LEAN IT FOUNDATION

TRAINING COURSE OUTLINE

Knowledge   Talent

Skills   **TRAINING EXCELLENCE**   Performance

Real Life Experience

Overview

Lean IT is the extension and adaptation of Lean Manufacturing (a management model widely used in industrial processes) to IT environments. Lean IT helps organizations and IT departments provide better services to their customers, eliminating anything that isn't meant to deliver value. Lean focuses on understanding customer value, continuous improvement of the processes that provide this value, how to manage performance, the form of organization, and the attitudes and behaviors needed.

Lean IT applies to the entire IT domain, from requirements to maintenance. Applying Lean IT involves both management and employees.

Lean IT is complemented by most guides in best practices, such as ITIL, and provides a series of tools that allow organizations to analyze and improve all its areas of action.

This course prepares participants for the Lean IT Foundation certification.

Duration

3 – days workshop.

Learning Objectives

At the end of this course students will be able to:
- ❖ Understand the fundamental principles of the Lean IT philosophy
- ❖ Analyze and understand the value to the customer
- ❖ Understand how Lean IT approaches on improving processes and eliminating customer-invaluable tasks (waste)
- ❖ Learn how to measure performance and its key elements
- ❖ Improve the efficiency of the organization, including the use of visual management tools
- ❖ Understand troubleshooting tools
- ❖ Work with the DMAIC improvement model

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❖ Understand the behaviors and attitudes needed to succeed within Lean organizations

Target Audience

Any managers and specialists with direct or indirect responsibility for information systems, and in general, any IT professional who wishes to understand the philosophy, principles, and techniques of Lean in order to apply them in an organization, department, or IT team.

Training contents

Module 1: Introduction of Lean
❖ Historical development of Lean
❖ Key Principles: Customer Value, Value Stream, Flow, Pull, Perfection
❖ Concepts of Waste, Variability, and Overburden
❖ Classification of activities: Value-Add, Necessary Non-Value-Add, Non-Value-Add
❖ Plan-Do-Check-Act cycle as the generic method for quality improvement
❖ Definition of Lean IT
❖ Dimensions of Lean IT: Customer, Process, Performance, Organization and Behavior & Attitude
❖ Key 'players': Shingo Prize, Lean IT Association, author community

Module 2: Customer
❖ The voice of the Customer (VoC) and the types of customers
❖ Types of customer value
❖ Concept of Critical to Quality (CTQ)
❖ Ways to analyze the Voice of the Customer
❖ Sources of continuous improvement opportunities: Voice of the Customer, Voice of the Business, Voice of the Process, Voice of the Regulator

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Module 3: Process

- ❖ Definition of process and the basic processes in an organization
- ❖ Key components of a process: goal, result, input, throughput, output, customer
- ❖ Concepts of Push and Pull
- ❖ SIPOC Model
- ❖ Key aspects of a Value Steam Map (VSM)
- ❖ Most important metrics in a process: Cycle time, Takt time, Lead time, Waiting time, Changeover time, Work in Progress, Parallel Lines, Throughput, Capacity
- ❖ Value improvement in processes: possible sources of improvements including specifically heijunka and 5s
- ❖ Concepts of value demand and failure demand and the related value and failure steams

Module 4: Performance

- ❖ Definition of performance
- ❖ Definition and requirements for Key Performance Indicator (KPI)
- ❖ Concept of Process Cycle Efficiency (PCE) as a method of understanding time usage
- ❖ The goal of understanding the availability of skills and knowledge
- ❖ Combination of Performance indicators, Time and Skills & Knowledge to steer performance

Module 5: Lean Organization

- ❖ Organizational requirements for Lean IT structuring for customer orientation, empowerment of frontline to act in delivery of value to customers and speed of communication through the organization
- ❖ Principle for organizing: customer orientation and speed of communications
- ❖ Goal of management to empower employees
- ❖ Concept and components of the performance dialogue
- ❖ Concept and goals of visual management include use of boards
- ❖ Concept of Kanban and its role in visual management

Module 6: Behavior and Attitude

- ❖ Characteristics of the Lean mindset, empowerment of the individual to stop the production line
- ❖ Types of Lean behavior, Quality at the source (First Time Right)
- ❖ The role of managers within a Lean environment
- ❖ Lean Leadership – Go See, Ask Why, Show Respect
- ❖ Valley of despair in relations to people's expectations over time

Module 7: Problem Solving / Kaizen

- ❖ Definition of Kaizen and Kaikaku as the two forms of improvement within Lean
- ❖ Overview of steps in the DMAIC method
- ❖ Define phase: Definition of a problem
- ❖ Measure phase: Definition of a Pareto chart and its use
- ❖ Analyze: Definition of an Ishikawa (Fishbone) diagram and its use
- ❖ Analyst phase: 5 Why method for root cause analysis
- ❖ Improve phase: inputs for future state
- ❖ Control phase: explain the way to stop mistakes from happening

Prerequisites

We recommend participant have professional experience in IT departments or companies.

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