



Lean coach training program objectives and overview

Relying on external Lean support at the early stages of a Lean journey is a normal step. However, as a Lean culture builds momentum, organizations need to develop internal capability to support and guide problem solving at all levels and to ensure alignment with improvement priorities set by management.

Improvement, however, must not be separated from daily work. This is why the main objective of our Lean Coach Training Program is to develop coaches to guide people in improving their own work and coaches who understand that Lean is collaborative science, i.e. knowledge about problems (and countermeasures) resides with the people doing the work, in their context.

Our approach creates value for clients by ensuring that organizations do not create costly armies of facilitators assigned to specific “Continuous Improvement Divisions” or “Lean Units”. Such units can become an end in themselves and can lead to a culture of ‘improvement experts’ relied on for planning, implementing and reporting on improvement activities disconnected from daily work. As a safeguard, Alpen Path Solutions works closely with management and aspiring coach candidates to assess organizational and candidate’s individual needs.

Over four to six months, the Lean Coach Training Program combines assigned readings, classroom learning, observational learning during Lean activities in your organization, experiential learning for two Lean activities that the coach trainee facilitates in your organization and individual coaching. Management plays a critical role in the Lean Coach’s Training Program as they must commit to leading the Lean transformation in their organization.

Lean coach participant’s, management’s and organization’s commitment (in chronological order)

- 1) Lean Coach trainee attends a minimum of 6 Lean 1-day experiential learning workshops from the following:
 - i. Introduction to Lean (1 day, prerequisite for all other courses)
 - ii. Lean is Science (1 day)
 - iii. Lean Project Champion (1 day)
 - iv. iLean (1 day)
 - v. Gemba: The Power of Observation
 - vi. Lean: Optimize Flow to Deliver Value
 - vii. Micro-Experiments: Foundations for Kaizen

The above Lean courses are offered at the Alpen Path Solutions Lean Training Centre & Micro Lab, 340 Albert Street, Suite 1720, Ottawa (Constitution Square, Tower III), see schedule at alpenpathsolutions.com/training. Introduction is a prerequisite for all other courses. Can also be offered in your workplace.
- 2) Lean Coach trainee undergoes a Lean Coach Readiness Assessment
- 3) Lean Coach trainee attends a 2-day Lean Coach Training Workshop (offered at the Alpen Path Solutions Lean Training Centre & Micro Lab, 340 Albert Street, Suite 1720, Ottawa)
- 4) Lean Coach trainee acquires a body of knowledge (assigned reading of books and articles)
- 5) Management attends a 1-day ‘Introduction to Lean for Management’ course (from 6 up to 14 participants, at the Alpen Path Solutions Lean Training Centre & Micro Lab).
- 6) Management attends a 1-day ‘iLean: Make Work Visible to Focus and Finish’ course (from 6 up to 14 participants, at the Alpen Path Solutions Lean Training Centre & Micro Lab). Introduction to Lean is a prerequisite.

- 7) From 6 up to 14 people in the organization attend a 1-day 'Introduction to Lean' course (at the Alpen Path Solutions Lean Training Centre & Micro Lab)
- 8) From 6 up to 14 people in the organization attend a 1-day 'iLean: Make Work Visible to Focus and Finish' course (at the Alpen Path Solutions Lean Training Centre & Micro Lab). Introduction to Lean is a prerequisite.
- 9) Lean Coach trainee engages in observational learning with coaching during two ½-day Lean activities that Alpen Path Solutions facilitates in your organization (Visual Management and Huddle with a team of up to 8 people and Gemba walk for up to 4 management. Introduction to Lean is a prerequisite. For Visual Management and Huddle, iLean is a prerequisite).*
- 10) Lean Coach trainee engages in experiential learning with coaching during two ½-day Lean activities the coach trainee facilitates in your organization (Visual Management and Huddle with a team of up to 8 people and Gemba walk for up to 4 management. Introduction to Lean is a prerequisite. For Visual Management and Huddle, iLean is a prerequisite).*
- 11) Lean Coach trainee and management engage in individual Lean coaching (for a total of up to 7.5 hours).

Lean activities involve **real processes in your workplace and must be supported by management as they require the participation of staff and management.*

Overall duration

Approximately 4-6 months, depending on scheduling for Lean activities, participant's and management's availability and course schedule.

Management commitment

Management must own the Lean transformation and not delegate improvement to a Lean coach or employees. Oversee the participant's Lean Coach Training Program. Attend Introduction to Lean for Management and iLean training, participate in Gemba workshops and read on Lean.

Estimated cost

- 1) Lean coach trainee attends six one-day Lean experiential learning workshops: total cost of \$2,550 +HST (\$425.00 +HST per course, as of April 1, 2019 \$495.00 +HST per course for a total of \$2,970 +HST) in-class at the Alpen Path Solutions Lean Training Centre & Micro Lab, 340 Albert Street, Suite 1720, Ottawa. Registration is online for individual courses, or for a series of 4 or 6 courses: <https://alpenpathsolutions.com>
- 2) All other components of the Lean Coach Training Program (per participant): Assigned reading material (books and articles), 2-day Lean Coach Training Workshop, 2 professionally co-facilitated Lean ½-day activities (in-your-workplace), 2 coach participant-facilitated ½-day Lean activities with coaching during the activity (in-your-workplace), individual coaching (up to 7.5 hours) and four 1-day Lean courses: \$20,520 +HST (after April 1, 2019 total is \$21,520 +HST)

Short and long-term benefits for the organization

- Internal Lean coach with a solid foundation in Lean and experience with coaching of at least two activities in your organization
- In-depth Lean experiential learning for up to 28 staff and management who attend the one-day Lean courses and ½-day workshops
- Engagement of management for a sustainable culture of continuous improvement

For more information and to register, contact us:

Alpen Path Solutions Inc. - Lean Training Centre & Micro Lab, 340 Albert Street, Suite 1720
 Ottawa (Constitution Square, Tower III), Ottawa ON K1R 7Y6
 email: training@alpenpathsolutions.com | tel.: 613.680.2953 | alpenpathsolutions.com

ALPEN PATH SOLUTIONS INC.