



Business Performance Improvement Course Catalogue

Business Breakthroughs



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Advancing Competencies



Improving Business Performance

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Who We Are

Founded in 1998, Business Breakthroughs provides innovative business improvement solutions to manufacturers and distributors to dramatically improve profitability and operational efficiencies, leveraging Lean Enterprise and Enterprise Performance Excellence (EPE) methods and techniques.

BBI offers Operational, Financial, and IT consulting services, including Lean Enterprise, Six Sigma, Standards Compliance, Business Optimization, and ERP System Selection to clients throughout North America.

Education—a Critical Success Factor

Why should you consider education? – The skills chasm...

The rapid pace of global, market, business and technology change makes it imperative for technology and business professionals to continually and aggressively increase knowledge, skill sets, and creative abilities.

In a recent survey of 1,000 business executives, it was found that “...**out of date staff cripple an organization’s ability to move to higher levels of performance; Organizations must surmount the skills gap; Virtually all successful companies are actively retaining their staff.**”

A recent study on Leadership Strategies reported that “**Truly great organizations are those that integrate state-of-the-art management and improvement techniques and then leverage them to dramatically transform their companies.**”

Investing in people through training provides direct benefits to the bottom line!

High-value Knowledge Transfer

Our collection of educational offerings provides organizations with the training and subject-matter coaching options they need to perform with excellence.

We have a team of highly qualified, proven professionals who deliver value, through:

- World-class instructor-led education to bridge the skills gaps

- Course offerings that teach needed business and technical skills to managers, practitioners, and non-technical personnel
- A full spectrum approach that allows customers to choose the combination of topics and classes that best suit their environments and needs
- Tailoring of specific curriculums, customized from a broad base of courses
- Full transition programs business process re-engineering, lean manufacturing and quality management
- “Soft” skills, including many techniques required for effective analysis, interviewing, brainstorming, modeling, etc.
- Pragmatic programs that go beyond teaching “buzz-words” by using basic concepts, transferring knowledge through exercises and simulations, and then providing on-site coaching and mentoring to make the transition successful

Proven-value Education

We present instructor-led courses, seminars, and related consulting services on strategic planning, marketing, sales, operational management, lean manufacturing, ERP systems implementation and related areas.

Sessions and programs are offered at management, practitioner, and non-technical user levels.

Participants consistently give our instructors top reviews for clarity, enthusiasm, and in-depth practical and theoretical knowledge. Our educational and instructional expertise, quality, and experience ensure that our clients are satisfied. We excel in simplifying complex topics, and in helping organizations overcome the cultural resistance that can accompany the adoption of new ideas and methods.

Effective learning experiences are ensured

through our combinations of lectures, work sessions, simulations, and just-in-time feedback mechanisms in the design and presentation of our courses. Our unique simulation sessions allow participants to witness techniques in action, so that they can be applied in real world settings. This “I actually saw it work” concept is a unique, high-value, high-impact teaching style that involves the entire group in a real project.

We can combine any of our training programs with client or project-specific consulting services to ensure that the learned techniques are applied to the project at hand. Contact us for details, or to discuss your unique needs.

Business Performance Courses

Category	Course	Duration	Description
Lean Enterprise & Process Improvement	Introduction to Lean Enterprise	1 day	An overview of lean manufacturing and its evolutions to Lean Enterprise. Participants are introduced to the concepts and benefits of taking a “Lean” approach to redesign and enhance the performance of their companies. The course provides a general introduction to Lean Enterprise and Lean Manufacturing projects, with a focus on tangible, measurable, SHORT TERM improvements.
Lean Enterprise & Process Improvement	Profit and Performance: Effective Cost-Reduction Strategies, Techniques and Tools	2 days	A 2-day hands-on program that quickly helps executives and managers alike to understand how to identify cost-cutting opportunities and develop a “Profit and Performance Strategy” that goes far beyond cost-cutting alone. By attending this seminar, attendees will be able to better develop cost-cutting and profit enhancement strategies, determine the areas of highest opportunity and reduce costs throughout their operations.
Lean Enterprise & Process Improvement	Overview of Lean Manufacturing Tools and Techniques	1 day	A seminar that quickly brings executives, managers and front-line team members up to date on the techniques and tools of Lean Manufacturing. By attending this seminar, attendees will be able to better identify and leverage their company’s use of lean manufacturing techniques and tools to maximize productivity and minimize costs.
Lean Enterprise & Process Improvement	Managing Lean Manufacturing / Lean Enterprise Projects	3 days	Because participants often lack an understanding of the complex issues involved in business process improvement projects, many projects fall short of expectations and potential. This seminar provides a pragmatic framework that of activities that must take place to ensure the success of change efforts. Participants obtain knowledge on how to assess and manage process improvement efforts that will provide the greatest payback and value.
Lean Enterprise & Process Improvement	Value Stream Mapping (VSM) and Analysis	4 days	This session introduces participants to Value Stream Mapping, the cornerstone for effective Lean Enterprise implementations, and prepares participants for the challenges of developing useful business process models. Team members are instructed on effectively identifying, mapping and analyzing their business processes and workflows. Guidance is provided on how to identify process breakdowns and inefficiencies. Numerous rapid improvement techniques and shortcuts are presented.
Lean Enterprise & Process Improvement	Rapid Changeover (also known as Quick Changeover or SMED)	3 days	This session prepares participants to be self-sufficient in the implementation of Rapid Changeover. The workshop includes training and concludes with a Rapid Changeover kaizen. BBI will provide all the necessary forms and checklists for a company to implement its own Rapid Changeover program.
Lean Enterprise & Process Improvement	Total Productive Maintenance (TPM)	1 day	This session prepares participants for a Total Productive Maintenance kaizen event. Students will be introduced to TPM principles. Students will learn how to identify and eliminate the most common equipment-related losses and how to measure and track TPM performance and improvement (Overall Equipment Effectiveness). The learning experience will be enhanced with real-life case studies and exercises.

Category	Course	Duration	Description
Business Intelligence	Introduction to Business Intelligence	1 day	This introductory seminar explores explains how business intelligence provides a basis for significant productivity gains and effective decision making. Examples of effective “dashboards” are presented, as well as tips for identifying business intelligence opportunity areas. An overview of Business Intelligence technology architectures, as well as a checklist on Selecting a BI Platform is provided.
Human Change Management	The Change Readiness Scale: Your Organization	2 days	Is your organization READY for change? A pragmatic seminar that outlines a practical approach to managing human change in real world business and technology transformation projects.
Human Change Management	Leading Change and Managing Transition	2 days	A highly interactive seminar that provides leaders with skills and confidence for managing in ambiguous situations. Participants will learn how to deal with the doubts and uncertainty of change.
Package Integration	Selecting Applications for Your Business: 101+ Great Questions	1 day	An intense study of a pragmatic methodology that leverages an extensive question set to guide you through the package selection process. Whether selecting ERP, CRM, WMS or BAM software, there are several CRITICAL questions you should ask .

COURSE DESCRIPTIONS

Introduction to Lean Enterprise

Introduction to Lean Enterprise provides an overview of lean manufacturing and its origins and evolutions to Lean Enterprise. Participants are introduced to the concepts and benefits of taking a “Lean” approach to redesign and enhance the performance of their companies. Organizations must apply a variety of mapping and analysis techniques, and a common language must be established across business units in order to achieve the objectives of delivering high-quality business solutions.

The course provides a general introduction to Lean Enterprise and Lean Manufacturing projects, with a focus on tangible, measurable, SHORT TERM improvements. A repeatable, understandable process for analyzing and redesigning business and manufacturing processes is presented. The components of effective process improvement are identified, and critical success factors reviewed. Real-life examples are also presented, based on the instructor’s extensive knowledge and practical “lean” experiences.

The session will conclude with a strong business case for applying breakthrough thinking and Lean Enterprise techniques. As a result, participants are provided with a clear understanding of “lean” concepts and the background for a business case to support dramatic, innovative improvement projects and bottom-line results.

Objectives	<ul style="list-style-type: none">• Accurately describe and present the concepts of Lean Enterprise• List major components and stages of Lean Enterprise improvement• Accurately describe the relationships between business planning, Lean Enterprise projects and current operational initiatives• Identify the critical success factors for successful Lean Enterprise• Understand and support an innovative approach to business improvement projects• Provide support for initiating change
Topics Covered	<ul style="list-style-type: none">• Strategic imperative for change• Why Lean Enterprise creates dramatic bottom-line results and successful change initiatives• Lean Enterprise Strategies – understanding the business drivers and targets• Lean Enterprise Organization– engaging the organization and infrastructures• Lean Enterprise Processes – selecting the highest payback value chains• Lean Enterprise Assets – developing and integrating technology, people, processes and infrastructure• Determining the readiness of your organization for Lean Enterprise• The importance of human change management• Building the business case for Lean Enterprise• Steps to success
Specifications	<p>Format: 1 Day Lecture</p> <p>Audience: Executives, Business Managers, Project Sponsors, Project Managers</p> <p>Maximum Attendees: 18</p>

Profit and Performance: Effective Cost-Reduction Strategies and Tools

A 2-day program that quickly helps executives and managers alike to understand how to identify cost-cutting opportunities and develop a “Profit and Performance Strategy” that goes beyond cost-cutting alone. Several cost-cutting techniques will be presented with tools and checklists for use, including Lean Enterprise and Performance Management. Several assessment tools, including a Business Value System Assessment spreadsheet, are demonstrated and included for participant use at their companies.

Costs, whether fixed or variable, determine the “profit opportunity”, and companies must understand where they rate in the level of “Cost Management Maturity”. Waste costs can be eliminated, necessary costs can be controlled, and operational costs can be managed, but these must be aligned with the business strategy.

Cost-cutting does not mean the same for every company! If an organization is market-constrained and has the dominant market share, broad cost-cutting may be appropriate, while a company that is striving to dominate their market and increase market share may need to increase their investment and costs but do so with higher levels of efficiency and a lower cost-per-unit. Areas of high cost include **People** (manpower/labor utilization), **Process** (processing, supply chain management), **Material** (raw material, components, manufactured parts) and **Technology** (manufacturing systems, information systems, warehousing).

By attending this 2-day seminar, attendees will be able to identify the sources of costs, identify goals of cost-cutting that are in alignment with the business strategy and thus develop the right cost-cutting and profit enhancement strategies for their companies. Through hands-on interactive workshops, they will learn how to determine the areas of highest opportunity and reduce costs and increase efficiencies throughout their operations to achieve their performance and profit targets. These are the techniques that are being used on the most challenging business and manufacturing problems today by thousands of organizations around the world.

Objectives	<ul style="list-style-type: none">• Define what “cost-cutting” really means• Identify the various strategies for cost-cutting and assess where your company fits• Outline the benefits that Lean Enterprise and other performance enhancement cost-cutting techniques can and cannot bring to your organization• Present a set of objectives, structure, and interdependencies for performance improvement initiatives that focus on profit, throughput and cost-per-unit reductions• Show how cost-management tools and cost-reduction techniques support business performance improvement• Identify the cultural and technological barriers that must be addressed to reduce costs and increase throughput effectively• Define what it means to be “Optimized”• Show how to prevent history from repeating itself when introducing new techniques or “management fads” – the people are more important than the technique
Topics Covered	<ul style="list-style-type: none">• Fundamental terms of cost-cutting and waste reduction• Using the Business Value Assessment Toolkit to assess business strategy• Understanding your business and/or manufacturing problems before you try to solve them• The history of “Lean” and other approaches to waste elimination and cost reduction• The real story on “Lean Enterprise” and how to apply “lean” techniques in:<ul style="list-style-type: none">• Labor management and reductions in labor-cost-per-unit• Processing and value streams• Material and Supply Chain optimization• Technology investment and equipment utilizations• Using Value Streams to assess current costs and optimization opportunity• People – Motivation, cross-training, rewards, scorekeeping and training• Processing – Trends, optimization, throughput, changeover and flow• Materials – Supply chain optimization, partnering, information-exchange and trust• Technology – Advances, applications, and appropriate use• Change management – the critical human success factors• Planning business profit optimization approaches and implementations• Future challenges – Beyond the current state
Specifications	<p>Format: 2 Day Lecture, Simulation, Workshops</p> <p>Audience: Executives, managers, functional leaders</p>

Executive Overview of Lean Manufacturing Techniques & Tools

Executive Overview of Lean Manufacturing Techniques & Tools is a seminar that quickly brings executives, managers and front-line team members up to date on today's newest performance improvement techniques and tools. These are the techniques that are being used on the most challenging business and manufacturing problems today by thousands of organizations around the world.

By attending this seminar, attendees will be able to better identify and leverage their company's use of lean manufacturing techniques and tools to maximize productivity and minimize costs.

Objectives

- Define what the **newest "lean" terms** really mean
- **Outline the benefits** Lean/TPS, 5S and SMED can and cannot bring to your organization
- Present a set of **objectives, structure, and interdependencies** for performance improvement initiatives
- Show how **tools and techniques** support business performance improvement
- Identify the **cultural and technological barriers** that must be addressed to implement "lean" effectively
- Define what it means to be "**Lean**"
- Show how to **prevent history from repeating itself** with new techniques or "management fads"

Topics Covered

- Fundamental terms
- The history of "Lean" and comparisons to other improvement methods
- The real story on "Lean Enterprise"
- A practical introduction to Lean Manufacturing and Value Streams
- Anatomy of "Lean" analysis and design tools and how they really work
- Classifications of modeling tools and analysis techniques
- Methodology and education – the critical success factors
- Understanding your business and/or manufacturing problems before you try to solve them
- Planning business performance improvement approaches and implementations
- Future challenges – Beyond the current operation

Specifications

Format: 1 Day Lecture, Simulation, Work Sessions

Audience: Executives, managers, functional leaders

Maximum Attendees: 18

Managing Lean Enterprise Projects

Managing Lean Enterprise Projects explores the methods that are necessary to successfully manage Lean Enterprise projects. Because participants often lack an understanding of the complex issues involved in business process improvement projects, many projects fall short of expectations and potential. This seminar provides a pragmatic framework that ensures an understanding of the multiple types of activities that must take place to ensure the success of change efforts. Participants leave with the skills necessary to assess and re-engineer those processes that will provide the greatest opportunity for performance improvement. To reap the benefits that are possible from Lean Enterprise, organizations must adopt an integrated approach, set realistic goals, and focus on effective human change management.

Objectives	<ul style="list-style-type: none">• Highlight key business, market and technology trends• Understand and describe relationships between strategic business planning, organizational structures, business processes (front/back office to operations) and technology systems• Learn major stages and activities of Lean Enterprise and describe key components of each• Identify critical success factors for successful Lean Enterprise• Demonstrate how deliverables can be utilized as requirements for technology solutions• Build capabilities to assemble a team and create a joint plan for specific improvement opportunities and situations• Define the key mechanisms for effectively controlling a project• Define critical success factors for successful project management
Topics Covered	<p>Day 1 – The framework and process selection</p> <ul style="list-style-type: none">• Why Lean for the enterprise must be considered – driving trends• What the future holds and why it is critical – leveraging alignment for competitive advantage• Overview of Lean Enterprise framework• Prioritizing the improvement and re-engineering projects <p>Day 2 – Project initiation and redesign activities</p> <ul style="list-style-type: none">• Initiating the Lean project• Building a business domain model at the Enterprise level• Baseline the current situation through root cause analysis and assessments• Renovate, Redesign and Reinvent – how targets drive level of innovation• Presenting the case for change <p>Day 3 – Kick-starting organizational change</p> <ul style="list-style-type: none">• Energize the stakeholders – keys to success• Actualize the concepts, activate the solutions• Integrating technology, people, processes and infrastructures• Prove value by measuring benefits and monitoring the process• Summary
Specifications	<p>Format: 3 Day Lecture and Work Sessions</p> <p>Audience: Process engineers, Lean project managers, improvement team members, process improvement team leaders</p> <p>Maximum Attendees: 12</p>

Value Stream Mapping and Analysis

Value Stream Mapping and Analysis explores today's competitive environment to help optimize your business processes. This session introduces participants to Value Stream Mapping as the key communications method for effective Lean Enterprise implementations, and prepares participants for the challenges of developing useful business process models. Team members must apply a combination of analysis, mapping and design techniques to produce world-class business solutions. Innovative thinking and good communication skills are critical. Team members are instructed on effectively identifying, mapping and analyzing their business processes and workflows. Guidance is provided on how to identify process breakdowns and inefficiencies. Numerous rapid improvement techniques and shortcuts are presented.

Objectives	<ul style="list-style-type: none">• Define all components of Value Stream Maps; Accurately list the major components and stages of value stream mapping, analysis and innovative redesign• Demonstrate how to organize the relationships between the system, people and communication• Explain why Value Stream Maps are more effective than problem statements• Conduct process interviews and ask questions to develop maps• Draw basic value stream maps and component attributes• Identify areas for measurement and identify appropriate metrics• Analyze the maps and identify weaknesses and breakdown points• Describe how the models are used throughout a Lean Enterprise or business performance improvement project, from analysis through solutions deployment• Outline the business operational and financial benefits of Value Stream Mapping• Provide guidelines for definition of business events and demonstrate how they apply to Value Stream Maps
Topics Covered	<p>Day 1 – Overview of Lean Enterprise and Value Stream Maps</p> <ul style="list-style-type: none">• Overview of Lean Enterprise and clarification of where mapping and business modeling fits and adds value• Getting started – understanding the shared value of visual models• Components of Value Stream Maps• The flow of the process mapping and analysis activities <p>Day 2 – Building the Current State Map</p> <ul style="list-style-type: none">• Boundary-setting with a business domain model• Identifying the business events by stakeholder• Conducting process interviews to populate the maps• Building maps and capturing measures through iterative analysis• Baseline the current situation with measures <p>Day 3 – Identifying breakdowns and potential breakthroughs</p> <ul style="list-style-type: none">• Root cause analysis• Presenting findings – the Milestone• Brainstorming and idea generation – going for the appropriate solution• Renovate, Redesign or Reinvent? – Why all three are required• Designing for the future – implementing from the foundation up <p>Day 4 – Implementing the solutions</p> <ul style="list-style-type: none">• Creating the “future state” map• Defining the gaps and the roadmap to navigate the change• Energize the stakeholders to develop the assets• Actualize the concepts, activate the solutions• Critical success factors
Specifications	<p>Format: 4 Day Facilitated Instruction and Work Sessions</p> <p>Audience: Lean Enterprise project and business improvement team members, process analysts and process modelers.</p> <p>Maximum Attendees: 12</p>

Rapid Changeover

Rapid Changeover is also known as “Quick Changeover,” Set-Up Reduction, or Single Minute Exchange of Dies (SMED). This workshop takes participants from a introduction of Lean Enterprise all the way through a Rapid Changeover kaizen event ... we will actually improve the changeover time of one machine or work cell before the end of the workshop. Rapid Changeover is one of the most important parts of Lean for the shop floor. Without quick changeovers, an organization cannot reduce work-in-process inventories nor production lead time – two of the most important keys to improving production flexibility and customer responsiveness.

Objectives	<ul style="list-style-type: none">• Prepare the client’s employees for the implementation of a full scale Rapid Changeover program• Complete a Rapid Changeover kaizen event• Understand how Rapid Changeover fits within the Lean Enterprise framework• Learn the principles of Rapid Changeover• Learn how to reduce changeover time
Topics Covered	<ul style="list-style-type: none">• Overview of Lean Enterprise• Rapid Changeover Principles & Techniques• Basic Problem Solving• Running a Kaizen Event
Specifications	<p>Format: 3 Day Lecture, Exercises, Kaizen Event</p> <p>Audience: Equipment Operators, Maintenance Personnel, Supervisors, Lean Coordinators</p> <p>Maximum Attendees: 12</p>

Total Productive Maintenance

Total Productive Maintenance is an integral part of a Lean Enterprise. By definition, TPM focuses on maximizing equipment productivity, capacity, reliability and quality. In an environment where capital costs are high, downtime is excessive and capacity approaches 100%, TPM will have an immediate and significant impact on the bottom line. This workshop includes real-life exercises, where students will participate in measuring Overall Equipment Effectiveness, identifying equipment losses and recommending solutions.

Objectives

- Prepare participants for a TPM kaizen event
- Understand how TPM fits within the overall framework of a Lean Enterprise
- Understand Overall Equipment Effectiveness (OEE – the primary metric for monitoring and improving TPM)
- Understand how to identify and eliminate equipment losses

Topics Covered

- Overview of Lean Enterprise
- Benefits of TPM
- Overall Equipment Effectiveness
- How to identify and prioritize improvement opportunities

Specifications

Format: 1 Day Lecture, Exercises

Audience: Equipment Operators, Maintenance Personnel, Supervisors, Lean Coordinators

Maximum Attendees: 15

Introduction to Business Intelligence

Introduction to Business Intelligence explores explains how business intelligence can provide the basis for significant productivity gains and effective decision making. Examples of effective “dashboards” are presented along with explanations of how companies use business intelligence technology to outpace their competitors. Strategies are discussed on how the gap between corporate strategy and execution can be closed using real-time operational data to support and improve corporate performance. Tips for identifying business intelligence opportunity areas are provided, as well as techniques for tracking Business Intelligence ROI in manufacturing organizations. An overview of Business Intelligence technology architectures, as well as a checklist on Selecting a BI Platform will be provided.

Objectives	<ul style="list-style-type: none">• Explain how and why “dashboards” and business intelligence systems solve problems and enable effective decision-making• Supply tips for building an evolving business intelligence infrastructure that allows your organization to be flexible and adaptive to business changes• Deliver an overview and understanding of business intelligence architectures• Demonstrate how event modeling, data modeling, and iterative techniques make prototyping in a business intelligence environment more successful• Share tips and techniques for maintaining control of your team and managing user expectations• Determine tips for choosing an effective Business Intelligence environment• Show how to reduce the traditional risks inherent with developing large business intelligence applications
Topics Covered	<p>Introduction to BI and evolutionary prototyping</p> <ul style="list-style-type: none">• Define the communications gap and results of past approaches• Business Intelligence architectures – layers and components• Transitioning from business events to decision needs through Value Stream or business process analysis• Using Value Stream Maps and process models for decision mapping• Information modeling and applicability to business intelligence• Tips on selecting BI software• Critical success factors for managing a BI project
Specifications	<p>Format: 3 Day Lecture, Simulation, Work Sessions</p> <p>Audience: Analysts, Designers, Developers, Project Managers, Managers, Quality Assurance Specialists</p> <p>Maximum Attendees: 12</p>

Selecting the Right Enterprise Application for Your Business: 101+ Great Questions

Selecting the Right Enterprise Application For Your Business: 101+ Great Questions focuses on the questions you should be asking to ensure your organization selects the right business application package. During this seminar, we will use a pragmatic methodology that leverages an extensive question set to guide you through the package selection process.

Choosing the wrong package not only costs you lost time and money, but can also raise trust and credibility issues with IT and user management alike. Attend this seminar and leave with the knowledge necessary to choose the right package the first time.

Objectives	<ul style="list-style-type: none">• Obtain step-by-step checklist oriented methodology containing 101+ focused questions• Get shrewd product-related questions that reveal what's really being offered• Discover how to get customers and IT analysts working together to come up with the best solution• Learn effective and insightful implementation, education, consulting, and support questions that you should be asking• Understand how to discover your own requirements using advanced modeling techniques• Learn RFI/RFP tricks and traps
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Topics Covered	<ul style="list-style-type: none">• How to understand the root causes of your problems• What Lean Enterprise is and how it fits in• What client/server and other technology concepts mean for you• How to accurately understand and model your business requirements• Building your request for proposal – what to ask, and how to ask it• Evaluating the RFP responses• Due diligence in your vendor viability analysis• Your in-house evaluation• Creating the final recommendation• How to make “luck” happen during the package selection process
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Specifications	<p>Format: 1 Day Lecture, Workshops</p> <p>Audience: Executives, Managers, Project Managers, Senior Analysts</p> <p>Maximum Attendees: 18</p>
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Leading Change and Managing Transition

Every change is competing for the future. Leaders must learn how to seize the change opportunity, make decisions, and move on. Leaders must be able to create commitment in an environment filled with doubts and uncertainty. The ability to effectively move toward changing goals determines the difference between burnout and success.

This seminar provides leaders with the tools and mindset to lead in fast-paced, uncertain environments. Leaders build awareness, skills, and confidence through a series of interactive experiences. By learning the impact of change and transition, participants learn how to deal with the doubts and uncertainties of others as well as their own.

Objectives

- Develop strategic direction and shared plans
- Increase decision making confidence
- Communicate the business and personal case for change
- Increase capacity to learn from change
- Leverage resistance to change
- Maximize contribution and commitment in times of transition
- Apply tools for implementing hyper-change and long-term change

Topics Covered

- The importance of building a business case for change
- Establishing the strategic direction for change
- Creating shared plans
- Assessing individual response to change
- Developing tactics for maximizing individual response style
- Establishing purpose, direction, motivation, and a path for change
- Leveraging resistance to change
- Developing a change-ready culture

Specifications

Format: 2-day seminar. Customization can include developing company specific cases and multi-day delivery.

Audience: Leaders (with or without the title) who are facing ongoing changes. Participants come from various functions and levels of the organization.

Maximum Attendees: 24

The Change Readiness Scale: Where Does Your Organization Fit?

Is your organization ready for Lean Enterprise? Are your people ready for ANY major change effort? Or, are they sitting on the fence waiting for a miracle to happen? This workshop provides a practical approach to organizational redesign and change projects, by providing guidance on how to develop a human change management plan that works in the real world.

Attendees participate in interactive workshops that help them assess the readiness of their organization to deal with change from the 'people' perspective. During the workshops, they will identify what their organizations need to do to develop a comprehensive change management capability. Staying rational, calm, and efficient during a major change effort requires spending significant amounts of time managing executive and staff perceptions of the change initiative. The seminar provides insight into methods that ensure an efficient implementation.

Objectives

- Demonstrate a **practical approach to change projects** and human change management
- Provide insights as to **why organizations fail** and do not receive the benefits they expect from Lean or ERP initiatives
- Provide steps for **assessing the readiness of your organization** for broad change initiatives and corresponding projects
- Show how to **develop a change management strategy** and assess the impact of Lean Enterprise on your organization
- Present a **checklist of activities** that must be completed before human change management can occur
- Present a checklist of **activities that must occur** during the human change process

Topics Covered

- The definition of change projects from all perspectives
- The business change life cycle
- The criticality of your human change management strategy
- The organizational context for change and the causes for change
- The change management make or break factors
- The stages of organizational and personal change
- Navigating levels of staff concern
- 20+ secrets of successful change management

Specifications

Format: 1 Day Lecture, Simulation, Workshops

Audience: Executives, General Managers, Directors, Project Managers, Senior Staff, Clients

Maximum Attendees: 18