis
- Hands-on exercise: *PQPR analysis*
- Kaizen is a mindset first, an event second
- Visual metrics
- Total Productive Maintenance (TPM)
- The Lean Office
- Common Lean pitfalls and how to avoid them

The Six Sigma (statistical) Mindset

Module 4 covers fundamental Six Sigma Principles including the best way to analyze data and how to avoid common data analysis pitfalls. Hands-on exercises include Visual Process Risk Assessment, Turn Opinion into Hard Data, Measurement Systems Management and Statistical Process Control along with a demonstration of the way designed experiments can optimize complex production equipment and uncover valuable process knowledge.

- *The Great Mathematical Quandary*
- *The 3 Principles of Statistical Thinking*
- *Inspection and pass-fail thinking* kill profits (Taguchi's superior view)
- Hands-on exercise: *Sequence and delay maps*
- Hands-on exercise: *Data visualization and common pitfalls*
- Your measurement systems may be burning your money

- Hands-on exercise: *Trust no measurement*
- Variation kills profits
- Software demonstration: *The power of Shewhart Control Charts*
- Technical risk assessment
- Hands-on exercise: *The Visual Process Risk Assessment*
- If your process isn't optimized, you're losing money
- Software demonstration: *Process Optimization*
- How to cheaply monitor progress and defeat entropy
- Common Six Sigma pitfalls and how to avoid them

Course structure

Content	% of time spent
Hands-on exercises and demonstrations	70%
Fundamental principles and discussions	30%

Follow-up Consulting

The Pyzdek Institute recommends and offers 4-8 hours of on-site or on-line consulting 6 to 8 weeks after completion of the 3-day course. The purpose of this consultation is to provide guidance on Executive-level Lean Six Sigma work in progress, answer questions and discuss advanced Lean Six Sigma topics.



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