



Leading in an Enterprise Excellence Environment

Topics, Reading Assignments, Gemba Activities, & Direct Observation

1. Session 1

- a. Topics - The Shingo Model for Enterprise Excellence and Identifying the Business Case
- b. Reading Assignment – *Decoding the DNA of the Toyota Production System*.
- c. Gemba Activity – Go to the workplace and ask questions provided on slide 44.
- d. Practice Direct Observation - Focus on interruptions and what gets in the way of work

2. Session 2

- a. Topics - The Seven Stages of Maturity in a Lean Transformation; the Lean Technical & Social Sciences
- b. Reading Assignment – *Learning to Lead at Toyota*.
- c. Gemba Activity – Go to the workplace in search of a possible improvement project. Discuss workflow at a high level. Are there opportunities for improvement? Does the team have ideas for an improvement project?
- d. Practice Direct Observation - Focus on interruptions and what gets in the way of work

3. Session 3

- a. Topics - Creating a Problem-Solving Culture and Management’s Role, Principles and Systems to Drive Behavior
- b. Reading Assignment – *Creating a Problem-Solving Culture*.
- c. Gemba Activity – Review Window Analysis with others. Is there consensus on quadrants? How might you address the techniques in the lower quadrants (known and not practiced, and not known and not practiced)?
- d. Practice Direct Observation - Focus on interruptions and what gets in the way of work

4. Session 4

- a. Topics - Nurturing an Idea Driven Organization; Purpose of an Idea Driven Culture
- b. Reading Assignment – *The Face of a Real Knowledge Worker*.

- c. Gemba Activity – Identify one key cultural enabler that is driving your culture. Consider the following questions.
 - i. What changes could be made to close the gap between actual and ideal?
 - ii. What *improved* system should be in place to support your team in continuous improvement efforts?
- d. Practice Direct Observation - Focus on interruptions and what gets in the way of work

5. Session 5

- a. Topics - Visual Systems to Manage Effectively; Leader Standard Work for system structure
- b. Reading Assignment – *Creating a Lean Culture, Chapters 3-5.*
- c. Gemba Activity – Review Visual Systems Worksheet and Manager Standard Work Worksheet. Revise as needed.
- d. Identify one improvement system that is driving your culture?
 - i. What changes could be made to close the gap between actual and ideal behavior?
 - ii. What *improved* system should be in place to support your team in continuous improvement efforts?
- e. Practice Direct Observation - Focus on interruptions and what gets in the way of work.

6. Session 6

- a. Topics - Strategic Alignment & Deployment using the X Type Matrix
- b. Reading Assignment – *Creating a Lean Culture, Chapters 6-8.*
- c. Gemba Activity – Complete left side of A3.
- d. Practice Direct Observation - Focus on interruptions and what gets in the way of work.

7. Session 7

- a. Topics - Using A3's for Improvement Projects; A3's to Coach and Mentor
- b. Reading Assignment – *Creating a Lean Culture, Chapters 9-10, previously assigned.*
- c. Gemba Activity - Draw a simple VSM for a process in your area.
- d. Practice Direct Observation - Focus on interruptions and what gets in the way of work.

8. Session 8

- a. Topics - Value Stream Mapping & Management's Role
- b. Reading Assignment – *Creating a Lean Culture, Chapters 1-2.*
- c. View on LEANFLIX: Toast VSM – Parts 1 and 2.
- d. Gemba Activity - Complete a Draft X-Matrix – Zones 1-5.
- e. Practice Direct Observation - Focus on interruptions and what gets in the way of work.

9. Session 9

- a. Topics - Accountability and Management Behaviors; Leader Standard Work
- b. Reading Assignment – *Shingo Model Booklet, pages 4-42.*
- c. Complete a Draft Improvement System Map.
- d. Practice Direct Observation - Focus on interruptions and what gets in the way of work.

10. Session 10

- a. Topics - Enhancing Our Understanding of Enterprise Excellence; A Call to Action
- b. Reading Assignment – *Toyota's Secret: The A3 Report.*
- c. Continue to learn, analyze and improve systems, practice ideal behaviors.