

Lean Facilitator Certification Program 2012 Program Description and Registration Form

Overview:

The Maryland World Class Consortia will kick off the sixth year of the Lean Facilitator Certification Program in April, 2012. Enrollment is open to anyone interested in building the knowledge and skills necessary to plan, conduct, and sustain lean process improvement activities within an organizational program of lean deployment.

Objectives of the Lean Facilitator Certification Program:

The Lean Facilitator Certification Program (LFCP) is an intensive, six-month program designed to develop participants in the art and science of creating and sustaining lean change. Through a combination of classroom training, shared learning, and benchmark study, participants develop both the technical and leadership capabilities needed of “journeymen” lean leaders. Graduates are able to define, plan, and execute basic lean improvement activities without external support, and to help build a culture of continuous process improvement within the organization.

The development of robust in-house capabilities like these represents a logical next step for organizations that are dedicated to the pursuit of World Class operational excellence. As organizations begin their Journey toward World Class, they often draw upon external resources to plan deployment, to build knowledge and skills, and to avoid common pitfalls. Beyond these early first steps, organizations should rapidly broaden the scope of their improvement programs and internalize their capabilities to understand and use lean methods in a well-designed deployment strategy - they must develop their own Lean Leaders. The Lean Facilitator Certification Program helps build “internal consultants” who can address these needs.

Selection of LFCP Candidates:

Candidates for the Lean Facilitator Certification Program should meet certain criteria to help ensure their long-term success. Senior leaders should consider these traits as they select the future leaders of their lean improvement program.

Team Leader: The ideal candidate already demonstrates a degree of formal or informal leadership capacity. They possess many of the leadership skills and traits that inspire those around them to achieve goals. Lean Leaders must build on their strengths as facilitators, collaborators, and team builders. They are more coaches than commanders, and do not need to rely on positional authority to motivate others to achieve their best results.

Natural Communicator: The Lean Leader has the basic communication skills to develop into an effective facilitator/coach/instructor to improvement teams, a persuasive speaker to peers and superiors, and an effective lean representative to others. They are active and attentive listeners.

Well-Regarded: The candidate understands people and how to work with them. Lean Leaders must work across traditional functional boundaries, often with little or no positional authority, to create lean change that is often challenging and daunting. The Lean Leader will be the organization's "Ambassador of Lean".

Critical and Creative Thinker: Lean Leaders must clearly see both "as-is" and "to-be". They must be fact-based and data-driven, but also able to envision radically different future states. They are able to bridge the realities of today with the possibilities of tomorrow. The Lean Leader understands enough of the business to make balanced, well-reasoned decisions on behalf of all business stakeholders.

Note: Successful LFCP participants do not require any prior knowledge of lean.

Senior Leaders' Role in the Lean Facilitator Program:

The organization's senior leaders play a key role in the success of the candidates they enroll in the LFCP program. LFCP graduates are the builders of the organization's leaner future state. Therefore, the organization's senior leaders should be committed to leading the organization's lean journey and supporting and enabling their LFCP internal consultants. Specific recommended leader behaviors include:

- Participating in Day 1 orientation with their LFCP candidate
- Planning or refining the plan for the organization's lean deployment strategy to make best use of the LFCP graduate's capabilities
- Identifying improvement projects of increasing complexity and scope that allow the LFCP candidate to progressively apply course materials and learn by doing
- Listen to and observe the LFCP candidate during and after their classroom training and provide coaching and feedback on their actions and progress
- Challenge the LFCP graduate with a full time or substantial part-time role in lean leadership of the organization

LFCP Program Structure and Options:

The 2012 Lean Facilitator Certification Program is designed around a series of six classroom sessions held once a month. Each monthly session meets for three to four consecutive days. In the classroom sessions, LFCP candidates learn through instruction and group activities about the principles, tools, techniques, and skills necessary to create and sustain lean change. Training is facilitated by several MWCC staff and consultants, and hosted at a variety of Maryland World Class Consortia member facilities and LFCP participating companies. All LFCP participants receive a certificate of academic course completion.

Two add-on options are available.

Coaching Option: Facilitated Hands-On Learning

The Coaching Option helps LFCP candidates convert classroom knowledge into improvement action through the support of consultant/mentors and their peers. Participants:

- Apply classroom skills through multiple cycles of learning under the guidance and support of a consultant/mentor
- Expand their hands-on experience by participating in cross-functional team-based improvement events, with increasing levels of leadership responsibility
- Receive one-on-one coaching at their home site as they create lean change
- Complete a board-reviewed Capstone Design Project that demonstrates their ability to identify, plan, execute, and sustain value stream-level improvement, comprised of three or more discrete improvement events, using appropriate tools and concepts

LFCP participants who select the Coaching Option receive practical knowledge from experienced lean transformation professionals that can accelerate any organization's pursuit of World Class. All Coaching Option participants who complete the course and successfully pass their Capstone Design Board Review receive a Maryland World Class Consortia Lean Certification.

Cost for the Coaching Option varies with the scope of the selected Capstone Project, and the capabilities and prior knowledge of each participant. Consulting/coaching support is generally available at \$2,000 per day, plus expenses, for between two to three multi-day improvement events as part of a Capstone Project.

National Certification Option:

The National Certification Option connects the LFCP Program to the nationally/internationally-recognized Lean Bronze Certification. Since 2006, lean practitioners have been able to validate their knowledge and skills by challenging for a broadly-recognized certification jointly developed and sponsored by the Society of Manufacturing Engineers (SME), the Association for Manufacturing Excellence (AME), the Shingo Prize for Operational Excellence, and the American Society for Quality (ASQ). By enrolling in the National Certification Option, participants combine their LFCP training with self-study of four required textbooks. They participate in a two-day test preparation workshop, and sit for their SME/AME/Shingo Prize/ASQ Lean Bronze Knowledge Exam. The Lean Bronze Knowledge Exam is the first step toward full Lean Bronze Certification, awarded any time after they submit their Lean Bronze Portfolio of the improvement projects. More information about SME/AME/Shingo Prize/ASQ Lean Certification is available online at www.sme.org/leancert.

LFCP participants who select the National Certification Option, complete the LFCP Program and Exam Prep Workshop, and then pass their Lean Bronze Knowledge Exam receive a Maryland World Class Consortia Lean Certification that states that they have further passed the knowledge requirements of the SME/AME/Shingo Prize/ASQ Lean Bronze Knowledge Exam. Participants of the MWCC's Lean Facilitator Certification Program who graduated in 2011 and prior are eligible to participate in the National Certification Option and upgrade their graduation certificate.

Costs for the National Certification Option:

Reference books:	\$ 125 plus shipping and handling
Two-Day Exam Preparation Workshop:	\$1,599
Lean Bronze Knowledge Exam Registration:	\$ 449
Total:	\$2,173

LFCP Curriculum:

LFCP participants train together for 3 to 4 consecutive days per month:

Module 1 (4 days):	Program Overview An Overview of Lean Thinking Building a Case for Change Leading Change
Module 2 (3 days):	Classical Value Stream Mapping Mapping Administrative Processes Standard Work and 5S
Module 3 (3 days):	Pull Systems and Lean Supply Chain Kaizen Event Preparation and Facilitation Total Productive Maintenance and Setup Reduction
Module 4 (3 days):	Creativity and Systematic Problem-Solving Error-Proofing Cellular Production
Module 5 (4 days):	Leadership Development Team Building Presentation Skills and Meeting Facilitation
Module 6 (3 days):	Business Improvement Planning Hoshin Planning and A3 Thinking

Note: A senior leader is required to attend Day 1 of Module 1 training with their participant.

Tentative 2012 Calendar:

Module 1:	10-13 April, 2012
Module 2:	7-9 May
Module 3:	11-13 June
Module 4:	17-19 July
Module 5:	7-10 August
Module 6:	11-13 September
Optional Capstone Events:	June through October, 2012
Capstone Project Reviews:	1 November, 2012
Two-Day Exam Workshop:	5-6 November, 2012
Lean Bronze Exam:	7 November
Graduation Ceremony:	8 November, 2012

Module 1 will be held at a location in the Baltimore/Columbia area. All subsequent modules will be hosted by various MWCC member companies and participant member organizations, as space permits.

Please note that the dates above are tentative and subject to change.

Graduation Requirements:

To receive a Certificate of Course Completion, candidates must attend all classroom training sessions. All homework and pre-work, if assigned for the session, must be satisfactorily completed. Pre-approved absences from some sessions must be covered by an equivalent make-up session or make-up assignment, where required by the instructor.

To receive the Coaching Option Certification, candidates must complete the requirements above and must also pass their Capstone Design Project. For their Capstone, participants must identify, plan, execute, and sustain a value stream-level improvement inside a host organization. The participants must complete three or more logically-connected improvement projects that achieve an overall targeted objective. The candidate must satisfactorily present their Capstone Project at a formal out-brief to a Certification Board, consisting MWCC Board Members and Consultants. Any participants who's Capstones do not meet passing criteria will receive a Certificate of Completion, if program requirements have otherwise been met.

To receive a National Option Certification, candidates must complete requirements for Certificate of Course Completion above and must also pass their Lean Bronze Knowledge Exam. The online exam is 175 multiple choice questions that must be completed in 3 hours with 75% correct.

Financial and Time Investments:

The fee for the Lean Facilitator Certification Program, without options is \$6,500 per person. This includes tuition for all academic modules, course training materials, and breakfast and lunch for each academic day. Each participant is responsible for transportation, lodging, and other incidental expenses.

To Register and to Learn More:

To register, complete the attached form and return via fax or email.

For more information about the Lean Facilitator Certification Program, contact Jeff Fuchs, MWCC Director, at jfuchs100@earthlink.net, or cell (443) 865-2198.



Lean Facilitator Certification Program 2012 Registration Form

Student Information:

First Name:

Last Name:

Title:

Company/Organization Name:

Email:

Business Phone:

Mobile Phone:

Mailing Address:

Options (circle one or more): Coaching Option National Certification Option Undecided
(Note: Your final option selections can be made at Program Orientation on 10 April, 2012)

Sponsor/Senior Leader Information:

First Name:

Last Name:

Title:

Email:

Business Phone:

Return registration forms no later than 3 April, 2012 to Jeff Fuchs at jfuchs100@earthlink.net, or fax (410) 799-2070.

Payment for fees is due in full no later than 3 April, 2012. Make checks payable to *The Maryland World Class Consortia* and mail to Teresa Raeke at the address below. For invoices, or to pay by credit card, contact Teresa at traeke@choosemaryland.org or (410) 767-2372.