

### How Lean Is Your Operation?

TWIMS Campus | 24 - 26 May & 2 June 2022

#### Course overview:

The course explores and unpacks the foundational elements of Lean Operations and solidifies the thinking that integrating lean strategies into the operations management system is a fundamental foundational requirement. The underlying culture and value systems imbued within lean operations management is explored, including the characteristics of lean leadership which are pertinent to the success of entrenching lean practices and behaviours into organisations.

The exploration of lean execution case studies and examples from across the globe are delved into with both lean successes and failures discussed and challenged. The various elements of Lean Operations Management are then systematically unpacked; from effective problem solving and improvement (Kaizen), Just in Time, Total Quality Management and Total Productive Maintenance. The 14 principles of Likers 4 P model, elements of Hoshin Kanri as well as the Lean Leadership Diamond Model, is also explored and engaged on.

These learnings are consolidated through a series of lean simulation games and a factory-based exercise on the afternoon of the 26th of May 2022. The exercise leads to a learning and reflection day on the 2nd of June 2022, where participants will present their lean improvement ideas from the factory visit in syndicated teams. This last day is delivered via an online platform.

Using the insights developed throughout the course, lean operations management processes are reviewed and scrutinised, providing course participants with interrogation skills that can be taken back into their organisations for honing and further development.

#### Learning outcomes:

At the end of the course, participants will have secured a substantially deeper strategic, contextual and practical understanding of Lean Operations Management opportunities and challenges and the central importance of leadership to successful lean implementation. Participants who attend all four days of the course, and who successfully complete the assignment, will earn a TWIMS Lean Operations Management Certificate.

#### Who should attend?

Senior manufacturing managers and executives and public-sector executives with manufacturing portfolios. The course will be taught at a post-graduate level and so executives should preferably have a graduate-level qualification.



## Course Framework:

Day	Key Focus Points
1	<ul style="list-style-type: none"><li>History of Lean and Foundational imperative rationale</li><li>The key tenets of Lean Operations Management: Liker's 14 principles, JIT, TQM, Kaizen and TPM</li><li>Lean Leadership Behaviours- Diamond Model</li></ul>
2	<ul style="list-style-type: none"><li>Just In Time</li><li>Total Quality Management</li><li>Total Productive Maintenance</li></ul>
3	<ul style="list-style-type: none"><li>Problem solving &amp; Continuous Improvement (Kaizen)</li><li>Factory visit and lean simulations games</li></ul>
4 (one week later)	<ul style="list-style-type: none"><li>Online syndicate presentations, review, and discussion</li><li>Consolidation of key lean lessons for application as well as practical reflections</li></ul>

### Course facilitator:



This course is facilitated by Khavitha Singh, the Toyota Head of Lean Management at TWIMS. Khavitha has worked within the Operations Leadership, Continuous Improvement and Capability Development space for 16 years. Her industry experiences have ranged from pharmaceuticals, oil and gas, to consulting and logistics in South Africa, Mozambique, and Germany. She has an MBA (UCT, GSB), a BPharm (Rhodes), and an ALDP (NMMU). Prior to joining TWIMS in early 2020, Khavitha worked for several companies, including Nike, BPSA, Johnson & Johnson, Aspen Pharmacare, and the Lean Institute Africa. In addition, she is currently a co-founder of two consulting companies, focusing on organisational optimisation and leadership development.

### Course cost:

Course attendance costs R16,000 ex VAT per participant. This is fully inclusive of all refreshments, teas and lunches over the course of the first three days, as well as stationery. The cost excludes any accommodation.

### Venue and accommodation:

The course is run at the TWIMS campus, 74 Everton Road, Kloof, from 08:30 to 16:30 for the duration of the three days. The fourth day of the course will be delivered online. Affordable, luxury accommodation is available on-site at an additional cost. Please see the TWIMS website ([www.twimsafrica.com](http://www.twimsafrica.com)) for further details.

### Applications:

Participation is limited to a maximum of 25 executives. Application for participation can be made online at [www.twimsafrica.com](http://www.twimsafrica.com), or by contacting [andrea.govender@twimsafrica.com](mailto:andrea.govender@twimsafrica.com). The TWIMS admissions committee reserves the right to accept only those applicants who are likely to benefit from the programme and who can make a full contribution to group activities.

### Covid-19 mitigation steps:

TWIMS follows strict protocols to mitigate the threat of Covid-19. We require proof of Covid-19 vaccination to participate in the course; and use an 80-seater auditorium to ensure adequate social distancing is observed. In addition, everyone on campus is temperature checked on arrival, all venues are sanitised daily, food and beverages are prepared safely and the wearing of masks is strictly enforced while on campus.



[info@twimsafrica.com](mailto:info@twimsafrica.com)

+27 (0)31 767 5202



[www.twimsafrica.com](http://www.twimsafrica.com)