WELCOME TO THE EVOLUTION OF LEAN!

This new leadership course presents the next level of thinking in lean management. It will show you how to generate skills and initiative among everyone in the organization to adapt, improve, and keep moving forward.

“The big take-away for me was that creativity, adaptability, and innovation are day-to-day, moment-to-moment experiences.”

B. Wasserman, MD
University of Michigan Health System

PRICING

$795 one-day classroom seminar only
$2,385 one-day classroom seminar and two-day in-plant practice
Unique, Proven Patterns of Working and Managing that Maximize Human Brainpower in Any Organization

Everyone at Toyota practices routines that engage them in and help them master the processes of improvement, adaptation, and innovation. A key role for leaders and managers is coaching by incorporating highly effective, rational operating patterns into daily work. These patterns are called kata, meaning a routine, form, or way of doing something that is practiced in order to learn skills. The Improvement Kata and the Coaching Kata are the core routines through which Toyota teaches its people improvement and coaching skills. They are not Toyota-specific. Rather, they are universal and can be adopted and learned in any organization. By practicing the Improvement Kata and the Coaching Kata anyone can learn the process of continuous improvement and innovation.

OVERVIEW
This course is a breakthrough that focuses specifically on the role of leaders and managers. It presents a management approach that enables a company to move effectively through unpredictable territory to desired new conditions and levels of performance. By practicing the Improvement Kata and the Coaching Kata, many people can learn and become engaged in the process of improvement, adaptation, and innovation. This is a particularly good source of sustained competitive advantage. They show you how to operationalize something we have been pursuing but, so far, rarely achieve: a real learning organization.

WHO SHOULD ATTEND
- Managers who wish to lead and manage more effectively
- Lean specialists and consultants
- HR and OD professionals who wish to involve people in their organization more effectively
- Senior leaders who wish to engage their workforce more deeply
- Value stream mappers who want to be more effective at achieving their future-state maps

Developing internal routines and capability for improvement and adaptation—at all processes involving all associates—means you are working on the organization’s culture. This is, by definition, something that an organization must do for itself. This course is well suited for our lean certificate program graduates who want to take the next step in developing their skills for leading and achieving continuous improvement. As for value stream mappers, this course shows you how to more effectively move toward your future state design by applying the improvement kata at the process level.

PROGRAM INSTRUCTORS

MIKE ROTHER is a researcher, engineer, teacher and author best known for the books Learning to See and Toyota Kata. Mike is currently a guest researcher at the Technical University of Dortmund (Germany) and has been a research associate with the Lean Enterprise Institute, the University of Michigan, and Fraunhofer Institute. Mike has been studying Toyota since 1989 and in recent years has focused specifically on Toyota-style management.

BETH CARRINGTON is a W3 Group LLC partner and consultant. Her current focus is working with Mike Rother, learning, teaching, and practicing the Toyota Kata. Since 1999 Beth has been leading organizations in lean implementation and has over 25 years of experience in leadership roles within the personal care, furniture, and automotive industries.

BILLY ROTHER, FRAUNHOFER, BETH CARNAGHTON, MIKE ROBER
In response to increasing enrollment we’ve added several new members to our team of instructors. You can meet the entire team at isd.engin.umich.edu/ImprovementKata.

OUR TEAM OF INSTRUCTORS IS GROWING!

IMPROVEMENT KATA AND COACHING KATA: 3 DAYS TO LEARN, DISCUSS, AND PRACTICE!

ONE-DAY CLASSROOM SEMINAR
Purpose: Awareness and Understanding of A New Way of Managing
This seminar is for any organization that is searching for a better way to lead, manage, and develop people, to produce continuous improvement, adaptation, survival, and superior results. Based on the findings presented in the book, Toyota Kata, it describes a way of bringing an organization to the top and keeping it there by influencing how everyone in it thinks, acts, and reacts.

- Introduces and explains new research findings about how Toyota manages its people
- Develops awareness of a model of leadership and method of management through which organizations can more effectively generate adaptiveness, innovation, and sustained competitive advantage
- Discusses how to shift to this management model

TWO-DAY IN-PLANT PRACTICE
The one-day classroom seminar is a prerequisite for the two-day in-plant practice.
Purpose: Practice! The Improvement Kata.
In the two-day practice (which immediately follows the one-day seminar), we will get started with the Improvement Kata. This practice will be held at a manufacturing facility.

You Will Practice:
1. Grasping the current condition (Process analysis)
2. Establishing a target condition
3. Conducting PDCA cycles toward the target condition (if possible)
4. Conducting coaching cycles (coach → learner)

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Fee includes tuition, instructional materials, continental breakfast, lunch and a coffee break each day. Fee is payable in advance. Upon registration, you will receive email confirmation including directions to the program site and recommended lodging.

GROUP DISCOUNT
Register five or more for a group discount of 10% off. Restrictions apply.

HOW TO REGISTER
Visit the Improvement Kata and Coaching Kata website at isd.engin.umich.edu/ImprovementKata, send an email to MEonline@umich.edu or call (734) 647-7200.

* Program fees subject to change. Pricing not valid for online or custom programs.

What is the role of managers and leaders?
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WILLING TO ATTEND
- Establishing a target condition (if possible)
- Practice! The Improvement Kata.
- Through practice, developing a deeper awareness of what this new model of leadership and management involves, and what will be required to develop such routines in an organization

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BILL COSTANTINO was one of the very first employees at Toyota's Georgetown, Kentucky facility. For seven years he absorbed Toyota's culture, principles, and operating systems through direct immersion. Bill founded the W3 Group, a network of lean consultants trained in Toyota fundamentals.

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* Program fee at the time of brochure printing. Check our current program fee schedule at isd.engin.umich.edu. Fee is subject to change. Pricing not valid for onsite or custom programs.

What is the role of managers and leaders?
Professional development short courses and certification programs include:
- Six Sigma Certification
- Transactional Manufacturing
- Healthcare
- Design for Six Sigma Certification
- Lean-Six Sigma Certification
- Lean Manufacturing Certificate
- Lean Product Development Certificate
- Lean Office Certificate
- Lean Healthcare Certificate
- Lean Supply Chain for Healthcare Certificate
- Lean Supply Chain & Warehouse Management Certificate
- Lean Pharmaceutical Certificate
- Michigan Human Factors Engineering Short Course
- Emerging Automotive Technologies
- Hybrid and Electric Vehicles
- Financial Management for Engineers
- Dynamics of Heavy Duty Trucks Certificate

Graduate degree programs currently offered include:
- Automotive Engineering
- Design Science
- Energy Systems Engineering
- Financial Engineering
- Global Automotive and Manufacturing Engineering
- Manufacturing Engineering
- Pharmaceutical Engineering
- Robotics and Autonomous Vehicles

Indicates programs with an online delivery option.
Graduate Certificates of Advanced Studies in Engineering (CASE) are also available in some of the programs.

Visit [isd.engin.umich.edu](isd.engin.umich.edu) to learn more about ISD programs.

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Building Competitive Advantage with Lean

**UNIVERSITY OF MICHIGAN COLLEGE OF ENGINEERING**

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