

PRACTICAL LEAN LEADERSHIPSM

“The program that Bob put together was outstanding. Each training session was very well prepared. He gave great talks, had excellent visuals, and there was great interaction among the participants. The workbook and handouts were excellent, and the homework assignments were thought-provoking and relevant. I give the training the highest marks. What we learned is going to help us improve every aspect of our business.”

This acclaimed training de-mystifies the art of Lean leadership and shows senior managers how to achieve **REAL LEANSM** using the pioneering approach that Bob Emiliani developed and has steadily built upon since 1995.

This is essential training for top managers leading Lean transformations. It is unique in its formulation and delivery, high impact, practical, and simpler route for improving Lean leadership effectiveness. Participants will learn:

- A simplified approach to leadership that is fully consistent with Lean principles and practices
- How to differentiate between leadership behaviors that add value and Behavioral Waste[®]
- Understand leadership more clearly, in terms of information flows
- Specific and actionable direction for improving leadership capabilities
- How to avoid major mistakes in your Lean transformation
- Overcoming the many common misconceptions about the Lean management system
- Identify and eliminate metrics, policies, and practices that are inconsistent with Lean

Topic	Content	Duration
STEP 1 Session 1 – The Lean Management System	Understanding Lean as a management system and review of the common misconceptions senior managers have about Lean.	4 hrs
Session 2 – Lean Leadership Beliefs, Behaviors, and Competencies	Detailed description of Lean leadership beliefs, behaviors, and competencies correlated to Lean principle and practices, and compared to non-Lean leadership beliefs, behaviors, and competencies.	4 hrs
Session 3 – Kaizen, Executive Standardized Work, and Lean Metrics	Deep-level discussion of kaizen meaning, purpose, and outcomes, rationale and structure of executive standardized work, and ensuring metrics are consistent with Lean.	4 hrs
Session 4 – Lean Like Music and Respect for People	An innovative and in-depth comparison of Lean management to music, plus a close examination of the inter-relationship between "Respect for People" and "Continuous Improvement" principles.	4 hrs
STEP 2 (Optional) Ensuring Executive Buy-In	For the CEO, President, or senior management team. A review of the many small and large factors that inhibit executive buy-in. Top executives gain a comprehensive understanding of commitments and adjustments that will have to be made to ensure a successful Lean transformation.	4 hrs
STEP 3 (Optional) Implementation Problems and Countermeasures	A unique approach to understanding and overcoming barriers and backslide, and keeping the momentum going.	2 hrs

This training will give you a precise understanding of Lean management, help you become a better Lean leader, and provide you with specific and practical guidance for action.

Who Should Attend? Senior managers of manufacturing or service businesses. By special arrangement.

Lean Behaviors[®] ... It's what makes Lean work!

Bob Emiliani is President of The CLBM, LLC. He has worked for 20 years in manufacturing and service industries and has implemented Lean principles and practices on the manufacturing shop floor, in supply networks, and in higher education. Bob is the principal author of the 2003 Shingo Prize winning book *Better Thinking, Better Results* – a detailed case study and analysis of The Wiremold Company's Lean transformation from 1991 to 2001. He is the author of *REAL LEAN: Understanding the Lean Management System* (2007), *REAL LEAN: Critical issues and Opportunities in Lean Management* (2007), *Practical Lean Leadership: A Strategic Leadership Guide for Executives* (2008), and *REAL LEAN: The Keys to Sustaining Lean Management* (forthcoming, June 2008).

OVERVIEW

Since our inception in 1999, we have focused our efforts on presenting Lean as a management system and teaching senior managers how to become Lean leaders. Our approach has always been to develop training for those aspects of Lean management and Lean leadership that executives do not understand or do not do well.

Senior managers come to us before they embark on their Lean journey to gain a correct understanding of Lean from the start. We also train many executives who have already embarked on their Lean journey but are not satisfied with the results due to various leadership issues and implementation problems.

We are sought by executives who prefer a human-centered approach to Lean management, leadership, and organizational development, rather than narrow analytical, tool-based approaches. Our training is practical and very direct. It consists mostly of material that we developed validated in actual business practice.

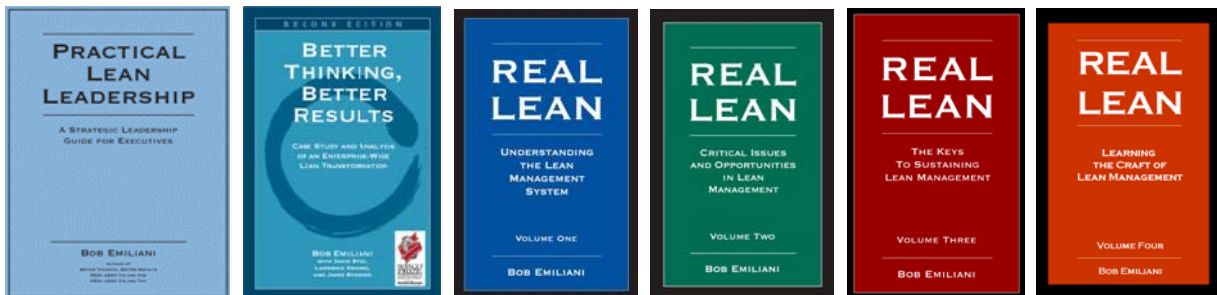
We give executives a precise understanding of Lean management to help them become better Lean leaders, and provide them with specific and practical guidance for action. The training is extremely effective in getting executives from any department or any industry to understand the wide-ranging benefits of Lean management.

Unique Features of Our Training

- Lean taught as a management system
- Integration of “Continuous Improvement” and “Respect for People” principles
- Easy-to-digest modules
- Meaningful small homework assignments
- Short to-do lists between training modules
- Leadership evaluations, checklists, and diagnostics tools
- Specific post-training action plans
- End-of-course visual controls

We continuously improve our training materials and delivery, and are currently focused on improving methods to help senior managers practice what they have learned on a daily basis.

Our publications are widely recognized as major contributions to the body of Lean management knowledge. They contain practical insights on how to correctly lead a Lean business and achieve **REAL LEANSM**.



AWARDS

- Shingo Prize for *Better Thinking, Better Results*, 2003; Citation of Excellence awards for the papers: “Redefining the Focus of Investment Analysts,” 2002 and “Cracking the Code of Business,” 2001; Outstanding Paper award for “Lean Behaviors,” 1998

CLBM FIRSTS We are the originators of several new practical applications of Lean principles and practices.

- First to focus exclusively on the leadership aspects of Lean management.
- First to identify the “eighth waste” – Behavioral Waste[®] and its effect on Lean leadership effectiveness.
- Created two leadership improvement models that are much more practical, specific, and actionable compared to other approaches.
- Wrote and published the first book that showed the application of Lean as a management system for the entire enterprise: *Better Thinking, Better Results*.