



Center for
Lean Excellence

Certified Lean Practitioner Green Belt

The Certified Lean Practitioner Green Belts actively lead operational lean improvement projects in the organization, assisted by Lean Leader Black Belts. The Lean Practitioner acts as a catalyst of change to achieve significant improvements in overhead cost, quality and lead-times while inculcating the continuous improvement thinking in the employees. The Lean Practitioners will,

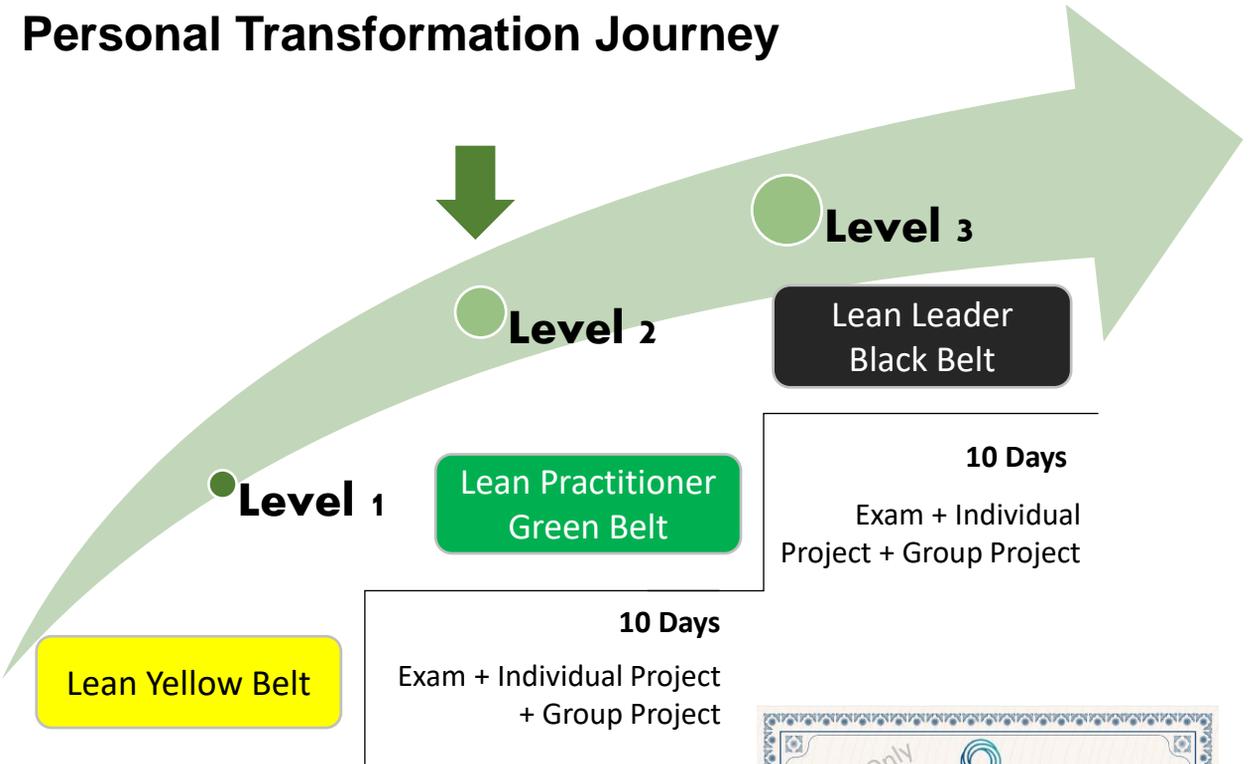
- ✓ Work with Lean Leaders to identify Value Stream Level Improvements
- ✓ Work to implement improvements in the respective operational areas
- ✓ Use workplace layout techniques to improve process flow
- ✓ Lead improvement activities and quantify benefits delivered
- ✓ Coach team members on process improvement methods and activities
- ✓ Conduct training on Lean methodologies

Briefly

Level	Senior & Middle Management
Duration	10 Days 4 Months
Mode	Activity-based Learning
Location	Factory Premises
Curriculum	ISO 18404 International Standard
Class Size	20 - 25
Evaluation	Exam, Individual & Group Assignment
Projects	A3 Strategic Projects, 8 Step Problems Solving & Kaizen Management System
Business Impact	10 – 20 Times ROI
Investment	LKR 1,400,000

Productivity is a choice. Choose to improve it better.

Personal Transformation Journey



Lean Yellow Belt

4 Days
Individual
Projects, Exam

10 Days
Exam + Individual Project
+ Group Project

**Lean Practitioner
Green Belt**

**Lean Leader
Black Belt**

10 Days
Exam + Individual
Project + Group Project



To create a personal transformation and taking actions towards creating value. These improvements will reduce wastes and trigger systematic problem solving

To lead Lean operational improvements in the organization. These improvement activities will usually be within the Lean practitioner's usual field of employment and operation.

To initiate & lead strategic lean improvements in the organization. These improvement activities will often be within the Lean leader's usual field of employment and operation

Organizational Transformation Journey

Maximized Profits

Shortest Lead-times

Best Quality

Learning Culture

Optimum Value



Why Choose Our Lean Practitioner Green Belt

- ✓ Interactive coaching sessions with our experienced lean coaches
- ✓ Hands-on practical exercises, group discussions, individual and group projects to ensure maximum engagement
- ✓ ROI based project identification and setting up sustainable management system
- ✓ Instructors with 150+ collective experience in the apparel industry lean implementation
- ✓ UpToDate curriculum aligned to ISO 18404 global standards
- ✓ Access to Center for Lean Online Learning Portal & Kaizen Management System
- ✓ Phase-wise guidance on organization lean transformation

Lean Practitioner Green Belt Curriculum

In alignment with ISO 18404 Lean Six Sigma International Standard Curriculum

Time-line	# Days	Topics	Class-room Hours	Activity Hours	Reflection Hours
Wk 1	1	Introduction to Lean, 8 Types of Wastes, 5S, Gemba Kaizen	3 Hrs	3 Hrs	1 Hr
		Individual Assignment: Execute Minimum one Gemba Kaizen Per Week			
Wk 3	1	Lean Metrics, KPI Tree Development & Loss Analysis	2 Hrs	4 Hrs	1 Hr
		Group Exercise: Data Capturing for identified processes			
Wk 5	2	Value Stream Mapping & Process Mapping (Current State) , Project Identification & Project Team Allocation	4 Hrs	8 Hrs	2 Hrs
		Group Assignment: Validate the Project Scope with Leadership			
Wk 7	1	A3 Thinking, 8 Step problem Solving	3 Hrs	3 Hrs	1 Hr
		Individual Assignment: Conduct 8 Step Problem Solving			
Wk 9	2	STW, Yamazumi and Layout Preparation, Safety, Ergonomics & Line Improvement	3 Hrs	3 Hrs	1 Hr
		Group Assignment: Project A3 Draft 1			
Wk 10	1	Lean New Product Development, QCO, Chassis model and PCU	3 Hrs	3 Hrs	1 Hr
		Group Assignment: Project A3 Draft 2			
Wk 11	1	Introduction to TPM, Project A3 Finalization	3 Hrs	3 Hrs	1 Hr
		Group Assignment: Develop A3 Visual Boards for Respective Areas			
Wk 14	1	Final Exam & Visual A3 Board Review (Execution Ready Projects)	2 Hrs	6 Hrs	

Total Training Days: 10 Days

Program Summary

- **Next Program Start Date:** TBD
- **Time:** 9.30 am to 4.30 pm
- **Duration:** 4 Months
- **Examinations:** Online MCQ
- **Individual Project :** Complete 8 Step Problem Solving
- **Group Project:** Strategic A3 Project Execution Ready State
- **Coaching:** Onsite During Activities & Project Reviews

Evaluation Criteria

- All students must complete the respective exams in the given window. All the exams will be held on learn.centerforlean.com learning portal
- Maximum 1 attempt is allowed for each quiz (In an event where the student is unable to score more than 70% for a quiz, then the student will have to subscribe again to the course by paying the due amount)
- One 8 Step Problem Solving must be completed based on the given guidelines.
- Projects are reviewed by Lean Experts at Center for Lean Excellence and marks will be awarded based on a set criteria.
- 30% marks for the exam, 30% marks for individual project and 40% marks for the project project. Minimum 70% is required for the certification.

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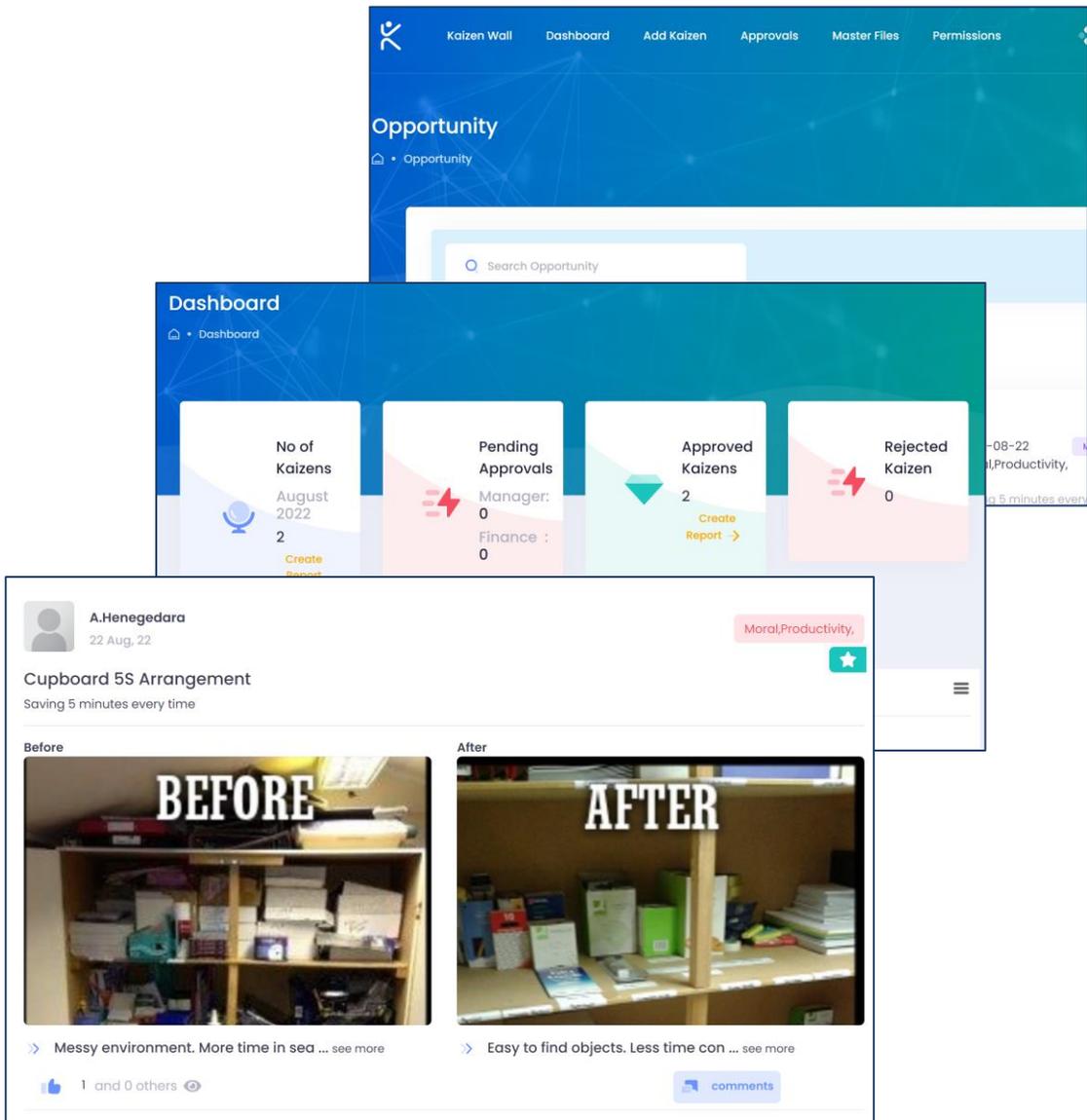


Certification

- All the students who meet the pass criteria of minimum 70% for all the exams and project evaluations
- The students will receive the digital certification upon the successful completion of the course
- Printed dual certificates will be sent to the passed students via postal services by Center for Lean Excellence

Access to Kaizen Management System & Online Learning Portal

“Kaizen Management System” is an online portal developed by Center for Lean Excellence to record, review and share kaizens done by employees. All the project team members will be able to conduct weekly reviews and evaluation through the system.



- The organization will receive 6 Months Free access to the Kaizen Management System and the Online Learning Portal.

Lean Practitioner Green Belt Competencies

Below competencies prescribed by ISO 18404 will be achieved during the Lean Practitioner Green Belt Program

Index	Competency	Performance Criteria / Suggested Evidence
1	Benefits of Lean	<ul style="list-style-type: none"> Understand expected lean benefits to the company. Can explain the benefits of lean to a process including such ideas as reduce Leadtime, cycle time, operating expenses. Increased capacity, productivity, quality
1.1	Applying the knowledge in practice.	<ul style="list-style-type: none"> Can translate benefits to the situational environment. Can begin to demonstrate using data how much improvement will be achieved. Explain how lean can benefit a specific environment, or set a, what does lean deliver to the individuals, organizations and its customers and stake holders
2	Lean principals	<ul style="list-style-type: none"> Understand the lean principals Can describe lean principals, define value ,understand the value stream, flow, pull, strive for perfection
2.1	Lean principals	<ul style="list-style-type: none"> Understanding value. Can define value in the eyes of the customer in terms of product or service
2.1.1	Lean principals	<ul style="list-style-type: none"> Nonvalue added (Waste / Muda) evidence Can identify and describe value added and nonvalue added activities
2.2	Lean principals	<ul style="list-style-type: none"> Understanding the value stream Can describe the current vale stream and boundaries of implementation of a process
2.3	Lean principals	<ul style="list-style-type: none"> Understanding flow Can describe flow and implementation of theory of constraints (TOC)
2.4	Lean principals	<ul style="list-style-type: none"> Understanding Pull Can describe the concept of pull as opposed to push
2.5	Lean principals	<ul style="list-style-type: none"> Understand what it means 'strive for perfection' Can describe striving for perfection; continuously seeking opportunities to improve, making sustained improvements, in quality, cost and delivery
2.5.1	Lean principals	<ul style="list-style-type: none"> Process Improvement
2.5.2	Lean principals	<ul style="list-style-type: none"> Standardization of improvement into process
2.5.3	Lean principals	<ul style="list-style-type: none"> Search for opportunities to improve

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3	Stake holder management	<ul style="list-style-type: none"> To have knowledge of stakeholder management techniques in pursuit of operational goals Describe types of stakeholders and appropriate techniques for stake holder management
3.1	Communication skills	<ul style="list-style-type: none"> Understands improvements, users and builds skills in others Can describe the importance of communication in lean implementation and consequences of poor communication
3.2	Change at individual level	<ul style="list-style-type: none"> Can describe change curve Can explain change curve thinking and its effect of any change including lean implementation
3.3	Change at organizational level	<ul style="list-style-type: none"> Can describe cultural change Can explain the impact on organizational culture on lean process improvement
4	Measurement of process performance	<ul style="list-style-type: none"> Selecting and collaborating data for process improvement Can describe the factors which are important to data collection, sample size, sample timing and sample methods
4.1	Measurement of process performance	<ul style="list-style-type: none"> Using and communicating appropriate metrics in lean implementation Can describe the metrics used in current state diagnostics and workload planning, how to collect and analyze the required data, example customer demand, cycle time ,takt, response requirements, defect rates, failure rate, rework
5	Creativity thinking	<ul style="list-style-type: none"> Understand the need to apply creative thinking approaches to pursue lean objectives Describe the deferent thinking models (creative and analytical)
6	Visual management and control	<ul style="list-style-type: none"> To be able to use appropriate visual management techniques to improve processes and communicate information Can describe what is meant by visual management and what effect can be expected
7	Workplace optimization	<ul style="list-style-type: none"> To be able to optimize the content and physical layout of a workplace of a process Can describe the effect of efficiency of physical layout of a process

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8	Team based improvements	<ul style="list-style-type: none"> Maximizing the use of team skills for process improvements Can explain the importance of engaging all employees in improvement activities
9	Implementing lean	<ul style="list-style-type: none"> Implementation road map Can describe the structured approach for implementing lean in a process. Example; PDCA thinking
9.1	Implementing lean	<ul style="list-style-type: none"> Implementation management Can describe the importance of adhering to a planned schedule of actions (Use of a tactical implementation plan)
10	Analysis of data	<ul style="list-style-type: none"> To be able to select and apply the correct tools of process analysis Can describe different tools in when they are used (Histograms, Scatter Plots ,Gantt charts)
11	Risk analysis	<ul style="list-style-type: none"> To understand the concept of risk in lean application Describe what is meant by risk and how it applies to lean implementation
12	Sustainability	<ul style="list-style-type: none"> Understand the concept of sustainability Describes the importance of sustainability of implementation
13	Motivating others	<ul style="list-style-type: none"> Understand how to motivate individuals and teams to progress towards an objective Describe possible approaches such as identifying individual drivers, creating shared vision, shared goals, understanding appropriate incentives and consequences



Center for Lean Excellence

As the pioneer of advanced lean management training and certification, Center for Lean Excellence has continued to serve the lean community by localizing the most up-to-date lean management knowledge. As an autonomous body affiliated to Innovation Center for Enterprise Excellence Solutions (ICEES) it is governed by a board of management consisting of ex Toyota consultants, experienced lean business leaders and research fellows. The quality and the practicability of certified professionals from Center for Excellence are governed by ISO 18404 international standards. Center for Lean Excellence's core programs attracts hundreds for lean professionals annually and provides the most challenging learning experience in the region.



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