



Middle Management Lean Training

The Need to Focus on Specific Middle Management Training

As Senior Management you've done your preparations. Lean Champions are in-place and ready to implement the needed changes. Your production floor workers can get the job done if they are properly managed. You need to quickly deploy your 2008 strategic initiatives to the factory floor. But you begin to realize that changes are not happening. Factory floor improvements are not progressing and bottom line profitability is not getting better. Your middle management is struggling to find solutions. The question is what do you do about it. How you answer that question will decide if your business develops world-class solutions to stay competitive.

If You Do What You Always Did - You Get What You Always Got

Factory floors are challenging environments. Your middle management team needs training. Many times middle management have risen through the ranks and have personally achieved a great deal to get where they are. But to lead an enterprise to success and increased profitability often requires from them skills that they don't currently possess. If middle management is not given very focused support, they will always do what they know has worked in the *past*. The problem is your business and your customers seek better solutions to *today's* situations. Old solutions don't provide the answers to your problems.



Exceeding Your Customers' Demands: Going from Supervising to Leading

AMC provides focused training for your middle management. Along with our coaching of the Senior Management and Steering Team, and training of your Lean Champion, we are able to develop your middle management to a level where they lead and sustain change on the factory floor. David Meier, Director of AMC and co-author of The Toyota Way series, writes in his new book "Toyota Talent" that the "common expression heard around Toyota is "We do not just build cars, we build people." Gaining leadership skills is not as difficult as it may seem, if you equip your middle management with the right kind of training. AMC's guided middle-management lean implementation training is specifically designed to *activate* your middle managers and get them to "see" in new ways, allowing them to act in real time on factory floor problems.



Middle Management Power Unleashed

Many middle-mangers have already had lean training. But they don't initiate changes. AMC trains your middle management in what to look for, how to see where the opportunities are, and then how to make effective changes. We train your managers to "connect the dots" between seeing there is a problem and making the connection to what to do about it. Before long they understand *how* and *when* which lean tools can be effective, and begin to understand at a basic behavioral change level. AMC's core capability is our ability to provide step-by-step, guided implementation support for your lean journey. Your middle management power becomes unleashed.

Reaching Your Strategic Management Targets For The Year

Middle management is the key focus to ensure your own factory's productivity goals are met for the coming year.



Middle Management Lean Training

Course Outline

AMC Middle Management Focused Lean Training

Intended For: All Levels of Management between Senior Level and Floor Supervisors

Training Duration: Between 4 and 6 months.

Pre-requisites: If the managers have had extensive prior lean training before, then the course can take 4 to 5 months. If more review and consolidation of lean training is useful, then the course can take 5 to 6 months. Each factory will have different requirements. AMC tailors the training to meet your factory's specific situation. A thoroughly trained Lean Champion is a pre-requisite for this fast track middle-management focused training.

Lean Champion: A person or Team of people is required to be designated as Lean Champion.

Course Overview: After an initial Steering Team coaching session, AMC prepares your factory to do an initial waste-walk with us. This is followed by a formal VSM (Value Stream Mapping) of the entire factory system. Middle managers are taught how to perform this and then use the results to focus on where the waste is. Visual Tools are taught to train managers how to manage their departments effectively. Followup to Senior Management's Strategic objectives is used during the training to ensure middle managers are developing the right approach to bridge the company objectives with appropriate factory floor supervision to accomplish those goals.

Training Group	Training Focus	Days of Required Participation	Content
Steering Team	Vision. Strategic Objectives Deployment. Leading the Lean Transformation.	8	5 Days Training 3 Days Leading
Middle Management	Learning to see objectively the factory status. Development of alert mechanisms. Effectively supporting change. Fostering an environment of change. Development of the links between senior management directives and managing the factory floor effectively.	31	10 Days Training 21 Days in Kaizen Events
Lean Champion	Development of an effective step-by-step lean program that meets your factory's requirements.	26	5 Days Kaizen Training 21 Days in Kaizen Events
Kaizen Events	Training of Middle Management and Lean Champions Through Kaizen Events.	21	7 Kaizen Events (3 days each)
Actual Total AMC Training Days on Site		44	Total Training Days

Typical Training Progression

Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Defining Value Vision Leadership VSM Policy Deployment	Learning to See the factory floor. Facilitating to get results. Kaizen Training 1 Kaizen Event	Development of Visual Tools. Reports and Metrics. 2 Kaizen Events	Advanced Problem Solving. Cell Design Line Balancing Quick Changeover 2 Kaizen Events	2 Kaizen Events Implementing Effective Daily Reviews. Coaching	Coaching Visual Controls Continuous Improvement