

# Operational Excellence Workshops



# Experience the benefits of our Operational Excellence Workshops

We deliver a variety of workshops which can either be generic or bespoke (delivered on-site) depending on the company needs.

It should be noted that the workshops form part of an improvement intervention for your company not a training event. There is support offered either side of the workshop. Following attendance at the workshop you will have the opportunity to receive coaching / mentoring support from the team to address specific improvement opportunities within your business.

In most instances attendance at a workshop will require some prior preparation in advance. During the workshop you will be expected to complete a 'Learning Action Plan' that will be reviewed back at your workplace and used to scope the improvement intervention.

These workshops are ideally suited for anyone with responsibility for driving improvements in their business. Typically the workshops are scheduled over a 12 month period. If you would like further information or would like to enquire about attending any of the workshops please email [kathy.loughlin@investni.com](mailto:kathy.loughlin@investni.com)

## Who is eligible?

Support is available to all Invest NI customers regardless of size or sector.

The training workshops are ideally suited for anyone with responsibility for driving improvements in their business.

# Lean Fundamentals

## Workshop Overview

**This workshop is designed to provide participants with practical insights on Lean principles, tools and techniques which have been developed by experienced industry practitioners. The workshop will cover the application of the tools within a work based environment.**

The aim is to give participants sufficient knowledge to apply the learning in their workplace. After the training you will have the opportunity to receive coaching / mentoring support from the Invest NI Operational Excellence Team to address specific improvement opportunities within your business.

### **The workshop outline is as follows:**

- Outline simple steps that companies can take to improve their productivity and reduce waste.
- Provide an overview of Lean principles and its application in a business.
- Process Mapping – graphical representation of the business shows key processes and information flow within the business.
- Attendees will be given an overview of Value Stream Mapping and work in groups to generate a Value Stream Map.
- Constraint Management and Systems thinking – looks at the overall business model and highlights the importance of identifying and managing the constraint operation.

- Introduction of the 8 wastes and non-value added operations.
- Standardised Work – overview of Standardised Work, the importance of having standard and balanced operations.
- Pull Systems – looks at scheduling and creating flow in the system, covers Kanbans, level scheduling, Takt time and job balancing.
- Visual Management – looks at 5S, visual displays and visual controls, attendees work on group and individual exercises in order to support learning.
- Continuous Improvement - Root Cause Analysis, 5Whys, Pareto charts, using data collection to drive improvements, Plan Do Check Act cycle, and the Voice Of The Customer.
- The workshop includes a number of simulations and practical exercises that help to reinforce the training and provides some simple tools that can be taken away and be applied directly into your business without extensive training.

## Who Should Attend?

Anyone with responsibilities for driving improvements in their business. If you would like to attend or attend future workshops please email [kathy.loughlin@investni.com](mailto:kathy.loughlin@investni.com)

Spaces are limited and will be offered on a first come first serve basis and preference will be given to Invest NI client businesses.

# Lean For Services

## Workshop Overview

**This workshop is designed to provide participants with practical insights on how to apply lean principles, tools and techniques to a service operation or support function. The aim is to give participants sufficient knowledge to apply the learning in their business. After the training they will also have the opportunity to get coaching / mentoring support from the Invest NI Operational Excellence Team to help address specific issues within their operation.**

### At this workshop you will:

- Gain an understanding for why a lean services approach is important to improving the success of your company.
- Identify non value added activity from an internal perspective and from customer's point of view.
- Understand the concept of value and failure demand and how to differentiate between these types.
- Be able to tell the main differences between service and manufacturing sectors.
- Use mapping techniques to visualise your processes for improving a service operation.
- Gain some insight into where and when traditional lean tools and techniques can work in services.

## Who Should Attend?

Anyone working within a service organisation or a support function with responsibilities for driving improvements in their business.

If you would like to attend please email [kathy.loughlin@investni.com](mailto:kathy.loughlin@investni.com).

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# Supply Chain Management Fundamentals

## Workshop Overview

**This workshop is designed to provide participants with practical insights on how to manage suppliers more effectively. The aim is to give participants sufficient knowledge to apply the learning in their workplace. After the workshop you will also have the opportunity to receive coaching / mentoring support from the Invest NI Operational Excellence team to address specific supply chain issues within your business.**

### At this workshop you will:

- Gain an understanding for why the Supply Chain is critical to the success of your company.
- Learn how to monitor and improve the performance of your current suppliers.
- Understand why you should view suppliers and customers as partners.
- Identify areas in your supply chain processes that will enhance performance and save costs and learn techniques to improve the competitiveness of your supply chain processes.
- Learn how to ensure that you select the best suppliers and ensure risk to your business is minimised.

- Understand why the role of supply-chain management, the management of supplies, suppliers, service level agreements, inventory and distribution - is crucial to the financial health of your business in the current and future economic conditions.
- Learn tips for negotiating the best deal.
- Understand how our advice can support you in how you manage your suppliers.

By understanding the process better and making changes to how you do business in this area you will be surprised at the improvement you can make to your bottom line.

## Who Should Attend?

Anyone with responsibilities relating to procurement and the management of suppliers.

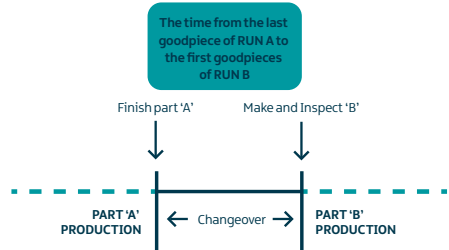
If you would like to attend please email **[kathy.loughlin@investni.com](mailto:kathy.loughlin@investni.com)**.

This workshop will be scheduled when sufficient number of attendees have been identified (usually 14 -16).

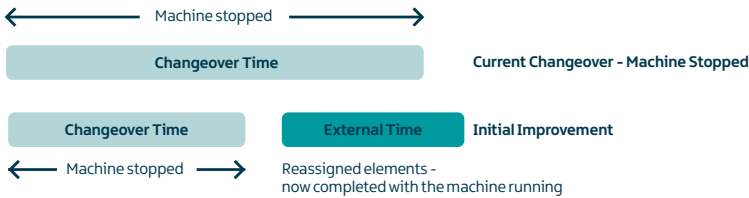
# Single Minute Exchange of Dies (SMED)

## Workshop Overview

This workshop will give you an introduction to the concepts and methods that lie behind SMED. Using The LeanGAMES® simulation system you will conduct a changeover and work through the tools used to analyse and improve the process. A second round of the simulation is run to validate the improvements.



SMED (Single-Minute Exchange of Dies) is a system for dramatically reducing the time it takes to complete equipment changeovers. The starting point is to convert as many changeover steps as possible to “external” - performed while the equipment is running, then simplify and streamline the remaining steps.



The term Single-Minute Exchange of Dies comes from the goal of reducing changeover times to “single” digits (less than 10 minutes and relates to the work of Shigeo Shingo at Toyota in the 1950s).

**A successful SMED program will lower manufacturing costs, reduce batch sizes and enable more frequent product changes which in turn supports Just in Time and flexible manufacture.**

### Delegates will:

- Gain hands on experience by analysing a simulated changeover.
- Learn how to identify and reassign potential “external” elements.
- Identify areas for improvement using the element sheets.
- Understand the importance of documenting the changeover process.
- Templates and example documents are provided.

### Who Should Attend?

This is a hands on workshop that is well suited to changeover / maintenance personnel and supervisors.

To address a real time issue this is usually held at the premises of one of the companies attending.

# Total Productive Maintenance

**An average machine in a typical factory operates at about 35% - 45% efficiency, or in other words it is losing 55% - 65% capacity, common contributing factors include:**

- Machine downtime – breakdowns / changeovers;
- Running at a reduced speed – start-up speed / incorrect optimisation;
- Producing products out of specification – machine wear;
- Reports showing inaccurately high efficiencies – hidden issues and opportunities.

## Workshop Overview

This one day workshop will give you an introduction to the concepts and methods that lie behind TPM. Using tried and tested methods, delegates will learn that TPM is much more than a maintenance technique and understand how it can become an organisation-wide improvement methodology.

## Delegates will:

- Gain an understanding of TPM and the different maintenance approaches.
- Learn how to track the performance of your machines – OEE.
- Identify areas for improvement using the “Six Losses” and data analysis within the Plan-Do-Check-Act model.
- Understand the importance of analysing failure modes.
- Gain the knowledge to identify and establish daily checks and preventative maintenance strategies.
- Gain an overview of Single Minute Exchange of Dies.

## The Japan Institute of Plant Maintenance (JIPM) definition of TPM is:

**T** = Total - must involve all employees at all levels of the organisation.

**P** = Productive - effective utilisation of all resources.

**M** = Maintenance - keeping the Man-Machine-Material system in optimum condition.

## Who Should Attend?

Anyone responsible for equipment productivity or maintenance. Spaces are limited and will be offered on a first come first serve basis and preference will be given to Invest NI client businesses.

If you would like to attend please email [kathy.loughlin@investni.com](mailto:kathy.loughlin@investni.com)

# 8 Step Practical Problem Solving Using The A3 Approach

## Workshop Overview

**Toyota is admired for their ability to relentlessly improve operational performance. They focus on problem resolution and embedding the Plan–Do–Check–Act cycle across all activities. The 8 Step Practical Problem Solving Process is central to their continuous improvement. This workshop starts with “problem identification” and covers the tools that support and drive problem resolution.**

Delegates will work through case studies and a work based problem. Prior to attending the course each delegate is expected to identify a suitable problem and with the assistance of their respective Operational Excellence Coach complete a draft A3 Report to step 3. Subsequent steps are worked on during the workshop.

Delegates will gain an understanding of the 8 steps and supporting root cause analysis tools and techniques. There will be time allocated to progress the respective work based problems and following the workshop it is expected that delegates will have the knowledge to successfully progress the project to closure.

## Presenter:

The Kaizen Institute bases its structured problem-solving methodology around Toyota’s 8 Step Practical Problem Solving model. By thinking through a problem or objective, logical and rational alternatives are determined based on facts, data, experience, and common sense. Then, problem-solving teams will make informed decisions to solve a well thought out objective, based on well grounded confidence.

## Who Should Attend?

Employees, Engineers, Supervisors, Managers and those who have responsibility for continuous improvement or are being asked to be involved in the improvement process. This workshop is a logical follow on for those people who have attended the Lean Fundamentals Training.

Spaces are limited and will be offered on a first come first serve basis and preference will be given to Invest NI client businesses.

Please note that the pre-attendance preparation is a key element of the workshop, if the preparation is not completed you will not be permitted to attend.

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# Daily Kaizen Workshop

## Supported by: The Kaizen Institute

**In order to support the implementation of a daily continuous improvement system, leaders are often required to function differently. Holding and running daily meetings, identifying issues and opportunities and driving improvements. At the core of Lean Thinking and Continuous Improvement is the Plan-Do-Check-Act cycle. Problems occur at different levels in organisations and as a result requires a different approach in order to be efficiently addressed.**

This 2 day workshop is modelled on the Team Leader / Manager role as defined by best practice. The emphasis is on coaching, motivating the team and driving improvements through enhanced communication and engagement. Many issues can be resolved at source by the relevant work group, by implementing a daily improvement system. This workshop will provide you with knowledge of the appropriate structure, tools and techniques to support the implementation. Throughout the 2 days, attendees will work in groups to complete work based exercises.

## Workshop Agenda:-

### Day 1

- Introduction and Principles of Continuous Improvement
- Resistance to Change – Paradigms
- Team Communication Boards
- Running Team Board meetings – reviewing performance / establishing GAP's
- Developing Daily Improvements – 3Cs

### Day 2

- Developing Standard Work
- Implementing Single Point Standard Work – utilising Job Instruction methods
- Conducting process audits – delivering feedback
- Coaching as an enabler

## Who should attend?

The workshop has been designed to develop coaching skills between the Manager / Team Leader and their team and also with their respective Manager. Attendees are expected to attend in groups of 3 or 4 consisting of managers / team leaders, their respective line manager and the person responsible for Continuous Improvement in the business.

## Workshop Preparation:-

Attendees are expected to bring along production data for the week prior to the workshop, as well as data related to a typical day. Preparatory materials will be sent out in advance.

Please note that the pre-attendance preparation is a key element of the workshop, if the preparation is not completed you will not be permitted to attend.

If you would like to attend please email **kathy.loughlin@investni.com**.

Spaces are limited and will be offered on a first come first serve basis.

# Leader Kaizen Workshop

## Supported by: The Kaizen Institute

**Many organisations who start out on the Lean journey struggle to fully adopt and embed continuous improvement throughout the organisation. They encounter numerous obstacles along the way including changing the culture across the organisation, getting people fully involved, identifying the right initiatives and effectively supporting implementation.**

Another key challenge is how to get people aligned with the business strategy and highlighting how continuous improvement can support this. In order to overcome these challenges the leadership team is often required to function differently.

This 2 day workshop forms part of Invest NI's support for the organisations Continuous Improvement journey and provides the attendees with an overview of:

- The core concepts of daily Kaizen and skills / behaviours of a leader in a lean enterprise;
- Tools to support strategy development and successful deployment;
- How leaders can support the organisation to identify improvement opportunities and be involved;
- How to improve communication and engagement across the business;
- Approaches that can be used to lead the change within the business;
- How to accelerate the rate of improvement and gains within the business and sustain them.

Throughout the 2 days attendees will work in groups with their respective colleagues to complete work based exercises including a follow up action plan.

## Who should attend:-

The workshop has been designed to assist senior leaders / decision makers in the organisation to implement daily continuous improvement as well as provide a framework to successfully develop, deploy and implement a business strategy that everyone is engaged with.

It is expected that companies will attend in groups of 3 - 4, consisting of senior leaders and 1 - 2 members of the extended management team who have previously attended the Daily Kaizen workshop.

## Workshop Preparation:-

This is an action focused workshop where you will be required to complete some preparatory work and develop an action plan for implementation following attendance. Details of the preparatory work will be issued in advance of the workshop. Attendees are also expected to bring along a copy of their current strategic objectives.

If you would like to attend please email [kathy.loughlin@investni.com](mailto:kathy.loughlin@investni.com).

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# Best Practice Events

**These are usually held 3 - 4 times per year. They deal with a specific topic or issue and include a presentation delivered by an industry expert.**

The duration of these events range from a breakfast meeting, half day to a full day and typically include a Q&A session and networking opportunities with other attendees.

**Some examples of topics covered include:**

- Beyond Operational Excellence
- Mastering Lean Product Development
- Hoshin Kanri – Policy Deployment
- Coaching as an enabler for Continuous Improvement
- The people side of Lean
- Engaging Change
- Sales and Operational Planning
- Demand Driven MRP
- Best Practice visits have also been organised (subject to demand and host availability)

These events are advertised on [www.investni.com](http://www.investni.com) or on the events section of [www.nibusinessinfo.co.uk](http://www.nibusinessinfo.co.uk)

For the full range of available advice and support visit **investni.com** or call us on **0800 181 4422**

If you require this document in an alternative format (including Braille, audio disk, large print or in minority languages to meet the needs of those whose first language is not English) then please contact:

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