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# Business Improvement & Quality: Best Practice, Tools & Techniques

## Introduction:

This course will help you understand and be able to implement recognized Best Practice tools and techniques which is aimed at maximizing both business and people performance. Highlights include:

- The importance of teamwork to ensure benefits are maximized and maintained
- How to apply corrective actions within the 5S model
- Understanding TPM and OEE
- Understanding how business process improvement and quality techniques can support business strategy and achievement of strategic goals
- The role of process and quality improvement in performance management systems
- Understanding Lean and where the tools and techniques can be applied
- Using the Six Step Approach to Problem Solving
- Using Statistical Process Control to improve and sustain the Quality of a process

## Who Should Attend?

Quality Managers, Quality Assurance Engineers/Officials, Quality Engineers, Quality Improvement Professionals, Manufacturing/Process Engineers Project Managers, Corporate Managers, Executive Managers, Senior Managers, Middle Managers, Junior Managers, Human Resource Managers, Board of Directors, Entrepreneurs, Production Managers, Production Supervisors, Product Engineers, Inspectors, Line Leaders, Production Operators, Customer Service Professionals, Training Managers, Practitioners in the field of Quality Management, all those who are engaged in quality management implementation and improvement of organizational performance, those with an interest in quality management systems, those starting their career in quality management, staff who are involved in influencing, formulating or supporting the long term planning and strategy of the quality

department or organization, as well as those who are responsible for linking, measuring and improving the performance of others

## **Course Objectives:**

**By the end of this course delegates will be able to:**

- The importance and benefits of teamwork within the Lean model
- Apply problem solving structure and techniques to improve performance
- Understand the context in which business process improvement and quality techniques support business strategy and high level strategic goals
- Realize the importance of business process improvement in performance management
- Understand how to apply 5S and Visual Management techniques to control processes
- Identify where the 6 Big Losses are and choosing the appropriate action plan to gain the biggest benefits
- Understand SPC and how to improve and control quality performance

## **Course Outline:**

### **Strategic Context**

- What is strategy; an overview of its aims and purpose
- Strategic management tools
- How business process improvement supports strategy
- Using strategy maps to identify areas for business improvement

### **Effective Strategy Execution**

- Designing and using effective performance management systems
- How business process and quality improvement fits in

## **Lean Awareness**

- Definition of Lean
- What Lean Entails
- Traditional versus Lean
- Six key principles of Lean
- Cost reduction and Lean principles
- Barriers to implementing Lean
- Understanding the foundation and pillars of Toyota's 'TPS House'
- Benefits to the Business
- Benefits to Employees
- The Five Phases
- Business process simulation

## **Supplier Basics**

- What is value
- The Three M's of waste
- Value Stream Mapping
- Measures of Performance
- The 7 Wastes
- 5S Workshop Management
- Visual Management
- Product Cell Design
- SMED Techniques
- Takt Time
- Line Balancing
- Process Capability
- Pull versus Push
- Team Empowerment

## **Effective Leadership**

- Manager or leader?
- Why we need more leaders
- Effective team leadership

### **Organisational Culture**

- Cultural frames of reference
- Four layers of culture
- The cultural web
- A Lean culture
- People and Lean

### **Effective Teamwork**

- The power of teams
- The role of teams in Lean
- Lunar Rescue Exercise
- Consensus Reaching Tools and Techniques
- Why Business Needs Teams
- Individual Team Characteristics (The Adair Model)
- Stages in team development
- Team Set Up
- Belbin's team roles
- Characteristics of Effective Teams
- Team role questionnaire and consideration
- Relating the learning points to the Real World

### **The Toyota Production System - A Philosophy Built on Lean**

- The heart of TPS - waste reduction
- Objectives of Visual Management
- The Evolution
- Pillars of the TPS - Jikoda - Toyota's approach to visual control
- What is a Visual Workplace?

- The 5S's
- Seiri - Sort out the mess and clutter
- Seiso - Select, a place for everything, everything in its place
- Seiton - Shine and spot problems
- Seiketsu - Standardised method, applied by all
- Shitsuki - Sustain, becomes a habit
- Skills Matrix
- Product Organisation
- Kanban Systems
- Scheduling Boards
- Tool Storage / Shadow Boards
- Pick Up and Drop Off Points
- Pillars of the TPS - Just-in-time
- Understanding continuous flow
- The foundation of the TPS -heijunka
- Levelling the work flow

#### **Creative Problem Solving**

- Analyze the problem
- Decide if a problem exists
- Define the problem
- Diagnose the problem
- Decide on a Solution
- Generate alternatives
- Solving problems the Toyota Way
- See for yourself - genchi genbutsu
- The five 'why's'

#### **Tools Covered Include**

- Histograms

- Pareto Analysis
- Kepner / Tregoe
- Cause and Effect Diagrams
- Brainstorming
- Mind-mapping
- Paired Comparison
- FMEA

### **Statistical Process Control**

- The Meaning of Quality
- Quality Control
- Attribute and Variable Methods of Measurement
- Frequency Distribution
- Normal and Non Normal Distribution Curves
- Common and Special Causes of Variation
- Standard Deviation for Normal Distributions
- Machine Capability
- Cp / Cpk Interpretation
- Process Improvement Stages
- Definition of SPC
- The Five Influencing Factors
- Introduction to SPC Charts
- Concern and Corrective Action Logs