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Course ID: S14
CERTIFIED LEAN YELLOW BELT COURSE
Onsite course: 2 days with team project

1. What is this course about?

The Toyota 8-step problem solving process is highly interactive and collaborative in nature. The objective is to enable the problem solver and team to 'find a problem, solve a problem and prevent a problem from coming back'. The 8 steps are written up or drawn on an A3 size sheet of paper. This encourages brevity and facilitates sharing of information among all stakeholders.

During this lean course, you participate in the workshops as a team member and learn how to use lean tools to resolve process issues on a small-scope A3 project. Your knowledge builds in a step wise fashion over two days and you will be supported and encouraged throughout your learning journey.

This course is designed to enable all participants, regardless of sector or previous education, to certify as a Lean Yellow Belt (CLYB).

2. What will you achieve?

Upon completion of the CLYB course, you will

- be able to define customer needs for a selected process;
- understand the value of cross-functional teamwork;
- use a range of problem-solving techniques to improve process performance;
- be able to form a team and work with the team to resolve process problems, using the lean 8-step approach to project management and problem solving, and
- be primed to support other project teams in the execution of their projects.

When you attend the full course and present your team's improvement project, you and your fellow team mates will be awarded a Lean Yellow Belt certificate.

3. How will you be supported?

During this course, you will

- a) work in a team to review the chosen process problems;
- b) interact with the course tutor and other participants during discussions;
- c) be able to ask questions to develop your understanding of the topic;
- d) be able to download soft copy presentation files, with data sets and case studies, for your own future use.

4. Onsite course agenda

Module	Content
<p>Day 1 am Introductions Steps 1, 2 & 3 of 8-step problem solving</p>	<p>Introductions, lean principles & A3 problem solving, the 7 wastes, 8-step problem solving and A3 example.</p> <p>Step 1 - Clarify the problem Why am I looking at this problem? What is the problem? Who is interested in the problem? What benefit does solving this problem have for me? How does it help to address the goals of the business? What is the scope of the problem? Crafting a problem statement</p> <p>Step 2 - Breakdown the problem What data do I have? What are the component parts of this problem? How much will I address at this point? Gemba visit SIPOC charting, spaghetti mapping, Review of A3 projects Data types and data collection, data representation Run charts - data patterns, variation, trends and cycling Histograms – data shape and location Pareto charts – separating the significant few from the trivial many</p> <p>Step 3 - Set target What outcome do I want? Using the data, set SMART goals.</p>
<p>Day 2 am Steps 4, 5, 6, 7 & 8 of 8-step problem solving</p>	<p>Step 4: Analyse the Root Cause Why is this problem happening? Clarify the root cause. Consider as many potential cause factors as possible. Fishbone analysis, 5 Whys.</p> <p>Step 5: Develop Countermeasures What will fix this problem? 5S workplace organisation, Error proofing, quick changeover (single minute exchange of dies (SMED)) Review of A3 projects. List as many potential countermeasures as possible. What is the best fix?</p> <p>Step 6: Pick a Countermeasure and implement Develop a detailed action plan. Implement one countermeasure at a time.</p> <p>Step 7: Monitor Results & Processes Is the fix successful? Monitor progress and report findings to stakeholders. Who needs to be trained? What standards & procedures need updating? Will the fix work elsewhere?</p> <p>Step 8: Standardize & Share Success Document the new process and set as new standard. Start the next Improvement!</p>
<p>A3 certification review</p>	<p>Assessment by A3 project sponsors and Lean Ireland certified lean black belt. Celebrate and reward the team.</p>

Total contact hours = 2 x 7.5 hour days = 15 hours in total. The two training days are scheduled back-to-back.

Candidates also work together on a small scope project in teams. Project mentoring is provided by the tutor after the 2-day onsite training.

Before the course starts, you will select a project on which to work during the CLYB course. The course tutor will be happy to help with project selection and scope.

5. Certification standard and process

Certification is achieved through completion of assignments, which are spaced evenly throughout the course, and presentation of a project of the required standard.

The course curriculum is based on the following ISO standards:

- *ISO 14085 Quantitative methods in process improvement — Six Sigma — Competencies for key personnel and their organizations in relation to Six Sigma and Lean implementation*
- *ISO 13053-1 Quantitative methods in process improvement — Six Sigma — Part 1: DMAIC methodology*

Assignments and the certifying project are formally evaluated by a Lean Ireland certified lean six sigma black belt. The certificate is awarded by Lean Ireland. Candidates who meet the required standard will certify as Lean Yellow Belts.

6. Who is this course for?

The CLYB course is suitable for all personnel (e.g. directors, managers, supervisors, administrators, engineers, analysts, doctors, nurses, porters, planners, product builders, buyers, plasterers, tool makers) who will be taking part in process improvement in the organization. Over time all personnel in the organisation will undergo CLYB training and participate in a team based continuous improvement project.

7. Where can I find out more?

Please contact Bernie Rushe at Lean Ireland,
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