

Gemba Academy Learning Paths

Purpose

The primary purpose is to improve the organization by developing people. Continuous improvement activities should always be approached with the mindset of solving real problems and making meaningful improvements, rather than simply fulfilling a training requirement.

Progressive Learning Paths

This structured learning journey is designed for all employees, guiding them from **Lean Associate** through to **Lean Leader**, regardless of their role or position in the organization.



Lean Associate

- **Who:** All members of the organization
- **Focus:** Builds a shared foundation in Lean thinking and problem-solving.

Lean Champion

- **Who:** Team leaders, supervisors, knowledge workers, and continuous improvement specialists
- **Prerequisite:** Completion of **Lean Associate**
- **Focus:** Develops the ability to lead small teams in applying Lean practices and driving improvement initiatives.

Lean Leader

- **Who:** Managers and senior leaders
 - **Prerequisite:** Completion of **Lean Associate** and **Lean Champion**
 - **Focus:** Equips leaders to shape organizational culture, align Lean efforts with strategy, and sustain improvements across functions
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Lean Associate

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

Lean Champion

Topic	Goal	Resources	Go To Gemba
Lean Lingo	Gain an understanding of common lean terms and be able to explain them to others	Lean Lingo Explained	<ul style="list-style-type: none"> Use language and terms that best serve your organization's needs
Problem Solving	Make problem-solving an integral part of your organization's culture to improve problem-solving, foster mentorship, and foster collaboration	A3 Thinking Mike Osterling on A3 Thinking So You Think You Need an A3 Template Practical Problem Solving	<ul style="list-style-type: none"> Be or have a mentor along every step of the A3 process Collaborate with the team at every step (team approach) Create a lasting improvement Report out to share improvements Use a defined problem-solving method to build problem-solving skills and solve problems
Built-In Quality	Don't accept, make, or pass on poor quality. Stop defects (mistakes) at the source. Develop processes to identify and resolve problems as they arise. This applies to both non-manufacturing and manufacturing processes	8 Dimensions of Quality Own-Process Completion as the Basis of Lean Quality Built-In Quality	<ul style="list-style-type: none"> The problems are with the processes, not the people Start small and devise methods to implement in one process at a time Take it one small step at a time This is a change of mindset—teach, coach, mentor, and inspire people to make the change Be persistent Be ready to deploy all available resources as needed to address defects when and where they are made
Kaizen Events	Become a kaizen event leader	Masaaki Imai on Gemba Kaizen and Lean	<ul style="list-style-type: none"> Lead three kaizen events (can be part of A3 problem solving listed above) Develop others while developing your own leadership skills
Visual Management	Improve processes by creating or improving visual management	Visual Management Visual Management at Fireblast Visual Cues and Color Codes SSF Visual Factory - Production SSF Visual Factory - Process Development What Good Looks Like Accountability Through Visual Management Visual Management in the Pharmacy - Franciscan Health	<ul style="list-style-type: none"> Create or improve three visual management tools to improve processes Train the team on the new standard Follow up to make sure the new standard is maintained Can be included with A3 Thinking and Kaizen Events listed above
Value Stream Mapping	Use value stream mapping to thoroughly understand the current state, future state, and opportunities to bridge the gap	Value Stream Mapping Overview Value Stream Mapping: From Tool to Management Practice Transforming Your Value Streams Value Stream Mapping Confusion	<ul style="list-style-type: none"> Create a current state value stream map for a single value stream Create a future state value stream map for the same value stream Collaborate with leadership and teams to develop and implement a continuous improvement strategy

Lean Leader

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	Leadership Standard Work - Blog Part 1 Leadership Standard Work - Blog Part 2 Leader Standard Work Essentials Stephen Gorse - Leader Standard Work Mike Wroblewski - Lean Leadership Leader Standard Work Workshop Course Leadership & Standard Work	<ul style="list-style-type: none"> • Develop a leader standard work for yourself • Integrate gemba walks into your leader standard work and daily routine • Use leader standard work daily • Continually refine your standard work to shift the organization from firefighting to fire prevention
Culture of Kaizen	Understand the nuances of the human side of lean and use it to your organization's advantage	Culture of Kaizen	<ul style="list-style-type: none"> • Integrate three or more Culture of Kaizen concepts into your leader standard work • Continually refine your skills
Lean Leadership	Gain insights from other lean leaders and develop your lean leadership skills.	Ron Pereira on Leadership Lean Leadership Lessons from William T. Sherman Lean Leadership as a Design Problem Steve Kane on Becoming a Lean Leader Lean Leadership Week 2015	<ul style="list-style-type: none"> • Strengthen your leadership skills • Manage change and teams • Become an accomplished and knowledgeable lean leader
Lean Strategy	Develop a long-term strategic plan rooted in Lean thinking	Hoshin Planning Course How to use the X-Matrix	<ul style="list-style-type: none"> • Create or review your mission statement • Create or review your vision statement • Document your organization's values and metrics • Create your plan and use it to lead your organization • Implement a communication plan to keep all stakeholders informed of the organization's progress
Lean Accounting	Understand the problems with traditional cost accounting	Lean Accounting Fundamentals Lean Finance Jean Cunningham on Lean Accounting	<ul style="list-style-type: none"> • Understand lean accounting versus traditional methods • Enable the success of continuous improvement efforts