

COURSE DESCRIPTION

Study the Shingo Prize winning book by John Shook: *Managing to Lean – Using the A3 management process to solve problems, gain agreement, mentor, and lead*. Learn the process of an A3 from two differing perspectives of the novice and the mentor and the dynamic exchange between them.

Prerequisite: Completed Lean Yellow Belt Certificate – Office or Operations. This training is an enhancement to the Lean Green Belt Certificate Training Program.

PROGRAM OBJECTIVES

- ✓ **Avoid jumping to conclusions for solving problems**
- ✓ **Give voice to the needs and facts of the situation**
- ✓ **How to be a true champion and entrepreneurial owner of an A3**

PROGRAM STRUCTURE

MODULE	LEARNING OUTCOMES	HOURS
Module 1: What is an A3 Grasp the situation – go to the Gemba		
Understand how an A3 is more than a just a problem-solving tool.	<ul style="list-style-type: none"> • Understand how the A3 tells a story • Understand that an A3 cannot be rushed • Learn about how to understand a problem fully • Learn the importance of going to the Gemba 	2
Module 2: Finding the Root Cause Goals and Analysis		
Analyze and break down and clarify the problem.	<ul style="list-style-type: none"> • Learn how to perform root cause and five whys • Show gap between current and target conditions 	2
Module 3: Proposed Countermeasures Set-Based Decision-Making		
Create dialogue on alternative countermeasures leads to organization alignment.	<ul style="list-style-type: none"> • Learn how to develop, evaluate and select viable countermeasures to address gap between current and target conditions 	2
Module 4: Plan and Followup Pull-Based Authority		
<i>"Plans are worthless. Planning is everything."</i>	<ul style="list-style-type: none"> • See how learning cycle of PDCA produces operational learning 	2
Module 5: Perpetual PDCA Developing A3 Thinkers		
<i>"No problem is a problem"</i>	<ul style="list-style-type: none"> • Share what was learned to standardize and communicate key practices • Implement a system for reviewing work 	2
Module 6: Learning to Learn		
Understand it's not the format or paper size – it's the process.	<ul style="list-style-type: none"> • See the different stages of awareness • Learn how to mentor an A3 for others 	2
Total Instructional Hours:		12 hrs.

LEAN GREEN BELT CERTIFICATE ENHANCEMENT: DEEP DIVE A3

EVALUATION

Attendance	20%
Six (6) completed study forms	40%
Participation in group discussions	50%
TOTAL	100%

PROGRAM DELIVERY

This course is delivered through a variety of activities including instructor-led sessions, group discussions, audio/visual presentations, and case-study / application to real-world project.

PRICE

\$400 per student (includes textbook)

INSTRUCTOR



Avel Espiritu is an expert in Lean principles and practices. With 13 years of progressive experience leading and managing projects, he applies Lean principles to execute project tasks and bring them to a close – on schedule and within budget.

As an innate team builder and dedicated mentor, Avel enjoys coaching business owners how to think Lean, particularly when they see direct results to their bottom line. Avel is an ASQ Certified Six Sigma Black Belt and is also the recipient of the Dale Carnegie Outstanding Performance Award.