

# LEAN MANAGEMENT DEVELOPMENT PROGRAMME 2019

LEAN  
INSTITUTE  
AFRICA



## PURPOSE | PROCESS | PEOPLE

Delivered over six months, the **Lean Management Development Programme (LMDP)** provides a comprehensive, experiential education in Lean Management to support you on your Lean journey.

### The LMDP will help you:

1. **Align** improvement activities with purpose and strategic imperatives, driving real value for the customer.
2. **Build** a Lean Management System that develops the right habits and systems for sustainability.
3. **Analyse** end to end value streams to identify key improvements.
4. **Execute** focused improvements and achieve goals set through A3 Thinking, Kata and structured problem solving methods.
5. **Develop** a learning organisation that seeks continuous improvement in the areas that matter.

You will benefit from our membership of the Lean Global Network, an international community of Lean thought-leaders, founded by Jim Womack and Dan Jones. Aligning our programmes and advisory services with international best practices, the LMDP takes you beyond Lean tools and practices and evolves into the Lean Management System. We take an in-depth look at the activities, qualitative practices and skills required for the Management System and how to effectively develop it within your organisation.



THEORY



GROUP  
WORK



EXPERIENTIAL  
LEARNING



COACHING TO  
REINFORCE



REFLECTION



APPLICATION



VALUE  
DRIVEN

### Programme structure

- 12 days (in 2-3 day **blocks**) interactive, experiential training
- Personalised coaching support
- Theoretical examination
- Presentation to panel of Senior Advisors

### Target Audience

- Quality Managers
- Business Leaders
- Process Engineers
- Department Leaders/  
Managers
- Project Leaders
- Entrepreneurs
- CEOs/ Directors
- Improvement Practitioners/  
Change Leaders

### Certification

The Lean Institute Africa is a member of the Lean Global Network, and issues a certificate of completion for the programme which is both locally and internationally recognised.



An affiliate of the  
Lean Global Network

## Meet Your Programme Facilitators



### Samantha Allen

has extensive experience in a variety of industries which include Healthcare, Pathology Services, Oil and Gas and Financial Services. Samantha spent nearly a decade in the UK implementing Lean Methodology and Process Optimisation for the National Health Service. Since returning to South Africa she has been working with a wide range of organisations in designing and implementing effective Lean programs to ensure institutionalisation of process improvement. Samantha has a passion for training and skills development in Lean Management and is an accredited facilitator, assessor and moderator. She is a Lean Six Sigma Black Belt and Prince 2 Project Practitioner.



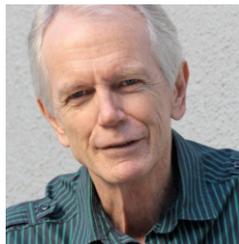
### Rose Heathcote

is Lean Institute Africa's CEO. She is dedicated to helping African organisations advance their learning and application in Lean Thinking. For more than 20 years, she has focused on raising the performance of enterprises in most industry sectors in Africa, Middle East, UK and India through the integration of Lean techniques into a management system to ultimately create a Lean culture. She has been privileged to work with 100+ companies, from micro through to large internationals, supporting them with Strategy and Execution in Lean Thinking and Corporate and Individual Learning and Development. Rose has a background in Industrial Engineering and is the author of 'Clear Direction' and 'Making a Difference'.



### Anton Grütter

is a Director of the Lean Institute Africa, a Lean Executive Coach and a member of the Management team. He has helped organisations to implement and institutionalise operational performance improvement programmes in industry, commerce and the public sector justice and healthcare systems for many years. He has taught operations management at South African universities since 1993. Recently he has taught at the Graduate School of Business at the University of Cape Town and as a visiting professor on the MBA programme at Shanghai University. His PhD research was on the effective implementation of shop-floor improvement teams, his textbook "Introduction to Operations Management" was published by Heinemann in 2010 and he continues to present at many international conferences.



### Norman Faul

is the Chairman of the Lean Institute Africa, a Lean Executive Coach and formerly a Professor of Business Administration at the Graduate School of Business, University of Cape Town. He was among the first researchers in South Africa to introduce innovative manufacturing and supply chain improvement concepts, such as lean manufacturing, into the country. In recent years he has focused on implementation of lean management in the South African public health system although his experience spans across the mining, manufacturing and service sectors. He teaches on executive programmes at UCT and elsewhere. He continues to research the area of process improvement, with particular attention to large-scale systems.



### Tshepo Thobejane

is a BSc Industrial Engineering graduate with a diverse working experience gained from working in manufacturing, management consulting, logistics, supply chain, banking and public healthcare. His career has focused on achieving operational improvement through the use of process improvement methods, operational planning methods and the use of various operations management information systems. He started his Lean Thinking and Practice journey when he chose "A study of an implementation of Lean Management in a South African public hospital" as a topic for his MBA research. He is convinced that Lean Thinking can be a lifestyle and is applicable everywhere.



### Jan Erasmus

started his working career as a mechanical design engineer. He has experience as a management consultant where he headed several interventions to improve productivity, improve customer care, reduce cost, and develop the leadership of companies and change cultures. He has published articles on Leadership and Change, presented productivity improvement papers at international and local conferences. He has assisted several companies in the former Soviet Union, i.e. Moldova, Estonia, Slovenia and Croatia to transform from former state-owned companies to free market enterprises. Jan currently works as a consultant in operations management, productivity improvement, strategic planning and leadership development.

# Programme Outcomes

On completion of the Programme you will be able to:

- Understand the importance of contextualising Lean Management with the purpose of the enterprise, the organisational strategy and what derives value for the customer
- Develop Lean as a Management System and understand the collection of principles, concepts, tools and techniques necessary to deliver both performance and practice
- Lead and engage teams through the process of change
- Identify your role in successfully deploying Lean in the organisation
- Initiate effective problem solving practices using scientific thinking patterns, A3 Thinking and Kata
- Establish Voice of the Customer and translate it to Critical to Quality measures
- Visualise opportunities for cross-functional collaboration by developing advanced, current, and future state Value Stream Maps and initiate intuitive systems that expose abnormality
- Identify, analyse and reduce waste
- Synchronise people, process and information flow for improved product and service delivery
- Initiate basic statistical analyses to determine the relationship between key inputs and process outputs
- Challenge current practices and offer constructive alternatives
- Use creative techniques for 'out the box' thinking and solution generation
- Analyse cost drivers and link Lean benefits to organisational strategy
- Effectively implement action plans and sustain project benefits

## Programme Schedule

12 days of classroom training, in 2-3 day blocks, over 6 months, with coaching support.

## 2019 Programme Dates

<b>CAPE TOWN</b>	18- 20 February	<b>JOHANNESBURG</b>	27- 29 May	<b>DURBAN</b>	5 - 7 March
	11 - 12 March		27 - 28 June		2 - 3 April
	8 - 9 April		29 - 30 July		21 - 22 May
	13 - 14 May		27 - 28 August		25 - 26 June
	8 - 9 July		28 - 29 October		20 - 21 August
13 - 14 August	26 - 27 November	10 - 11 September			

## Programme Outline

- Module 1** – Framing the Lean Management Development Programme
- Module 2** – A3 Thinking
- Module 3** – Linking Lean Management to Strategic Objectives of the Business
- Module 4** – Introduction to Lean Thinking
- Module 5** – Analysing the Value Stream
- Module 6** – Developing the Future State Vision
- Module 7** – Linking Improvements to Measurable Benefits
- Module 8** – Implementing, Tracking & Sustaining Improvements
- Module 9** – Implementing Lean Management Systems
- Module 10** – Developing an Effective Change Management Strategy
- Module 11** – Lean Leadership

For more detail on the module content, please contact us: [leaninfo@gsb.uct.ac.za](mailto:leaninfo@gsb.uct.ac.za)

## Get in Touch

Register on the Lean Institute Africa website  
[www.lean.org.za/lmdp](http://www.lean.org.za/lmdp)

Samantha Allen is the programme convener  
and for more information or questions,  
you can contact her at

[samantha.allen@gsb.uct.ac.za](mailto:samantha.allen@gsb.uct.ac.za)

or 021 406 1477

## Programme Costs

R59 000 per person (excl. VAT)

**Group discount: 10% discount** for a group of 3 or more from the same company.