

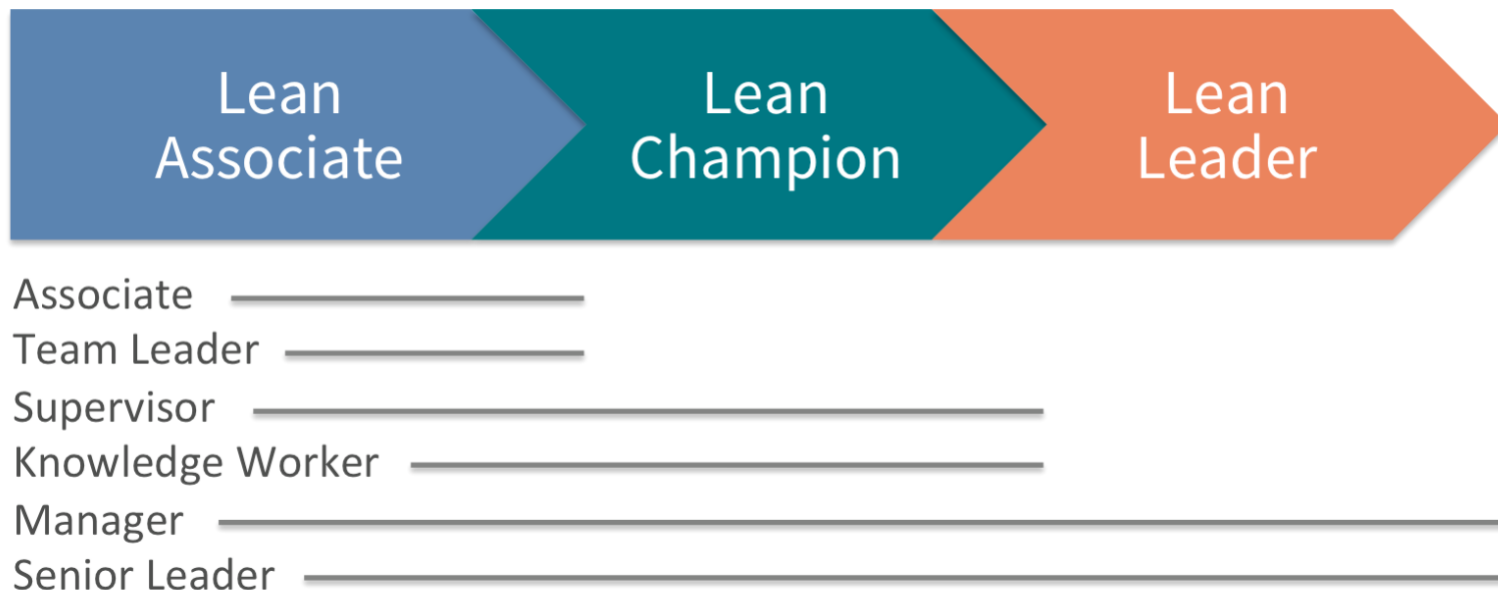
## Gemba Academy Learning Paths

The purpose of the learning path is to improve the organization through the development of people. All continuous improvement activity should be engaged with the spirit of solving problems and making improvements, rather than meeting a training requirement.

This is an example of a learning path for associate through leader levels of an organization. This path is intended to be progressive. All members of an organization, regardless of position, would complete the Lean Associate path. Team leaders, supervisors, knowledge workers, and continuous improvement specialists would move on to the Lean Champion path. Managers and senior leaders would continue on to complete the Lean Leader path.

This path is a starting point for Lean learning. All members of the organization are encouraged to continue down the path beyond their current position.

This is what a Lean learning progression might look like.



# Lean Associate

Topic	Goal	Resources	Go to Gemba
Lean Foundations	Gain an understanding of the general concept of lean	<a href="#">Introductory Topics</a>	
Begin Daily Lean Practices	Establish daily continuous improvement practices by applying 5S in your workplace.	<a href="#">5S Workplace Productivity</a> <a href="#">Gemba Academy Live at FastCap 2012</a> <a href="#">5S Action Guide</a> <a href="#">SSF Cross-Training Board</a> <a href="#">How to do Cross-Training (Skills Matrix)</a>	<ul style="list-style-type: none"> <li>• Understand what problem you are trying to solve with 5S</li> <li>• Keep improvements small at first—go for quick wins</li> <li>• 5S three small areas individually or as a team               <ul style="list-style-type: none"> <li>• Train the team to new 5S standards in these areas</li> <li>• Follow up to sustain improvements</li> </ul> </li> <li>• Use the Action Guide to report out to team and management what problem was addressed and how your countermeasures are helping</li> <li>• Implement a skills matrix to support the development of people</li> <li>• Celebrate improvements</li> </ul>
Find and Eliminate Waste	Understand all forms of waste, recognize them in your processes, and implement a system for eliminating them	<a href="#">Dealing with the 7 Deadly Wastes</a> <a href="#">7 Deadly Wastes Action Guide</a> <a href="#">Gemba Academy Live at FastCap 2014</a> <a href="#">Stand in circle exercise</a>	<ul style="list-style-type: none"> <li>• Complete the Stand In the Circle exercise to identify wastes</li> <li>• Keep it simple</li> <li>• Make improvements based on observations</li> <li>• Use your wits over your wallet—avoid spending money</li> <li>• Develop and implement a simple system for the team to manage improvements (this could be a simple list on a white board or kaizen newspaper)</li> <li>• Fix what bugs you</li> <li>• Celebrate improvements</li> <li>• Make this a daily practice</li> </ul>
Standardize Your Work	Create or improve standards for your work	<a href="#">Standard Work</a>	<ul style="list-style-type: none"> <li>• There can be no sustained improvement until there is a standard</li> <li>• Create or improve three documented standards for work done in your area of responsibility               <ul style="list-style-type: none"> <li>• Don't forget about standardizing your team's continuous improvement practices</li> </ul> </li> <li>• Train your team to the new standard</li> <li>• Celebrate improvements</li> </ul>
The Kaizen Event	Make larger scale improvements by work as part of a kaizen event team using the kaizen event model	<a href="#">Kaizen Way</a> <a href="#">Kaizen Way Action Guide</a>	<ul style="list-style-type: none"> <li>• Keep it simple</li> <li>• Understand the problem you are trying to solve</li> <li>• Be sure the kaizen event model is the appropriate approach</li> <li>• Participate in three kaizen events as a team member</li> <li>• Celebrate improvements</li> </ul>

# Lean Champion

Complete the Lean Associate learning path first

Practice continuous improvement daily

Coach Lean Associate candidates through the Lean Associate curriculum

Topic	Goal	Resources	Go To Gemba
Lean Lingo	Gain an understanding of common lean terms and be able to explain them to others	<a href="#">Lean Lingo Explained</a>	<ul style="list-style-type: none"> <li>• Use language and terms that best serve your organization's needs</li> </ul>
Problem Solving	Make A3 Thinking an integral part of your organization's culture to improve problem solving, foster mentor ship, and foster collaboration	<a href="#">A3 Thinking</a> <a href="#">Mike Osterling on A3 Thinking</a> <a href="#">So You Think You Need an A3 Template</a> <a href="#">Practical Problem Solving</a>	<ul style="list-style-type: none"> <li>• Be or have a mentor along every step of the A3 process</li> <li>• Collaborate with team at every step (team approach)</li> <li>• Create a lasting improvement</li> <li>• Report out to share improvements</li> <li>• Use a defined problem solving method to build problem solving skills and solve problems</li> </ul>
Built In Quality	Don't accept, make or pass on poor quality. Stop defects (mistakes) at the source. Develop processes to stop and fix problems when they arise. This applies to non-manufacturing and manufacturing processes alike.	<a href="#">8 Dimensions of Quality</a> <a href="#">Own-Process Completion as the Basis of Lean Quality</a> <a href="#">Built In Quality</a>	<ul style="list-style-type: none"> <li>• The problems are with the processes, not the people</li> <li>• Start small and devise methods to implement in one process at a time</li> <li>• Take it one small step at a time</li> <li>• This is a change of mindset—teach, coach, mentor and inspire people to make the change</li> <li>• Be persistent</li> <li>• Be ready to deploy all available resources as needed to address defects when and where they are made</li> </ul>
Kaizen Events	Become a kaizen event leader	<a href="#">Kaizen Way</a> <a href="#">Kaizen Leadership</a>	<ul style="list-style-type: none"> <li>• Lead three kaizen events (can be part of A3 problem solving listed above)</li> <li>• Develop others while developing your own leadership skills</li> </ul>

Topic	Goal	Resources	Go To Gemba
Visual Management	Improve processes by creating or improving visual management	<a href="#">Visual Management at Fireblast</a> <a href="#">Visual Cues and Color Codes</a> <a href="#">SSF Visual Factory - Production</a> <a href="#">SSF Visual Factory - Process Development</a> <a href="#">What Good Looks Like</a> <a href="#">Accountability Through Visual Management</a> <a href="#">Visual Management in the Pharmacy - Franciscan Health</a>	<ul style="list-style-type: none"> <li>• Create or improve three visual management tools to improve processes</li> <li>• Train the team on the new standard</li> <li>• Follow up to make sure the new standard is maintained</li> <li>• Can be included with A3 Thinking and Kaizen Events listed above</li> </ul>
Value Stream Mapping	Use value stream mapping to thoroughly understand the current state, future state and opportunities to bridge the gap	<a href="#">Value Stream Mapping Overview</a> <a href="#">Value Stream Mapping: From Tool to Management Practice</a> <a href="#">Transforming Your Value Streams</a> <a href="#">Value Stream Mapping Confusion</a>	<ul style="list-style-type: none"> <li>• Create a current state value stream map for a single value stream</li> <li>• Create a future state value stream map for the same value stream</li> <li>• Collaborate with leadership and teams to develop and implement a continuous improvement strategy</li> </ul>

# Lean Leader

Complete Lean Champion learning path first

Practice continuous improvement every day

Coach people every day in continuous improvement

Coach Lean Champion candidates through the Lean Champion curriculum

Topic	Goal	Resources	Go To Gemba
Leader Standard Work	Make better use of your time and energy to develop people, get things done, and continuously improve the organization	<a href="#">Leadership Standard Work - Blog Part 1</a> <a href="#">Leadership Standard Work - Blog Part 2</a> <a href="#">Stephen Gorse - Leader Standard Work</a> <a href="#">Mike Wroblewski - Lean Leadership</a> <a href="#">Leader Standard Work Course</a> <a href="#">Leadership &amp; Standard Work</a>	<ul style="list-style-type: none"> <li>• Develop leader standard work for yourself</li> <li>• Integrate gemba walks into your leader standard work and daily routine</li> <li>• Use leader standard work daily</li> <li>• Continually refine your standard work to shift the organization from firefighting to fire prevention</li> </ul>
Culture of Kaizen	Understand the nuances of the human side of lean and use it to your organization's advantage	<a href="#">Culture of Kaizen</a>	<ul style="list-style-type: none"> <li>• Integrate three or more Culture of Kaizen concepts into your leader standard work</li> <li>• Continually refine your skills</li> </ul>
Lean Leadership	Gain insights from other lean leaders	<a href="#">Ron Pereira on Leadership</a> <a href="#">Lean Leadership as a Design Problem</a> <a href="#">Lean Leadership Lessons from William T. Sherman</a> <a href="#">Steve Kane on Becoming a Lean Leader</a> <a href="#">Lean Leadership Week 2015</a>	
Lean Strategy	Develop a long-term strategic plan rooted in Lean thinking	<a href="#">Hoshin Planning Course</a>	<ul style="list-style-type: none"> <li>• Create or review your mission statement</li> <li>• Create or review your vision statement</li> <li>• Document your organization's values and metrics</li> <li>• Create your plan and use it to lead your organization</li> <li>• Implement a communication plan to keep all stakeholders informed of the organization's progress</li> </ul>
Lean Accounting	Understand the problems with traditional cost accounting	<a href="#">Jean Cunningham on Lean Accounting</a> <a href="#">Lean Accounting Course</a>	