

WEEK 1: SEPT 11-15 / WEEK 2: OCT 9-13 / WEEK 3: NOV 6-10 / WEEK 4: DEC 4-7  
HELD ON THE CAMPUS OF THE OHIO STATE UNIVERSITY IN COLUMBUS, OHIO



## LEAN MANAGER CERTIFICATION FALL SESSION COLUMBUS, OH

Become a Certified Lean Manager and help drive your organization toward operational excellence.

Develop the knowledge, capabilities, and confidence to utilize lean techniques to improve your organization. Designed for those seeking the knowledge and confidence necessary to drive Lean principles throughout their organization.

★★★★

"LMAC has been tough, but probably the most rewarding class I have ever taken.

It has/continues to open my eyes to the world of CI and to the endless opportunities it presents."

Pat Blondell - Environmental & Security Mgr. - The Coca-Cola Company

The Lean Manager Certification Program and LMAC are registered trademarks of Productivity Inc.





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HELD ON THE CAMPUS OF THE OHIO STATE UNIVERSITY IN COLUMBUS, OHIO

# LEAN MANAGER CERTIFICATION

Develop the capabilities necessary to help drive your organization toward Lean excellence.

## PROGRAM DESCRIPTION

Designed for those who want to develop the skills needed to drive lean transformation, this highly interactive, fully accredited program teaches lean principles and tools in a carefully arranged sequence. Lean practitioners combine classroom learning with simulations, group exercises, targeted discussion sessions, and shopfloor application exercises to transform theory into practice.

Over four non-consecutive weeks, attendees participate in a series of learning modules focused on the four phases of lean implementation: Plan, Pilot, Deploy, and Integrate. Between session weeks on the campus of The Ohio State University, participants must implement lean projects at their own companies and present results during the next session week.

Designed for leaders and managers seeking the knowledge and confidence necessary to drive Lean principles throughout their organizations.

## PROGRAM OBJECTIVES

**Lean Manager Certification (LMAC) graduates will gain overall knowledge of how to lead a lean transformation, strategically and tactically, and will be able to:**

- Perform an organizational assessment and establish baseline metrics.
- Create a detailed deployment plan based on analysis of the current state.
- Act as a principal change agent.
- Lead and direct site teams to deploy lean methodologies across their facility.
- Mentor and coach project leaders, area managers, and supervisors on tools and methods.
- Coach and mentor suppliers' change agents on addressing critical quality and delivery problems.

A fully accredited certification for managers and leaders. A unique educational experience offered jointly by Productivity Inc. and The Ohio State University's Fisher College of Business since 2001.

## QUALIFICATION REQUIREMENTS

To qualify, all participants must have a management sponsor, who will attest to the results achieved in the assignments completed back in their own facilities. Participants must be affiliated with a manufacturing or service organization actively pursuing process improvement techniques.

Participants who successfully complete the four-week training and mentoring program, pass the certification exam, and demonstrate successful implementation in their own facility are certified by Productivity Inc. and the Fisher College of Business as Lean Managers and earn 16 CEUs.

## WHAT IS A LEAN MANAGER?

**A lean manager is an individual or individuals responsible for:**

- The systemic application of the principles and techniques of process improvement.
- Establishing "bottom-up" and "top-down" improvement routines.
- Ensuring all improvement initiatives are tied to organizational strategic objectives.
- Developing an employee community of problems-solvers armed with the tools needed to solve the day's problems.

### Event Details

**Course Objective**  
Become Lean Certified  
Learn Lean Principles

**Business Sector**  
Manufacturing  
Transportation  
Municipalities

**You Should Attend**  
Maintenance Managers  
Manufacturing Managers  
Operations Managers  
Engineering Managers  
Quality Managers  
CI and OpEx Leaders  
Plant Leadership

**Duration**  
4 weeks

**Dates & Location**  
2023 Fall  
Session  
Columbus, OH



### GET A RETURN ON YOUR INVESTMENT

Most investments are inherently risky...but investing in the Lean Manager Certification Program is virtually risk free. You will most likely realize benefits in excess of the registration fee just from the implementation of the homework. In fact, this has been the case for most all past attendees! Imagine a return on your investment in only four months and the skills you need to establish a Lean program in your facility.

For the past 40 years, we've been fortunate to have worked with many organizations in a wide variety of sectors. During this time, we've been asked one question more than any other: How?

- How do I tie my efforts to organizational goals?
- How do I sustain the gains?
- How do we develop a CI culture?
- How can I ensure improvement happens absent a 'kaizen' event?
- How do we get leadership involved

The answer is in creating a systemic approach to the implementation of Lean by developing the confidence, knowledge and skills of a Lean Manager. For 17 years, Productivity Inc. and the Fisher College of Business at The Ohio State University have been assisting individuals in their transformations to Lean Managers through our Lean Manager Certification Program, and we are proud to say that since 2001 we've had graduates from companies large and small from a wide array of industries.

### PROGRAM CURRICULUM

	<b>WEEK 1</b> <b>Plan</b>	<b>WEEK 2</b> <b>Pilot</b>	<b>WEEK 3</b> <b>Deploy</b>	<b>WEEK 4</b> <b>Integrate</b>
<b>MONDAY</b> 8AM-5PM *	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• DNA of Strategic Thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Homework Reports</li> <li>• Visual Workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Homework Reports</li> <li>• Kanban</li> <li>• Pull Production</li> </ul>	<ul style="list-style-type: none"> <li>• Homework Reports</li> <li>• Lean Logistics</li> <li>• Lean Supply Chain</li> </ul>
<b>TUESDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• Strategy Deployment</li> <li>• Project Management CEDAC</li> </ul>	In-plant Implementation	<ul style="list-style-type: none"> <li>• Quick Changeover</li> <li>• Mistake Proofing</li> </ul>	In-plant Implementation
<b>WEDNESDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• Value Stream Management</li> </ul>		<ul style="list-style-type: none"> <li>• TPM Overview</li> </ul>	
<b>THURSDAY</b> 8AM-5PM	<ul style="list-style-type: none"> <li>• Six Sigma (DMAIC, SIPOC)</li> </ul>	<ul style="list-style-type: none"> <li>• Plant Application</li> </ul>	In-plant Implementation	In-plant Implementation
<b>FRIDAY</b> 8AM-12PM	<ul style="list-style-type: none"> <li>• Project Charter</li> <li>• Week in Review</li> <li>• Quiz &amp; Homework</li> </ul>	<ul style="list-style-type: none"> <li>• Project Roundtable</li> <li>• Week in Review</li> <li>• Quiz &amp; Homework</li> </ul>		
	<ul style="list-style-type: none"> <li>• Lean Measurables</li> <li>• Week in Review</li> <li>• Quiz &amp; Homework</li> </ul>		<ul style="list-style-type: none"> <li>• Final Project Reports</li> <li>• Program Review</li> <li>• Exam Preparation</li> </ul>	<ul style="list-style-type: none"> <li>• Final Project Reports</li> <li>• Program Review</li> <li>• Exam Preparation</li> </ul>
			<ul style="list-style-type: none"> <li>• Certification Exam</li> <li>• Graduation Dinner</li> </ul>	<ul style="list-style-type: none"> <li>• Certification Exam</li> <li>• Graduation Dinner</li> </ul>

\*Note that the program's first day (Monday of Week 1) begins with registration at 12:30, followed by class at 1:00 pm.



### WHAT PAST ATTENDEES ARE SAYING...

"Outstanding program—will leave with a wealth of knowledge to go out and "do good" in our world of manufacturing. Special thanks to Paul McGrath for hosting us, teaching us and mentoring us through the entire program... well done Paul." **Bryan Gran** - Asst. Production Manager, CLM - **Clopay Plastic Products**

"Blown away with both the content and the instructor. The most value-added manufacturing lesson I've ever received." **Brad Schreiber** - Quality System Specialist - **Kaiser Aluminum**

"It is a great experience. The facilitators provide a perfect balance of theory, real-life experience and hands-on exercises." **Luis A. Correa** - Lean Manager - **Thermo King**

## LEAN MANAGER CERTIFICATION PROGRAM - Overview

The Lean Manager Certification (LMAC) curriculum is divided into four, 1-week sessions geared to systematic implementation of lean in phases.

These week-long sessions are spaced over approximately 4 months. During the intervening weeks between each session week on the campus of The Ohio State University, participants apply learning according to a prescribed format in their own organizations and present results at the following session.

### PROGRAM CURRICULUM

#### Week 1 – PLAN

Lean transformations start with developing a strategic framework for tactical initiatives and setting improvement priorities. Lean Manager Certification (LMAC) Week 1 teaches a system for creating strategic objectives, connecting them to tactical initiatives, and establishing baseline metrics.

**Modules include:**

*The DNA of Lean / Strategic Thinking / Value Stream Management and Analysis / Strategy Development & Deployment / Project Management / CEDAC / Six Sigma / Project Chartering.*

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#### Week 2 – PILOT

During Lean Manager Certification (LMAC) Week 2 participants learn foundational techniques to enable a lean transformation. These techniques will be implemented throughout the value stream during deployment, but they are often started as small-group pilot projects in target areas identified from the value stream map created during the previous week.

**Modules include:**

*Visual Workplace / Quick Changeover / Mistake Proofing / Total Productive Maintenance (TPM) / a local company Plant Application Exercise / Project Roundtable.*

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#### Week 3 – DEPLOY

Building on Week 2, Lean Manager Certification (LMAC) Week 3 provides more sophisticated techniques that allow the implementation to evolve into a true operating system. Participants focus on enhancing capabilities for predictable performance, and cementing innovation and continuous improvement as integral elements of the Lean transformation.

**Modules include:**

*Kanban and Pull Production / Continuous Flow / Plant Application Exercise / 3P (Pre-Production Planning) / Green in the Workplace / Lean Measurables.*

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#### Week 4 – INTEGRATE

Lean Manager Certification (LMAC) Week 4 elevates the Lean system implementation to encompass business model opportunities for improvement. Participants focus on looking beyond the local level to the complete value chain. The project work from Weeks 1 through 3 is connected to the financial impact on the business.

**Modules include:**

*Lean Logistics / Lean Supply Chain / Lean Finance / Lean Leadership / Project review / Course exam and participant certification.*

## Lean Manager Certification Program - Module Summary - **Week 1** - Plan

### MONDAY

**REGISTRATION:12:30PM PROGRAM:1PM-5PM**

#### Introduction and DNA of Lean Strategic Thinking

Learn how to integrate Lean practices with the overall strategy of the firm. This module will focus on identifying how Lean manufacturing contributes to building value for the customer.

Through a business case study you will learn a framework for thinking about strategy from an operations perspective and a method for segmenting customers based on salient manufacturing characteristics.

This knowledge will allow you to focus your efforts so that the Lean transformation in your company translates directly to enhanced value for your customer.

#### Module highlights

Strategic implications of Lean transformation; determine what "wins" customer orders and what "qualifies" you to compete for those orders; segment customers based on key order winners and qualifiers; develop a model for integrating manufacturing and marketplace concerns; marketing Lean throughout the enterprise and to customers.

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### TUESDAY 8AM-5PM

#### Strategy Deployment

This module will detail the need for enterprise-wide waste elimination and demonstrate a systemic approach to get everyone in the enterprise involved in the process.

Guided by the Lean business case and the discipline of policy deployment, participants will learn how to align corporate objectives/initiatives with workplace activities and day-to-day operations. We'll explore implementation roadmaps and application of the Lean process improvement tool kit.

#### Project Management

Much of a successful Lean journey will be spent defining, opening, executing, and closing projects. Project management is central to Lean and continuous improvement.

In this module we'll explore project management principles, success factors, management guidelines, the easy to use practices of monitoring project status and the aggregate contribution of all projects to the company's improvement strategy and initiatives.

An overview of CEDAC (a cause and effect problem solving methodology) will be presented.

### WEDNESDAY 8AM-5PM

#### Value Stream Management

This module will lift-off the Lean journey by presenting the step-by-step methodology of value stream management. Value stream management is the cornerstone to planning the implementation of all Lean activities.

Learn value stream mapping and storyboarding. Learn how to gather all the upstream and downstream information needed to make data-driven decisions regarding your Lean plan and the subsequent elimination of all non-value adding activities.

In this module we'll consider measurements such as Dock-to-Dock, First Time Through, On-Time-Delivery, and Build to Schedule. The learning is business case based.

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### THURSDAY 8AM-5PM

#### Six Sigma

Implementation of Lean production flow requires process variation reduction. Six Sigma is a data-driven, project to project scientific method that reduces defects and waste.

This module will explore the fundamentals of Six Sigma and the appropriate place to conduct Six Sigma analysis of a process or processes for your organization.

Learn how to discover the significant variables in a process and how knowledge of variation enhances management decisions and increases value to the customer. Through simulations participants will get a hands-on and visual demonstration of the Six Sigma methodology in action.

An overview of the DMAIC methodology as well as the SIPOC process will be presented.

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### FRIDAY 8AM-11AM

#### Project Chartering

Project management is fundamental to a successful Lean journey. A project charting process is fundamental to project management.

This module introduces a framework that provides the documentation and guidelines that govern the successful identification, monitoring, opening and closing of Lean projects.

**Re-cap:** A look at the week in review with a summary of key learning points.

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#### Homework Assignments

*Homework assignments will be made at the conclusion of the week. This assignment will be structured to reinforce the learning that has taken place during the classroom sessions through actual application. Homework assignments will be applied in the participants defined Project Areas.*

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## Lean Manager Certification Program - Module Summary - Week 2 - Pilot

### MONDAY 8AM-5PM

#### Homework Reports

Participants will be expected to review their homework outcomes and progress with the instructors and other class members.

#### Visual Workplace

Learn the principles and techniques to apply 5S and establish visual management systems to improve workplace communication and adherence to standards.

This module will teach you how to share information and establish standard work: we'll deal with problems, abnormalities, waste, and unsafe conditions through visual display and controls, so that everyone understands at a glance what is going on in the workplace.

### TUESDAY 8AM-5PM

#### Quick Changeover

Learn the methodology that minimizes the time wasted during changeovers and setups.

This module will teach you to minimize waste found in the changeover process. Learn the difference between internal and external elements of work, how to streamline internal and external activities and how to significantly reduce changeover times at minimal cost.

We'll explore applying the changeover principles throughout the enterprise

#### Mistake Proofing

The best way to prevent defects is to examine the process, determine what condition led to the defect, and then control that condition. Mistake-Proofing (poka-yoke) devices automatically inspect for errors or defective operating conditions.

This module will demonstrate a scientific method to alert, avoid, and control defects and eliminate source errors.

### WEDNESDAY 8AM-5PM

#### Total Productive Maintenance Overview

In this module we will explore an array of principals and methodologies essential to equipment reliability and the lowering of equipment life cycle cost in the context of a lean enterprise.

During the session, we will review each of the eight TPM Pillars, how they relate to each other and how they link together to support an overall lean management system.

We'll discuss both basic and advanced practices, how these practices are applied in a variety of industries, and we will review the significance of Overall Equipment Effectiveness (OEE).

### THURSDAY 8AM-5PM

#### Plant Application

Participants will travel to a local manufacturing facility for a hands-on application. While at the facility, participants will be assigned to specific project areas where they will work as a team to execute a variety of Lean applications taken from the classroom learning.

Teams will apply the various process improvement tools, make recommendations for improvement, and report on their findings.

### FRIDAY 8AM-11AM

#### Project Roundtable

This is an opportunity for the participants to share in their individual Lean journey issues and obstacles to the implementation process.

This is a joint-sharing of Lean perspectives and leveraging of the group's first-hand learning and knowledge to assist with countermeasures and suggested course corrections. Participants will discuss what works and how to leverage the experience throughout the enterprise.

**Re-cap:** A look at the week in review with a summary of key learning points.

#### Homework Assignments

Homework assignments will be made at the conclusion of the week. This assignment will be structured to reinforce the learning that has taken place during the classroom sessions through actual application. Homework assignments will be applied in the participants defined Project Areas.

#### Lean Resources on our web site



→ Download at [www.productivityinc.com](http://www.productivityinc.com)

## Lean Manager Certification Program - Module Summary - Week 3 - Deploy

### MONDAY 8AM-5PM

#### Homework Reports

Participants will be expected to review their homework outcomes and progress with the instructors and other class members.

#### Kanban Pull Production

This module offers a deep dive into Kanban and flow production. Understand the methodology of Kanban and how it can stabilize production operations.

Explore the ways Kanban can prevent expensive product shortages / how and where it fits in a Lean value stream / and how it interrelates and integrates with other Lean tools.

Further, you'll gain an understanding of what changes in human behavior are needed, the data collection process, the design and functionality of a Kanban board and card system and the Kanban equation—the formula necessary to determine the number of Kanban needed to establish your Lean inventory level.

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### TUESDAY 8AM-5PM

#### Standard Work and Flow

Continuous flow is an operational strategy pointed-to achieving the shortest possible lead time(s) by eliminating waste and increasing the value-added work.

Doing so across the enterprise will decrease the time it takes to get new products to market, the time between customer order, shipment, and cash collection.

This module will demonstrate how to create flow by exploring the use of Heijunka [level sequential flow], Takt Time [the pace of the production system], cellular manufacturing, and pull production scheduling techniques such as Kanban.

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### WEDNESDAY 8AM-5PM

#### Plant Application

Participants will travel to a local manufacturing facility for a hands-on application. While at the facility, participants will be assigned to specific project areas where they will work as a team to execute a variety of Lean applications taken from the classroom learning.

Teams will apply the various process improvement tools, make recommendations for improvement, and report on their findings

### THURSDAY 8AM-5PM

#### 3P (Production Preparation Process)

Many of the techniques, methods, and concepts learned to this point have been based on waste elimination in pre-existing process and product designs.

In the 3P module, we will look at how to conceptualize, develop, validate and deploy radical or revolutionary improvement in product and process design by adhering to a disciplined 3P methodology.

The 3P methodology accomplishes this by 1. eliminating the waste at the product design stage, and 2. creating a truly Lean production process for manufacture of the product. The 3P module is simulation-based.

#### Green in the Workplace

What are you doing to reduce your carbon footprint?

The good news is that many of the Lean initiatives already underway in your facility are having a positive impact on the environment by reducing wasted materials, energy, water, etc. However, since these benefits are by-products of your process improvement initiative, chances are you are leaving many environmental improvements on the table.

In this module we will explore ways to better incorporate environmental issues into your Lean initiatives, link Lean to your company EH&S objectives, and review standard environmental metrics that can be added to your key performance indicators.

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### FRIDAY 8AM-11AM

#### Lean Measurables Review

We'll revisit the measurements introduced in weeks 1 and 2 including Dock-to-Dock, First Time Through, On-Time-Delivery, Overall Equipment Effectiveness, and Build to Schedule.

In this interactive module we'll link Lean metrics to participant projects ensuring a process that allows measurement and monitoring of improvement initiatives to be certain they are on time and on target.

**Re-cap:** A look at the week in review with a summary of key learning points.

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#### Homework Assignments

Homework assignments will be made at the conclusion of the week. This assignment will be structured to reinforce the learning that has taken place during the classroom sessions through actual application. Homework assignments will be applied in the participants defined Project Areas.

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## Lean Manager Certification Program - Module Summary - **Week 4** - Integrate

### MONDAY 8AM-5PM

#### Homework Reports

Participants will be expected to review their homework outcomes and progress with the instructors and other class members..

#### Lean Logistics

In this module we'll explore that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customer requirements.

This Lean logistics module is simulation-based and brings together the realities of supply chain management in today's fast paced operating environment.

#### Lean Supply Chain

Learn about the new technologies for a Lean supply chain. A system where inventory, transportation, warehousing, demand information, and sourcing and procurement both up and down the supply chain are integrated almost seamlessly.

We'll discuss the coordination and collaboration with channel partners: suppliers, intermediaries, third party service providers, and customers

★★★★

#### WHAT PAST ATTENDEES ARE SAYING...

"The learning model you created is optimal - lecture, practice example, workshops, case study, homework commitment, reinforced with plant visits and improvement output - a highly efficient, lasting adult learning environment!"  
**Frank Matria** - V.P. Supply Chain - **Acheson**

"I can tell that this training will benefit me for years to come in my career."

**Aaron Curtis** - Fabrication Value Stream Manager  
**Kaiser Aluminum**

"Overall the LMAC has been a great investment for the company as we now have an onsite facilitator (me) who can pass along the techniques I learned in Columbus. [I am] looking forward to 2014 and all of the opportunities we have to improve. Thanks again to all of my instructors for helping me along the way. Before the training I was hesitant to facilitate events outside of my own area. After the training I've worked in 3 separate departments. Overall the training was the best I've had and the instructors were awesome."

**Ryan Applegate** - Engineering Manager  
**CertainTeed Corporation**

### TUESDAY 8AM-5PM

#### Lean Finance

Lean makes the numbers move in the right direction.

In this module we will discuss the connections between financial systems and the measurements used for decision making in the Lean organization. There are distinct differences in the way a Lean organization is measured to that of a traditional large batch or silo driven process environment.

This session will explore how Lean impacts a company's balance sheet, profit and loss statement, and resulting decisions that direct the course of a company's strategy.

This is a business case-based learning module.

#### Lean Leadership

The overall success of a Lean initiative depends on leadership. In this session we look at the fundamental challenges of leading a Lean transformation, address the most common transformational issues, and discuss the options and alternatives to providing remedial corrective-actions, and countermeasures.

#### Final Project Preparation

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### WEDNESDAY 8AM-5PM

#### Final Project Reports

#### Program Review

Before sending the students off to study on their own, the instructors will take participants through a review of each of the program module's key learning objectives.

#### Exam Preparation

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### THURSDAY 8AM-7:30PM

**CERTIFICATION EXAM** 8AM-12:30PM  
**GRADUATION DINNER** 5:30PM-7:30PM

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#### Lean Resources on our web site



#### What's Missing From Your Lean Initiative?

*Most business owners and general managers recognize just how critically important proper equipment maintenance is...*

➔ Read more at [www.productivityinc.com](http://www.productivityinc.com)





Productivity Inc. is a leading consulting and education firm that helps organizations build new capabilities, create better customer experiences, and grow. We focus on three progressive strategies: Operational Excellence, Innovation and Leadership Development.

Working together, these strategies provide the means to continually refresh a company's value proposition while making the organizational changes needed for daily improvement and sustainable growth.

We pioneered the implementation of Lean and TPM methodologies in manufacturing in the late 1970s. Since then, we have extended these methodologies across a wide range of industries, including finance, public works and other service industries. Our time-tested Lean Management System - **motion™ The Management System by Productivity** - provides a uniquely comprehensive approach to implementing lean across an entire enterprise.

Our Innovation System, developed from years of research into proven, leading-edge practices for innovation management and top-line growth, helps organizations in both service and manufacturing industries to develop an organization-wide capability to innovate. More than simply a lean consulting firm, Productivity Inc. can provide a variety of methodologies to keep your business in motion™.

Learn more at [www.productivityinc.com](http://www.productivityinc.com)



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## motion™ – The Management System by Productivity

### Imagine...

- Your customers are your best supporters,
- employees at all levels know their customers and actively solve problems to better serve them,
- leaders team-up to prepare their long-term plans and translate them into annual objectives and work place initiatives,
- leaders and managers work closely together to set direction and provide sense of purpose,
- continuous improvement and innovation in action,
- an organization of networked teams fully integrated and enabled...

**What you are imagining is an organization in motion™, and we can help you get there!**

[Live the experience of motion™, the Management System by Productivity](#)



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## The Innovation System™ by Productivity

In a rapidly changing environment, current value propositions are not enough to ensure your organization's long-term survival. You'll need reliable pathways for creating new value. In our experience we've found that the traditional value creation functions are not structured for this type of innovation effort.

This effort – the development of an organization-wide capability to reliably, repeatably and predictably create new value – requires the building of an Innovation System to provide the means to explore outside the confines of your existing business model.

**Productivity has developed a systemic process for creating an organization-wide Innovation capability – developing your own Innovation System™.**

[Live the experience of The Innovation System™ by Productivity](#)

## On-Site Training and Skill Development for Manufacturing and Service Industries

### Actionable, Proven, Results-Oriented...

As stand-alone training sessions or combined into a multi-session curriculum, our proven training programs will provide the knowledge transfer and skill you need to participate and add value to your organization's Operational Excellence effort.

**All our on-site training programs are taught using a Learn-by-Doing approach that translates theory into action providing your organization with an immediate return.**

**We can work with you to collaboratively build a curriculum that fits your specific training needs, allowing you to achieve short-term results while developing long-term organizational capabilities.**

We have provided customized training curricula to organizations throughout the Global 1000 including: adidas AG, BNP Paribas, The Emerson Electric Company, Kaiser Aluminum Company, Gannett NJ Media Group, Oldcastle BuildingEnvelope, Suncor Energy, and Whirlpool Corporation. We would welcome the opportunity to collaboratively develop a curriculum that fits your specific training needs.



### LEADERSHIP DEVELOPMENT EXPERIENCE

Training and coaching for leaders and managers to plan, deploy, lead and support a sustainable, company-wide, improvement and growth program.



### LEAN IN SERVICES

Developed for all service environments, learn how the application of Lean techniques improves customer service and develops strategic competitive advantage.



### TPM AND LEAN

Learn the TPM Pillars and Lean techniques necessary to implement a TPM and Operational Excellence program in your facility..

[All Our On-site Training Programs](#)

## We Educate – We Certify

**In the change process, everyone needs to understand how they can contribute. This understanding begins with education.**

Get everyone speaking (and practicing) the same "language"! That's what our educational programs are designed to do. In the 1980's, we were the first organization to introduce Lean educational workshops and learn-by-doing kaizen events. Over the years, we have continuously upgraded and improved our training curricula.

Productivity has partnered with **The Ohio State University's Fisher College of Business** to offer Lean Certifications and Certificates.



### LEAN MANAGER CERTIFICATION - LMAC - COLUMBUS, OH

Designed for leaders and managers seeking the knowledge and confidence necessary to drive Lean principles throughout their organizations.



### LEAN MANAGEMENT CERTIFICATION FOR SERVICES – LMAC SERVICE - COLUMBUS, OH

Designed for leaders and managers seeking the knowledge and confidence necessary to drive Lean principles throughout their organizations.

[All Our Public Educational Events](#)



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# LEAN MANAGER CERTIFICATION - FALL SESSION

Please print. Copy this form for additional registrations.

NAME	TITLE	COMPANY
ADDRESS		
CITY	STATE	ZIP
PHONE	FAX	EMAIL

**PAYMENT OPTIONS**

Payment must be received BEFORE the event. This event fills up quickly therefore we cannot confirm your registration until payment is received.

**PROGRAM TUITION: \$20,000** (Group and other discounts may apply. Call us to see if you qualify.)

ENCLOSED IS MY CHECK FOR \$ \_\_\_\_\_ PAYABLE TO: PRODUCTIVITY INC., DRAWN ON A U.S. BANK.  
 CHARGE MY  VISA  MASTERCARD  AMERICAN EXPRESS

CARD # (include 3 or 4 digit security code) \_\_\_\_\_ / / / EXP. DATE \_\_\_\_\_ /

NAME ON CARD \_\_\_\_\_ BILLING ADDRESS FOR CARD \_\_\_\_\_ CARD HOLDER SIGNATURE \_\_\_\_\_

**Qualification Requirements:** To qualify, all participants must have a management sponsor, who will attest to the results achieved in the assignments completed back in their own facilities. Participants must be affiliated with a manufacturing or service organization actively pursuing process improvement techniques.

**Payment Options:** Payment must be received BEFORE the event. This event fills up quickly therefore we cannot confirm reservations until payment is received. Payment installments available. (This option includes a \$150 processing fee.)

**Attendee Substitutions:** Prior to the start of the program, registrations may be transferred to a colleague without charge. Once the program is underway, substitutions cannot be made. **Attendance:** Attendees must attend all modules to qualify for certification. **Cancellation Policy:** to be considered for a refund, we must receive notification of cancellation in writing no later than 60 days prior to the start of the program. Cancellations received within 60 days of the start of the program are subject to the full registration fee; this money will be held on account for up to one year for use at a future program. Cancellations received within 20 business days of the start of a program will be assessed a fee equal to 30% of the registration fee; the remainder of the fee will be held on account for up to one year for use at a future program. If no notification of cancellation is provided, registration fees will be forfeited. In addition to the aforementioned, there is a \$200 processing fee for all cancellations. No refunds or credits will be issued once a program is underway. On rare occasions, circumstances may make it necessary to cancel or postpone an event. We encourage attendees to book refundable/reusable airline tickets. We will not be responsible for incidental costs incurred by registrants.

By registering for this event, the registrant hereby acknowledges and agrees that any photographs or videos taken during the event may be used in marketing efforts, including but not limited to news and promotions (web/print) without compensation to the registrant.

**Accommodations:** A block of rooms is being held for Productivity Inc. LMAC attendees at the Hilton Garden Inn Columbus-University Area. The address is 3232 Olentangy River Road, Columbus, OH 43202. Productivity Inc. attendees have been given a reduced rate of \$129.00 per night single or double occupancy. Please call (614) 263-7200 for reservations and identify yourself as a Productivity LMAC attendee. The special rate is available up to four weeks prior to the event / after this date the hotel cannot guarantee availability. For more information on the Hilton Garden Inn Columbus-University Area, please visit [www.columbusuniversityarea.hgi.com](http://www.columbusuniversityarea.hgi.com).

**Note:** All registrant applications will be evaluated for acceptance into the program. Graduates will be certified by Productivity Inc. and the Fisher College of Business at The Ohio State University as a Certified Lean Manager (CLM) and will earn 16 Continuing Education Units (CEUs).

Consultants and university faculty may not be eligible to attend.

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