Everyday Operational Excellence

This programme is aimed at Managers and Team Leaders with a view to getting 'this stuff' into the DNA.

We usually run it as a three day programme, but have produced a two day version for one of our clients.

This programme looks to equip Managers and Team Leaders to more effectively run their day to day activities. It will help them better understand that their role is to *work on* their processes with the people *in the* processes to find ways of continuously improving performance and achieving 'everyday operational excellence'.

The course introduces a range of practical tools and techniques and provides hands-on exercises to help the participants understand how they can be used back in the workplace. The tools and techniques form part of the wider Lean Six Sigma toolkit and where appropriate, participants can upgrade to Green Belt at a later date.

This course is structured around Catalyst's definition of a 'managed process':

- It's owned
- There's a clear customer focused objective with prioritised customer requirements
- There's a process map
- A balance of input, process and output measures
- It's in statistical control, or there is an improvement plan in place to do so
- It meets the Critical to Quality customer requirements (CTQs), or there is an improvement plan in place to do so
- It has been error-proofed
- There's a response plan

The programme also explains the background to Lean Six Sigma, introducing the key principles involved in this approach:

- Focus on the customer
- Identify and understand how the work gets done – the value stream
- Manage, improve, and smooth the process flow
- Remove Non-Value-Add steps and waste
- Manage by fact and reduce variation
- Involve and equip the people in the process
- Undertake improvement activity in a systematic way

Tools and Techniques Covered in EOE:

Affinity Diagram	Muda
Ask Why	N/3
Brainstorming	Negative Brainstorming
Capability	Operational Definition
Catalyst	Output Measures
Cell Manufacturing	Paired Comparisons
Check Sheet	Pareto Analysis
Control Charts (SPC)	PEMME
Control Plan	Priority Based Matrix
Creative Tools and Techniques	Process Decision Programme Chart
CTQs	Process Management
Data Collection	Process Maps
Deployment Flow-chart	Process Review Meetings
DMAIC	Process Stapling
Drum Buffer Rope	Product Families
E = Q x A	Pull Production
Error Proofing	Random Words
Failure Modes and Effects Analysis	Response Plan
Fishbone Diagram	Run Chart
Five Ss	Silent Brainstorming
Gauge R&R	Single Piece Flow
Glyph Diagram	SIPOC
Idea Box	Spaghetti Diagram
Input and In-process Measures	SPC
Interrelationship Diagram	Standardisation
Just in Time	Theory of Constraints
Kanban	Tree Diagram
Kano Model	Value Stream Map
Managing Change	Value-Add
Matrix Diagram	Visual Management
Measurement	Voice of the Customer (VOC)
Moments of Truth	Waste

The supporting materials include a spiral-bound paper copy of the slides and either 'The Lean Six Sigma Improvement Journey' (the 'Go Book'), written by John Morgan, or 'Lean Six Sigma for Dummies' written by John Morgan and Martin Brenig-Jones.