

Out of State Travel/Training Request Presented to Personnel Committee for Approval

Requesting Supervisor/Manager: Justin Nickels Department: Mayor

Names of Employees Attending: Jim Muenzenmeyer and Steve Corbeille

Name of Training	Dates of Training	Location of Training
LEAN Enterprise Institute A3 Training (2 day) LEAN Self-Assessment (1 day) Leader Standard Work (1 day)	Sept 15 and 16	Minneapolis, MN

Estimated cost of training	\$ 2,800.00
Estimated cost of travel	\$ 150.00 gas for Transit Van
Estimated cost of meals	\$ 80.00 Most meals included in training cost
Estimated cost of accommodations	\$ 800.00
Estimated cost of misc. expenses	\$ 40.00 Please explain Parking
Total estimated cost	\$ 3,870.00

Requesting Supervisor/Manager Comments:

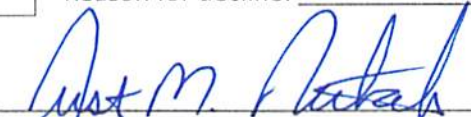
What are the objectives for the training? _____ The objective is to train the trainer and bring back the skills, tools and knowledge to educate others to further develop the LEAN Initiative at the City

How will this training be shared / implemented upon return? _____ Through LEAN Events facilitated by the attendees and training of other city employees including the BPI Committee attendees _____

How will this training benefit the City? What is the return on the investment? _____ Increase knowledge of LEAN Tools and Techniques. The ROI is by utilizing LEAN to control cost escalation and increase efficiency which will drive out waste and deliver lower cost and improved quality to the taxpayer.

Supervisor Approval/Decline

Approved Declined Reason for decline: _____

Supervisor/Manager Signature:  Dated: 7/21/15

**Please attach any additional information you would like considered with this request

<!--[if le IE 7]> <![endif-->



My

Workshops |
 Workshop Calendar |
 On-Site Training |
 Webinars |
 Summits & Conferences |
 Lean Road

>
 Education >
 Lean Workshops & Seminars >
 Managing to Learn: The Use of the A3 Management Process

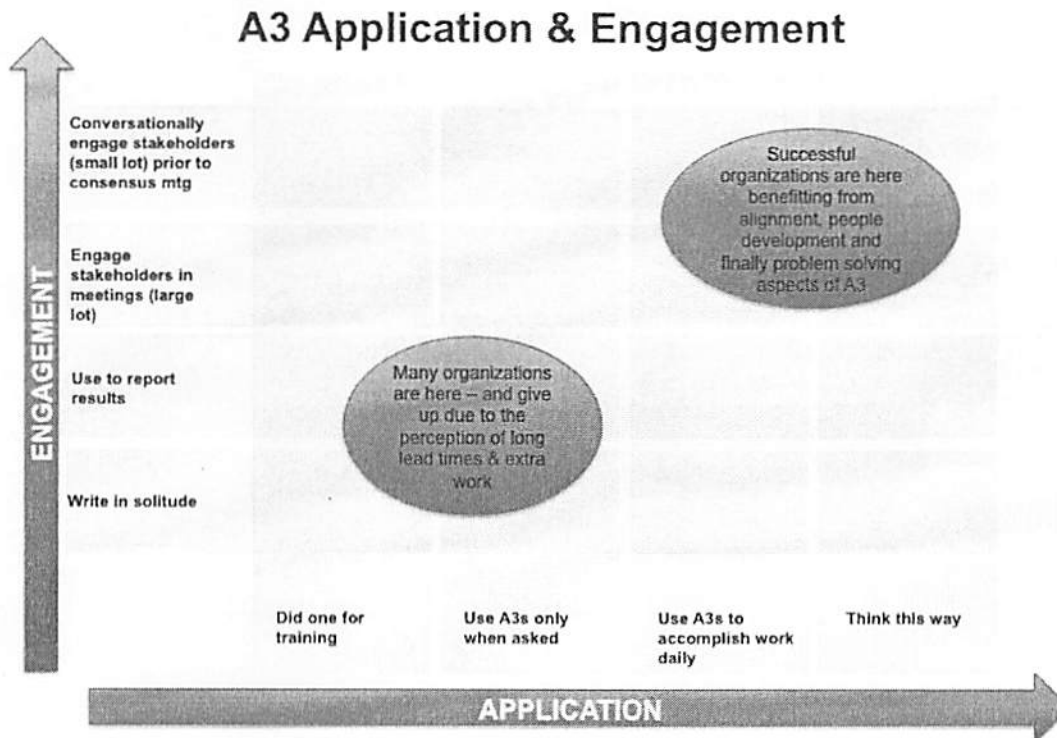
MANAGING TO LEARN: THE USE OF THE A3 MANAGEMENT PROCESS (2 DAY CLASS)

19

[Sign up to be notified](#) when this workshop is available in your area.

Where is YOUR organization?

When you hear A3, what comes to mind? A paper size, tool, or a process? Look at the diagram below. Where would your organization fall on this chart? Our observation is most people use A3s on special projects as a "report out" tool of the results. Although this provides the benefit of a quick summary it doesn't begin to take advantage of the benefit of the A3 or of the A3 thinking process. Using an A3 as a report out tool is like using a smartphone exclusively for phone calls. Yes, you are getting some value, but only a fraction of what is possible.



© 2011 LEI Consulting, LLC. All rights reserved. www.lean.org

As Jim Womack says, "The most basic definition of an A3 would be a P-D-C-A storyboard or report, reflecting Toyota's way of capturing the PDCA process on one sheet of paper. But the broader notion of the A3 as a process—embodying the way of thinking represented in the format—captures the heart of lean management. In this context, an A3 document structures effective and efficient dialogue that fosters understanding followed by the opportunity for deep agreement." How often do you experience "deep agreement" in your team or organization? He goes, "It's a tool that engenders communication and dialogue in a manne

that leads to good decisions, where the proposed countermeasures have a better chance of being effective because they are based on facts and data gathered at the place where the work is performed, from the people who perform it."

Description:

The purpose of this workshop is to explore the lessons and insights of Managing to Learn from four perspectives.

Note: each participant will receive a copy of Managing to Learn.

1. First, you'll learn sound A3 thinking and management by following the stages of learning shared in Managing To Learn (MTL). MTL describes how a young manager learns to handle a significant problem-solving responsibility by creating an A3 that earns him the authority to address the problem in the ways he proposes. You'll examine how the A3 changes with each revision, what the young manager has learned about the A3 thinking, the A3 process that he applies in each revision, and what the course of his development indicates about the deep problem-solving focus that characterizes lean thinking.

2. Next, you'll get the chance to develop your own eyes and ears to recognize effective A3 stories. You'll describe the problem-solving *thinking* that is required for each section of the A3 for the PDCA story it tells to be effective.

3. Then, you'll create your own A3s. You'll address real problems you're already working on every day for this exercise. You'll work in small groups to read, discuss, and evaluate each other's A3s. And then you'll have the chance to coach each other, offering guidance on how to improve each other's A3 stories.

4. Finally, you'll learn various forms and uses of the A3 process. You'll have examples from Managing to Learn to use as a guide. And you'll explore the following:

- Basic types of A3 stories and how the format differs for each

- Role that A3 plays in the process for gaining alignment with the stakeholders in a problem situation and seeking their agreement to proceed with the countermeasures or improvements being proposed

- Ways that A3 functions as a change management tool, a general management tool, a human development tool and a knowledge sharing tool

Benefits:

Through instruction, small group discussions and exercises, the workshop participants will:

- Learn the basic formats of A3s and uses of the A3 as a management process

- Gain experience in the three basic roles of the A3 process (Author/Owner, Responder, Coach)

Who should attend:

- Any manager who wishes to improve his or her organization

- Any manager who wishes to lead and manage his or her organization more effectively

- Change agents, lean promotion office managers, and specialists

- HR and OD professionals who wish to seek more effective means to deeply improve the thinking, behavior, alignment, and performance of their organization and the people in it

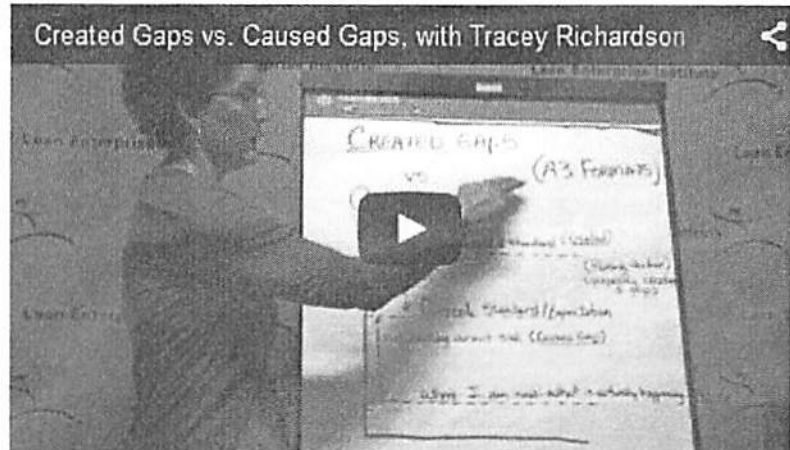
- Senior executives who wish to improve their abilities to lead and manage

- Anyone who wishes to improve his or her critical lean thinking

Instructors:

John Y. Shook

David Verble



Tracey Richardson

Eric Ethington

Ernie Richardson

Suggested Reading for this Workshop:

Lean Thinking, Second Edition

Getting the Right Things Done

[FAQs](#) | [Privacy Policy](#) | [Contact Us](#) | [About LEI](#) | [What is Lean](#) | [Store](#) | [Webinars](#) | [Workshop](#)
Copyright 2000-2015 Lean Enterprise Institute, Inc. All rights reserved.
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise

<!--[if !IE 7]> <![endif]-->

[Login](#) | [Contact Us](#)



Search Site:

[My Connection Center](#) | [My Road Map](#) | [My Purchases](#)

[Workshops](#) | [Workshop Calendar](#) | [On-Site Training](#) | [Webinars](#) | [Summits & Conferences](#) | [Lean Road Maps](#) | [Registration Information](#)

Home > Education > Lean Workshops & Seminars > Lean Journey Self-Assessment Tool

LEAN JOURNEY SELF-ASSESSMENT TOOL (1 DAY CLASS)

6

Register Today »

[Sign up to be notified](#) when this workshop is available in your area.

Honestly, where is your company on its lean journey? Where is it strong? Where is it weak?

These are difficult but critical questions because if you can't answer them reliably, how do you know what efforts or areas should be priorities and which ones can wait? What should you and your team be doing right now? What should you do next? And what should you do after that?

We can't produce a crystal ball to answer those questions, but we can help you do the next best thing -- make an objective, dispassionate assessment of your lean journey at either the company, departmental, or functional levels.

Description:

In this practical, hands-on workshop led by expert lean practitioner Chris Vogel, you'll use a "Lean Journey Self-Assessment Tool" to accurately evaluate your company's current lean capabilities and develop realistic goals for where to focus next.

At the end of the day, you'll leave with preliminary goals identified so when you get back to the factory or office you'll be able to move ahead with a customized plan at a pace that is appropriate for where your organization is on its lean journey.

The Assessment is generated by gauging performance on a series of lean management attributes in four fundamental areas that should guide every lean transformation: *Purpose, People and Culture, Process and Operations, and Continuous Improvement*. Your answers will provide a baseline for refocusing, reenergizing, or even beginning a lean transformation.

Benefits:

At the end of this workshop, you will leave knowing:

- What are the attributes of a lean organization and how they work together.
- What is the current state of the lean transformation in your company, department, or function.
- What are the gaps in performance.
- What action steps to take and in what sequence to close the gaps.
- Where you should focus time and effort in developing the organization's lean capability.
- What are our short-term and long-term goals.

Who Should Attend:

This workshop is designed for --

- Managers or teams that want to gain a better understanding of the total scope for what a lean culture can look like as it continues on the journey.
- Managers or teams with little-to-moderate experience and exposure to lean who want to increase their understanding of the components of a lean culture.
- Managers who want to better understand what lean management looks like through the phases of a lean transformation.
- Leaders who want to assess where they are today and create a plan of action for where they can aim to be next
- Anyone who wants to use a quantifiable tool to compare and contrast year-over-year results as they continue on their lean journey

Whether you are starting out, strengthening, or reinvigorating your lean efforts within your organization, this workshop will provide you with a tool to better understand where you are today and what your future can look like.

Instructor:

[Chris Vogel](#)

Workshop Suggestion:

To maximize your learning experience we recommend that prior to attending this program you take following workshop or have a good understanding of the concepts presented within it.

[Lean Leadership: Through the Transformation and Beyond](#)

Suggested Reading for this Workshop:

[Lean Thinking, Second Edition](#)

[Lean Solutions](#)

Price: \$800.00 (\$700.00 if the participant is taking 2 or more workshops at one location)

Price includes all participant materials, breakfast, lunch and snacks each day

Locations and Dates for *Lean Journey Self-Assessment Tool*

September 15
The Marquette Hotel
Minneapolis, MN
Instructor(s): Chris Vogel
Schedule: 8:00 AM to 4:00 PM

[Hotel Discount Available](#)

[Important Information About This Event & Location](#)

We encourage you to make hotel accommodations early.

[Sign up to be notified](#) when this workshop is available in your area.

Cancellation Policy

Our workshops are designed to cater to a limited number of participants. If you must cancel a workshop registration, you will be given a full refund up to four weeks before the workshop. A cancellation occurring within four weeks of the workshop will be subjected to a \$350 cancellation fee. Substitutions may be made at any time prior to the start of the workshop. To cancel a workshop registration, please call LEI at (617) 871-2900.

<!--[if le IE 7]> <![endif-->

Lean Enterprise Institute



My



Workshops | Workshop Calendar | On-Site Training | Webinars | Summits & Conferences | Lean Roa

Home > Education > Lean Workshops & Seminars > Leader Standard Work

LEADER STANDARD WORK (1 DAY CLASS)

54

Sign up to be notified when this workshop is available in your area.

How to implement the 5 major tools that form the management side of kaizen

You've done kaizen workshops, rapid improvement events, or other lean activities that dramatically changed work process for the better. But have you changed your management activities to support the operational changes? If not, the operational improvements will plateau first, and then degrade. Guaranteed. Maybe you see signs of backsliding already?



How to Sustain Lean Gains

The problem is that traditional management practices don't create the cultural shift to daily problem solving that is needed to sustain and advance operational improvements.

To make the shift, you, as a leader, must change what you do, but not haphazardly or impulsively.

Just as operators have standardized work for their value-adding activities, you need predictable, repeatable standard activities that build people's "problem-solving muscle" and move them ever closer to daily continuous improvement. These activities constitute a management practice known as Leader Standard Work.

Faculty Spotlight On Joe Murli

For 18 years Joe Murli has been helping companies in a variety of industries implement lean tools and concepts along with the management systems that make them successful. Here are some milestones that prepared him for this role:



Coached by retired executives from Toyota Motor Company

As GM, Chengdu Aerotech, integrated the elements of strategy deployment, organizational development, facility design and lean into a cohesive management system.

As Director of North American Operations, Ensign Bickford, led the successful effort to win the Shingo Prize for Operational Excellence.

Led Sterling Collision Centers growth from startup to 50 locations nationally (now part of Allstate Insurance Company).

As VP Manufacturing, Kamatics division of Kaman Corporation, restructured operations to double on-time delivery while reducing lead times by 88% for 2/3 of products.

5 Major Tools

Leader Standard Work involves walking the gemba (the place where value is added), observing abnormalities, asking questions, and supporting people in the improvement process.

But what do you do on the gemba? Where do you go, how do you identify abnormalities, what do you ask people, how do you help them, and how do you know if that help is actually working?

This workshop gives you the answers. It covers the five major tools of the Leader Standard Work system and prepares you to implement them when you get back to work. You'll learn and practice:

1. Gemba Walks

What visual tools do you need to identify normal from abnormal so that the walk is a management process, not a social event or management by walking around

What metrics to monitor on the walk; the right way to react when you find an abnormality

How you can replace some meetings with gemba walks so you use time more effectively

When to ask open-ended questions; the right and wrong ways to ask them

How to design gemba walks for different levels – team leader, supervisor, line manager, executive – with different frequencies, scopes, and questions

Simulation and role-playing exercise

2. Reflection Meetings

What you must do to prepare for a Reflection Meeting (sometimes called a Huddle)

Why a theme for the meeting is important; how to consistently come up with themes connected to problem solving

How gemba walks and status board metrics fit in with the meetings

How the meeting discussion differs from a gemba walk discussion

How to design Reflection Meetings for different levels – team leader, supervisor, line manager, executive

Simulation and role-playing exercise

3. Andon Response

What is the true purpose of an andon

How to structure an andon

Why responding to an andon is much different than responding to an abnormality discovered during a gemba walk

How to design andons for different levels and work environments

Simulation and role-playing exercise

4. The Accountability Process

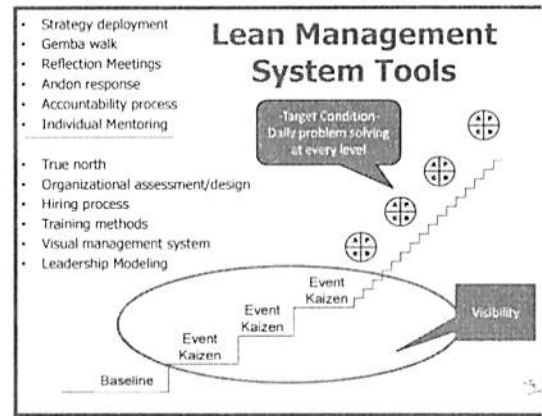
Accountability versus blame

How to have a conversation as a team around process failure, not blame

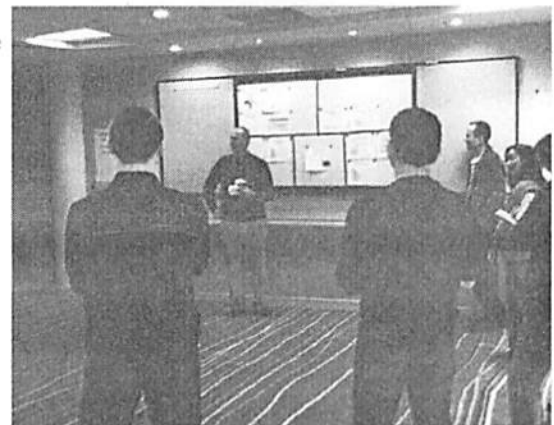
How to make visual Accountability Boards to track process improvement assignments

How to react when an assignment isn't done on time

Examples of Accountability Boards



Lean Management Tools chart



Role playing exercises prepare you for implementing what you learn.

How to design Accountability Processes for different levels - team leader, supervisor, line manager, executive

Simulation and role-playing exercise

5. Mentoring

The purpose of Mentoring; how it differs from performance reviews

Questions that must be at the center of Mentoring Meetings

How often to hold these meetings

How to design Mentoring Meetings for every level of the company - team leader, supervisor, line manager, executive

Simulation and role-playing exercise

Who Should Attend

Executives, senior, mid-level, and front-line managers

HR executives responsible for management development, and rewards and recognition systems

Prerequisites

Understanding the basics of a visual workplace and process stability.

Instructors:

[Joe Murl](#)

[Mark Hamel](#)

[FAQs](#) | [Privacy Policy](#) | [Contact Us](#) | [About LEI](#) | [What is Lean](#) | [Store](#) | [Webinars](#) | [Workshop](#)
Copyright 2000-2015 Lean Enterprise Institute, Inc. All rights reserved.
Lean Enterprise Institute and the leaper image are registered trademarks of Lean Enterprise