

The Maryland World Class Consortia



Lean Facilitator Certification Program Description and Registration Form

OVERVIEW:

In March 2005, the Maryland World Class Consortia launched its first Lean Facilitator Certification Program, the first of its kind in the country. Since then, hundreds of students have graduated our program, and many have gone on to become certified through the SME as a result of our training. Enrollment is open to anyone interested in building the knowledge and skills necessary to plan, conduct, and sustain Lean process improvement activities within an organizational program of Lean deployment.

PURPOSE:

The development of robust in-house capabilities like these represents a logical next step for organizations that are dedicated to the pursuit of Operational Excellence. As organizations begin and continue the pursuit of their Lean Journey, they often draw upon external resources to plan deployment, to build knowledge and skills, and to avoid common pitfalls. Beyond these early first steps, organizations should rapidly broaden the scope of their improvement programs and *internalize* their capabilities to use Lean methods as part of a comprehensive business strategy - they must develop their own Lean Leaders. The Lean Facilitator Certification Program helps build “internal consultants” who can lead lean change at the front-line level.

OBJECTIVES:

The Lean Facilitator Certification Program (LFCP) is an intensive four-month program designed to develop participants in the art and science of creating and sustaining lean change, including:

- Developing both the technical and leadership capabilities of tactical lean leaders, through a combination of classroom training, shared learning, and benchmark study.
- Completing the full life cycle of a project from defining, planning, execution and sustainability
- Facilitating Kaizens, addressing conflict, and applying change management skills necessary for any successful Lean deployment.
- Upon completion of the program, graduates will receive a certificate of completion and will have the option to take the SME Lean Bronze Certification Test.

SELECTION CRITERIA FOR LFCP CANDIDATE:

Candidates for the LFCP should meet certain criteria to help ensure their long-term success. Senior leaders should consider these traits as they select the future leaders of their lean improvement program:

Team Leader: The ideal candidate should already demonstrate a degree of formal or informal leadership capacity. They should display indicators that they possess many of the leadership skills and traits that inspire those around them to achieve goals. Over time, lean practitioners must build on their strengths as facilitators, collaborators, and team builders. Lean Leaders are more coaches than commanders, and do not need to rely on positional authority to motivate others to achieve their best results.

Natural Communicator: A Lean Leader has the sound communication skills needed of a junior facilitator/coach/instructor to improvement teams, a persuasive speaker to peers and superiors, and an effective lean representative to others. They are active and attentive listeners.

Well-Regarded: The candidate should enjoy working with others and know how to work with people across different backgrounds. Lean Leaders must work across traditional functional boundaries, often with little or no positional authority, to create Lean change that is often challenging and daunting. The Lean Leader will be the organization's "Ambassador of Lean".

Systematic and Creative Thinker: Lean Leaders should be systematic, logical thinkers. They should be fact-based and data-driven, but also able to envision radically different future states. They are able to bridge the realities of today with the possibilities of tomorrow. The Lean Leader understands enough of the business to make balanced, well-reasoned decisions on behalf of all the organization's stakeholders.

Note: *Successful LFCP students do not require any prior knowledge of lean tools or principles.*

SENIOR LEADERS' ROLE IN THE LFCP:

The organization's senior leaders play a key role in the success of the candidates they enroll in the LFCP program. LFCP graduates are the builders of the organization's future state. Therefore, the organization's senior leaders should be committed to leading the organization's Lean journey and supporting and enabling their LFCP internal consultants. Specific recommended leader behaviors include:

- **Participating in Week 1, Day 1 orientation with their LFCP candidate** - This will ensure the sponsor/Senior Leader and LFCP participant start out with a clear understanding of expectations for both roles throughout the training.
- Developing or refining the plan for the organization's lean deployment strategy to make best use of the LFCP graduate's capabilities
- Identifying improvement projects of increasing complexity and scope that allow the LFCP candidate to progressively apply course materials and learn by doing - This project will be part of the overall experience and development of the LFCP participant.
- Listen to and observe the LFCP candidate during and after their classroom training and provide coaching and feedback on their actions and progress

LFCP PROGRAM STRUCTURE AND OPTIONS:

The Lean Facilitator Certification Program is designed around a series of four in-person classroom sessions held at monthly intervals. It is important for participants to have the hands-on learning opportunity to gain the experience and confidence necessary to develop these skills.

Each monthly session meets for four consecutive days, for a total of sixteen classroom days. In these classroom sessions, LFCP candidates fully engage and learn through instruction and group activities about the principles, tools, techniques, and skills necessary to create and sustain lean change.

Training is facilitated by MWCC staff and consultants and can be hosted at various Maryland World Class Consortia member facilities and LFCP participating companies. Participation is limited to 15-20 students.

(Note: This program can also be taken in-house by a single company with a minimum of nine students.)

Students and their leaders are strongly encouraged to apply the course lessons to processes in their facilities between classroom training sessions. We will review and discuss the success and challenges of the application at the beginning of each session. All LFCP participants receive a certificate of academic course completion.

The National Certification Option is available for an additional fee. The National Certification Option connects the LFCP Program to the nationally-recognized Lean Bronze Certification. Since 2006, lean practitioners have been able to validate their knowledge and skills by challenging for a broadly-recognized certification jointly developed and sponsored by the Society of Manufacturing Engineers (SME), the Association for Manufacturing Excellence (AME), and the Shingo Institute. By enrolling in the National Certification Option, participants combine their LFCP training with self-study of four required textbooks. They test their knowledge through multiple test preparation sessions and practice tests, and then take their SME/AME/Shingo Institute Lean Bronze Knowledge Exam, which is used to cap the LFCP course. More information about SME Lean Certification is available online at www.sme.org/leancert.

LFCP CURRICULUM:

Program Objectives and Overview

Lean Thinking and History of Lean

Lean Culture, Lean Leadership, and Lean Transformation

Cultural Enabler Techniques and Practices

Change Management

Project planning, execution and sustainability using A3s and project charters

Kaizen Facilitation

Process Mapping

Lean Tools and Techniques

Systemic Thinking

Measurement Systems - KPIs

Hoshin Planning – strategy deployment

Leadership Development

Team Building

Presentation Skills

CALENDAR:

Schedule TBA

Lean Bronze Knowledge Exam: TBA

GRADUATION REQUIREMENTS:

To receive a Certificate of Course Completion, candidates must attend or make up all classroom training sessions. All homework and pre-work, if assigned for the session, must be satisfactorily completed, including project work.

FINANCIAL AND TIME INVESTMENT:

*The fee for the Lean Facilitator Certification Program is \$6,500 per person. This includes tuition for all academic modules, course training materials, and breakfast and lunch for each academic day. Each participant is responsible for transportation, lodging, and other incidental expenses. One to two readings are typically assigned for homework most training days.

Participants are strongly encouraged to come to Week 1 with a potential project that has been discussed with the participant's sponsor, with the expectation for completion during or after the program. Time necessary to conduct these projects can be significant, depending on the scope and level of difficulty selected by the student and their sponsor/senior leader, and should be considered when planning business commitments while the course is in session. Please contact us if you have questions regarding project planning and applied learning.

**We are excited to announce that through a grant from the Maryland Department of Commerce, this training is eligible for 50% reimbursement of the program training costs if you are a Maryland manufacturing or technology company. Certain eligibility requirements must be met. (This reimbursement is subject to availability of funding and adequate appropriation.) Please contact Joyce La Padula at 410-960-3785 or via email at joyce@leanmaryland.com for details.*

The National Certification Option is available for an additional fee of \$1,200, which covers four reference books required for testing, and a one-year membership with SME, registration for the computer-based Lean Bronze Knowledge Examination, and administrative fees for four paper-based practice exams and supplemental instruction. Lean Bronze Certification candidates should have thoroughly read and studied the four recommended readings prior to sitting for their Lean Bronze Knowledge Exam. *(Note: This option is not eligible for training reimbursement.)*

TO REGISTER OR LEARN MORE:

To register, complete the form on the next page (Appendix A) and return via email.

For more information about the Lean Facilitator Certification Program, contact Joyce La Padula, MWCC Managing Director, at joyce@leanmaryland.com, or cell (410) 960-3785.



**Lean Facilitator Certification Program
APPENDIX A - Registration Form**

Student Information:

First Name:	Last Name:
Title:	Company/Organization:
Email:	Preferred phone:
Mailing Address:	
Describe your Lean experience:	

Options (circle one): Standard LFCP Course National Certification Option
 \$6,500 \$7,700 (\$6,500 + \$1,200)

Sponsor/Senior Leader Information:	
First Name:	Last Name:
Title:	Preferred Phone:
Email:	

Please submit registration forms and payment no later than (date TBD). Send registration forms to Joyce La Padula at joyce@leanmaryland.com. Make checks payable to the *Maryland World Class Consortia* and mail to Joyce La Padula, MWCC Managing Director, P.O. Box 352, Joppa, MD 21085. Contact Joyce La Padula for invoice requests, to pay by Visa or MasterCard, or for other questions.