



European Union
European
Social Fund



**SKILLS FOR
GROWTH**

DOING THINGS DIFFERENTLY FOR
GREATER MANCHESTER'S WORKFORCE

Management in Manufacturing & Lean Principles for Production Teams





- A £1.2m contract awarded to Instep by Greater Manchester Combined Authority (GMCA) as part of its 3 years Skills for Growth programme, which has been funded through the European Social Fund, delivering two unique programmes focused on the needs of manufacturing businesses in the GM city-regions.
- Both large businesses and small and medium enterprises (SME's) can benefit from the courses, which go live immediately
- The training will be short and delivered through blended learning over two strands, aligned with feedback received from businesses in the city-region.
- Training will focus on:
- Lean manufacturing, which is aimed at upskilling staff who need to develop technical skills for workplace efficiency, product mapping and problem solving.
- The manufacturing sector in GM makes up to 10% of the workforce population
- A percentage of delivery will focus on minority groups, over 50s, women in manufacturing, BAME, etc

Principles of Lean Manufacturing

Training Strand 1 ; Foundation Program

Five days of foundational Lean training: (Yellow belt) build an understanding of the basics of lean manufacturing, how to apply it in the workplace, and how using lean can reduce waste, save money, and improve productivity.

This practical training helps people with little or no prior knowledge of lean techniques to learn the principles to use those techniques in a manufacturing environment. The training includes simulations to help candidates apply their learning in a controlled environment and receive immediate feedback.

Training Strand 2 ; Lean for Leaders Programme

Eight to ten days programme (CMI Awards / Accreditation) is for leaders and those who wish to champion lean techniques in their workplace. Designed to help leaders sell the adoption of the principles of lean into their workforce and identify improvement projects that would deliver a return on investment,. The programme helps leaders develop their governance skill set – knowing the right questions to ask to encourage high performance in their teams.

Employers in the sector report that formal training in the sector is often generic and , focused on health & safety & use of equipment

Top 10 benefits of Lean :

1. Manage team/process complexity
2. Efficient business processes
3. Better management of changing priorities
4. Improve project visibility at the team level
5. Increase team productivity
6. Reduce lead time
7. Build team morale
8. Improve visibility to stakeholders
9. Reduce costs
10. Deliver customer satisfaction

Continuous Improvement Measures

- Basic principles of six sigma
- Supporting green & black belt projects
- Business improvement techniques
- Value of the process /costs
- Waste production , defects , inventory , waiting
- Value added 5% - Non-value added 95%
- DMAIC – Define , Measure, Analyse , Control , Improve
- 5s – Sort, Set in order, Shine , Standardise , Sustain

Management in Manufacturing

Option 1

8 core modules (themes explained over the next couple of slides)

Each module requires:

- Self-directed e-learning (2hrs)
- Face to face workshop (3 hrs)
- Activities after the workshop to show how learning is being embedded

Option 2

8 core modules (themes explained over the next couple of slides).

These modules are delivered as explained in option 1.

In addition the learner will complete a unit from the CMI Principles of Management and Leadership 'Managing a team to achieve results' through:

- 1 x additional e-learning module
- 1 x additional workshop
- Assessments to be completed around the unit. This will be a mix of written work and discussion.

Option 3

8 core modules (themes explained over the next couple of slides).

These modules are delivered as explained in option 1.

In addition the learner will complete a unit from the CMI Principles of Management and Leadership 'Managing your own personal and professional development' through :

- 1 x additional e-learning module
- 1 x additional workshop
- Assessments to be completed around the unit. This will be completed through written work.

Option 4

8 core modules (themes explained over the next couple of slides).

These modules are delivered as explained in option 1.

In addition the learner will complete both units from the CMI Principles of Management and Leadership detailed in options 2 & 3 and a further unit 'Principles of Leadership & Management':

- 2 x additional e-learning module
- 2 x additional workshop
- 2 x Assessments to be completed around the unit. This will be a mix of written work and discussion.

Management in Manufacturing

Module 1 – Effective Communication



- Why is communication important?
- Consequences of poor communication
- Creating an effective communication plan

Module 2 – Motivation and productivity



- Tips on how to boost productivity
- Motivational theories, and knowing what motivates your team

Module 3 – Leadership Skills



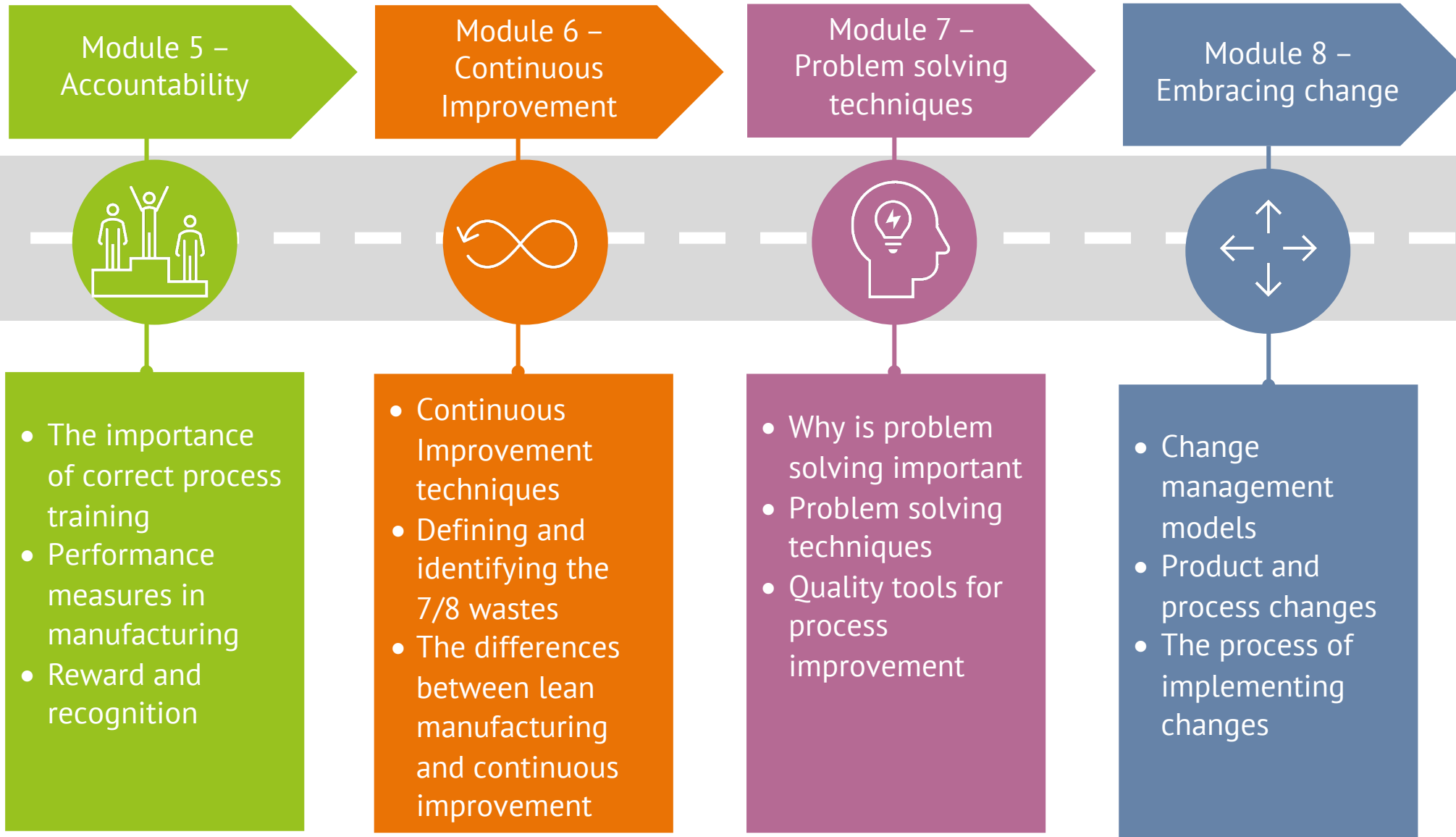
- What is your leadership style, and what does this mean?
- Leadership skills that can be taken back to the floor

Module 4 – High performing teams



- Analysing the dynamics of your team
- Identifying how individuals and the team can be supported to improve performance

Management in Manufacturing



Unit content for options 2,3 & 4

Managing a team to achieve results

- Understand the role and purpose of teams
- Be able to recognise the characteristics of a high performing team
- Know how to lead, communicate with and motivate a high performing team
- Know how to respond to challenges when managing a team proactively
- Know how to manage the performance of a team



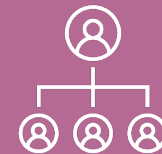
Managing own personal and professional development

- Understand the benefits of personal and professional development
- Understand how personal and professional development is informed
- Know how to identify opportunities for personal and professional development
- Know how to create and monitor a personal and professional development plan



Principles of management & leadership

- Understand how organisations operate
- Understand the management role
- Understand the application of management and leadership approaches
- Understand the knowledge, skills and behaviours to be an effective manager





Lean Manufacturing

Suitable for people who want a greater understanding of continuous improvement

The purpose of this route is to upskill key staff with the tools and techniques used for continuous improvement activities.

Most Manufacturing environments are entirely set up to a single purpose – get a physical product assembled in the shortest, most efficient way possible. Specialists in this area are called Continuous Improvement Professionals who adhere to “Lean” methodology.

While large organisation's often have dedicated teams running improvement projects, the activity is more ad hoc in SMEs.

Lean Manufacturing

Option 1 – Lean foundations

Introduction to Lean principles

This strand supports organisations in applying lean principles to their daily practices.

Delivered through e-learning, workshops and post work activities to take back to the floor.

5 core modules.

Each module requires:

- Self-directed e-learning (2hrs)
- Face to face workshop (4 hrs)
- Activities after the workshop to show how the learning is being embedded

Option 2 – Lean problem solving

Suitable for roles like Process Engineers and Quality Assurance who want to identify the problems in processes.

Delivered through e-learning, workshops and post work activities to take back to the floor.

5 core modules

Each module requires:

- Self-directed e-learning (2hrs)
- Face to face workshop (4 hrs)
- Activities after the workshop to show how the learning is being embedded

Option 3 – Lean leadership

Suited to leadership teams who are responsible for managing lean facilities.

Delivered through e-learning, workshops and post work activities to take back to the floor.

Lean Manufacturing

Lean foundations

Modules include:

- Introduction to Lean
- Workplace organisation
- Performance management
- Visual management
- Standard work
- Problem solving and visual data



Lean problem solving

Modules include:

- Project management
- Process mapping
- Quality tools
- Data analysis
- Finding causes
- Selection solutions
- Controlling change
- Single-Minute exchange of die (SMED)
- Value stream mapping (VSM)



Lean leadership

Modules include:

- The role of leadership
- The philosophy of process improvement
- Lean principles
- Critical questioning
- Benefits of following lean
- Performance improvement



Programme Functions

Preparation work

Introduction to lean and the role of leadership

The concept of value and waste elimination, PDCA cycle, Ohno circles, 3C

Workplace organisation and 5S

Performance management

Visual management

Standardize work

Problem solving & visual data

Workshops

Simulation Workshop - Current state and section quiz

Improvement 1 and section quiz

Improvement 2 and section quiz

Improvement 3 and section quiz

Improvement 4 and section quiz

Improvement 5 and section quiz, course feedback form

Post work

Observation exercises/Go do activities to take back to the floor

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