

# LEAN PROGRESS

Ideas for helping your company transition to lean effective and rapidly.

LEAN LEARNING CENTER

ISSUE 13  
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## Continuous Flow Learning

By Melissa Curtis-Hendley



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Hundreds of employees from diverse industries worldwide attend our public and private training courses throughout the year. At the completion of the training, each participant has connected differently with the course content based upon their individual experiences. Although each participant may take away a little something different than the next participant, there is often one commonality among all at the completion of the training. Everyone is fired up and ready to act to close the gap between their current reality and their ideal state, but the question remains... 'now what? How do I keep the enthusiasm level high and continue the learning to ensure that training is not an isolated event, but rather a regular occurrence within my organization?'

This common theme prompted us to start thinking about the role of lean training in any transformation journey and the methods utilized to develop that knowledge. Training is inevitable in any lean transformation journey, but the challenge lies in the fact that wastes and other opportunities within your

organization can't wait to be addressed through formal, scheduled training opportunities alone. Lean is about seeking and implementing incremental improvements daily, but this becomes increasingly difficult when learning is reserved for formal, scheduled, batch-style production events. To truly embrace the principles of lean, learning opportunities must extend beyond formalized batched events into a daily continuous flow where learning occurs at the right time to address the right problem with the right person.

### Batch Learning

Before we can begin working towards a solution, let's make clear the analogy between batch production and traditional learning techniques. Very often lean methods and tools are taught through multi-day, multi-topic workshops and seminars. The idea is to take a batch of

concepts and throw them at learners in a short duration. Like batch production, it is easier. Compared to teaching one person, one topic, at the right moment, there are a number of advantages:

- Reduces the number of times to "set-up" for a class versus teaching one student one topic at a time.
- Reduces the number of trainers required.
- Sends more information (notice I did not say builds more knowledge) to more people more quickly.
- Is more controlled with fewer unexpected abnormalities and variables.

Although traditional learning techniques are efficient in delivery and resources, the effectiveness of these techniques are sometimes less impressive for specific



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**BATCH LEARNING ASSUMES THAT EVERY PERSON EXITS THE LEARNING EXPERIENCE WITH THE SAME UNDERSTANDING. THE DANGEROUS OVERSIGHT HERE IS THAT LEARNERS CANNOT RETAIN AND MORE IMPORTANTLY, EMBRACE THE CONTENT UNTIL THEY ARE PROVIDED WITH THE OPPORTUNITY TO APPLY IT**

instances of skills and tools. Disadvantages associated with batch learning include:

There is often a gap between learning and opportunities for immediate application in batch learning. In a traditional batch learning environment, tremendous amounts of information are presented in a relatively short period of time. It is assumed that every person exits the learning experience with the same understanding and will then correctly apply the information within their immediate work environment without being given the opportunity to practice or observe the information in action. This is the equivalent of a nursing student sitting through a CPR course in which the facilitator explains and demonstrates CPR procedure and then expects the student to go back to the hospital and save someone's life when the time comes without ever practicing the technique themselves. The bottom line is that this gap is difficult to overcome because people will not apply something that they don't understand or

haven't been given the opportunity to put into action and observe the results.

Traditional learning does not take into consideration the diverse skills, knowledge and experience that learners bring with them. Batch learning assumes that every person enters the learning experience on common ground with the same knowledge, skills and abilities. Because the training experience is not tailored to each person's learning needs, some learners will be buried in new content and be playing catch up while others will experience boredom and participate, yet remain unchallenged by a foundational review.

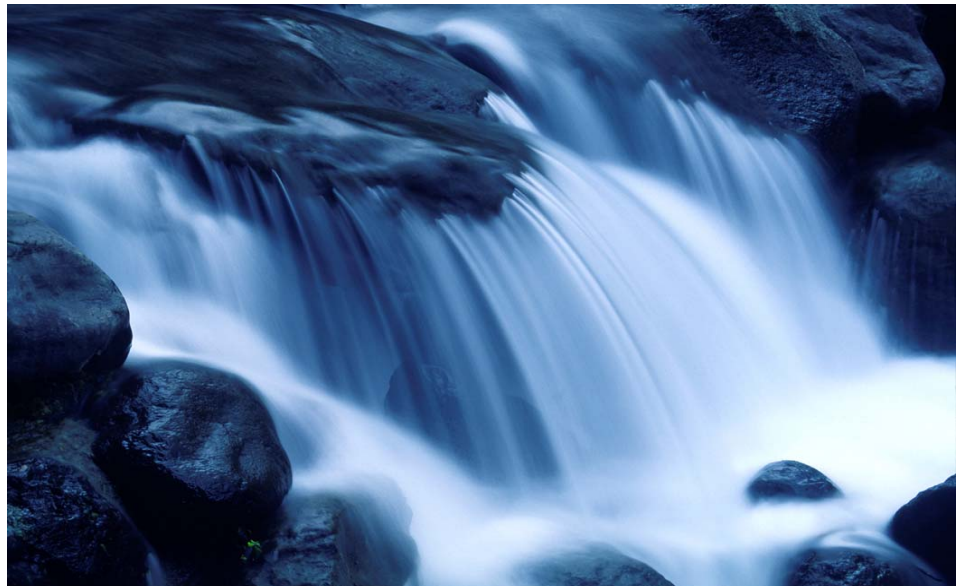
Batch learning assumes that every person in the training has the same learning deficit and that every person only needs exactly what is being covered in the course. In reality, only a fraction of what they are learning has any relevance to the issues and problems that they face in their work environment.

Batch learning assumes that

every person exits the learning experience with the same understanding. The dangerous oversight here is that learners cannot retain and more importantly, embrace the content until they are provided with the opportunity to apply it. If learners are not given the opportunity to apply the content, learning does not become ingrained into their belief and value system. If learners do not believe and find value in the information, they will not apply it outside of the classroom. It is as simple as that.

So what do all of these disadvantages of traditional learning equate to? Information potentially delivered in an untimely and ineffective manner will be learned and forgotten, or worse simply not learned at all. This means that at some point down the road when the learner does need to draw on a skill, there will be "rework" as someone will need to retrain the individual on how to apply the concept that they were once taught.

By no means are we advocating that all batch training experiences are wrong. Just as batch production may be nec-



essary for some processes, there are benefits to batch training. First, if the aim of training is to build awareness and foundational knowledge and skills, the right batch learning experience can offer that. Our Lean Experience program is incredibly popular because it provides a strong foundation in the lean rules and principles that are universally applied regardless of the industry, position, or role. Second, batch learning experiences are great for building momentum and connectivity amongst a team of people. They learn together and begin to develop a shared vision for how work processes could be different. In the right context and for the right reasons, batch learning can be powerful. The key is that the skill building cannot stop there.

### Continuous Flow Learning

The analog to batch production is of course continuous flow production. In a continuous flow process, inventory, rework, set-up times, transportation and lead times are all greatly reduced. Most importantly, it enables a one-piece flow work environment. How then can we apply continuous flow principles to learning and what exactly is continuous flow learning?

The ideal state in lean learning is to provide the right learning experience at the right time to solve the right problem. The benefits in an ideal state include:

- Establishes a current reality for the learner to immediately apply their new knowledge and observe the results. A problem state-

ment is established for the learner to address through application of their new knowledge. This greatly increases the probability of retaining new information for the future and adding that information to one's belief system.

- The learner connects the concepts with the relevancy and context of the situation which will be critical for future application of the skill because they have a relevant problem or gap that they must address. The importance of the learning is clear for both the student and the teacher.

Because information is being disseminated in bite size chunks, the possibility of being overwhelmed is greatly decreased. In short, it is far more likely the individual will be ready and able to use what they have learned.

Learning occurs in the person's own environment where they can immediately apply their new knowledge. The classroom can make many people uncomfortable to a level that inhibits learning.

So we recognize the benefits associated with the ideal state of lean learning and also agree that we need to utilize continuous learning techniques to most effectively teach lean lessons. So what are some of the teaching tools that we can use to enable continuous flow learning?

One effective continuous flow learning tool is the "one minute lesson" or "single point lesson" that is employed in many lean

organizations. The concept behind this tool is to arm knowledgeable teachers (including team leaders, supervisors, etc.) with simple visuals or easy to understand placards that can be used to teach an individual a key concept, practice or tool. The idea is simple. When a team leader or supervisor identifies a learning opportunity, he or she can access a structured lesson plan to teach the concept. That way, the concept will be immediately applied where and when it is needed by the learner. The learner receives only the information that they can apply at that moment, no more and no less. An effective structure is to begin at the foundational level of the concept, the definition, and then expand beyond the definition as follows:

1. What is it?
2. Why use it?
3. What factors are critical to success?
4. How do you use it?

Recognizing the need for structured and standardized teaching that anyone could use to effectively and efficiently, the Lean Learning Center designed a package of over 75 Single Point Lessons covering a broad array of lean tools, rules, principles, and concepts intended for just this process. Each Single Point Lesson is presented in the four question format provided above to ensure that each message is delivered consistently and in the spirit of continuous flow learning, ensure that users can easily and quickly access the right information at the right time.



**THE IDEAL STATE IN LEAN LEARNING IS TO PROVIDE THE RIGHT LEARNING EXPERIENCE AT THE RIGHT TIME TO SOLVE THE RIGHT PROBLEM.**



<p><b>Plan</b></p>	<p>Identify an opportunity by specifying the gap between the current and the ideal state.</p> <p>Create a scientific hypothesis that defines a specific, expected result.</p>
<p><b>Do</b></p>	<p>Test your solution.</p> <p>This step is pure action.</p>
<p><b>Check</b></p>	<p>This is the beginning of continuous flow learning.</p> <p>Evaluate the results by directly observing your solution in action and gathering data.</p>
<p><b>Act</b></p>	<p>Did the experiment produce the desired and hypothesized result? Why or why not?</p> <p>If not, learn from the improvement opportunities that are still present and strategize revisions based upon your learning. Revise your solution to directly address the factors that inhibited your success.</p>

**THE US ARMY HAS BEEN A RECOGNIZED LEADER IN THE APPLICATION OF THE AAR AS A CONTINUOUS LEARNING TOOL**

Plan-Do-Check-Act, a widely known concept used to systematically implement continuous improvement changes, is also applicable under the context of continuous flow learning. Plan-Do-Check-Act is often utilized to verify the effectiveness of a change effort; however, isn't it just as important to focus on the learning that occurs throughout PDCA as it is the result of PDCA?

Plan-Do-Check-Act is a simple concept that can deliver powerful results when used correctly. PDCA can be easily applied to any opportunity for improvement. Its structure will ensure that learning occurs through reflection of the results produced. Because the PDCA cycle does not end until the desired result is achieved, learning will continue to occur from the results produced from every experiment until the hypothesized results are achieved.

Another simple and easy tool to apply continuous flow learning tool is the After Action Review (AAR). The

AAR is a structured process that allows people within the process to analyze and reflect upon an event to understand why things happened during the process and to learn from that experience. A properly applied AAR creates a cadence for reflection and learning immediately after an activity or event has occurred. Learning occurs through discussion and reflection of the following four structured questions:

What did we want to happen?

What actually happened and why?

What can we learn?

What actions can be taken for the next iteration?

The US Army has been a recognized leader in the application of the AAR as a continuous learning tool. The AAR was created by and used extensively in the Army to extract lessons learned and continuously develop soldiers' knowledge and skills. At the Army's

National Training Center, it is not uncommon to see a dozen or more AAR's as platoons gather to review, reflect and learn about the actions taken during simulated battles. It is a tremendous way to make concrete critical lessons as the actions and results of those actions are vivid in every participant's mind. Much would be lost if the lessons were left to days or weeks following the simulated battles. As the Army has shown, the AAR allows for real time learning that is directly related to the learner's real-world application within their immediate work area.

By taking the time to reflect upon the experience, relevant lessons learned are captured and put into action for the next time the activity will be performed. The learning is real-time, narrowly focused, and can be immediately put to use. It is continuous flow learning at its best.

The next time you are



planning for methods to embed lean skills in your organization, think beyond the ease and efficiency of reduced setup times offered by traditional batch learning experiences. Your lean journey can't wait for traditional, planned events because problems do not wait to present themselves until after your training is done. Opportunities present themselves daily, and your organization's ability and

preparedness to address those opportunities will determine the direction and progress of your lean journey. To move your lean journey forward daily, focus on continuous flow approaches where learning occurs at the right time to address the right problem with the right person.

*Melissa Curtis-Hendley runs the Lean Learning Center's Instructional Design Studio. Melissa holds a Bachelor of Arts degree as well as a Master of Training and Development degree.*



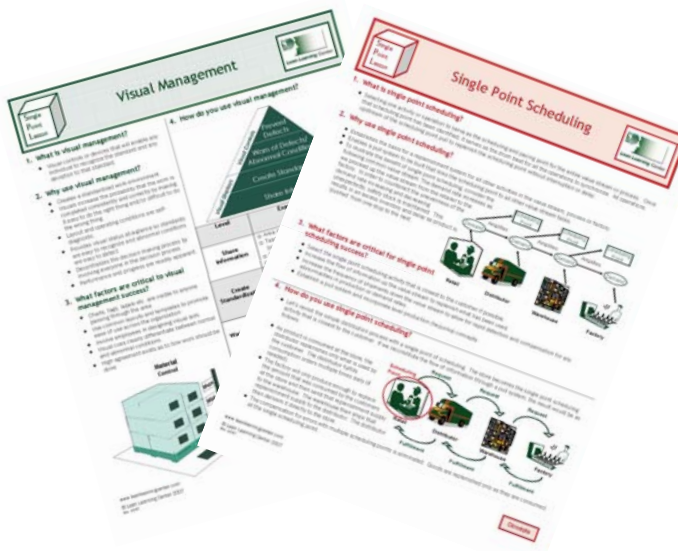
## Single Point Lessons

- Do you struggle to bring people out of the process and into the classroom?
- Do the specific how-to lessons get lost before someone gets a chance to apply them?
- Do your lean experts spend time coaching in the aisle, hallway or offices?
- Are your front-line managers prepared to answer questions and engage people on lean topics?

more than 60 Single Point Lessons covers the four primary questions: what is it, why would you use it, how does it work, and what factors are critical to be successful? By following this standardized approach, you will deliver a consistent jargon-free message that is actionable and answers the key questions that people might have regarding the lesson.

*To learn more about Single Point Lessons and how they can be used for your lean program, visit the product section of the Lean Learning Center website: [www.leanlearningcenter.com](http://www.leanlearningcenter.com)*

These are challenges that most companies face throughout a lean journey, but few solutions exist to overcome them. Single Point Lessons can help. Single Point Lessons are a volume of one-page structured teaching tools. Each one covers a different lean principle, tool, or concept clearly and succinctly. Each one of the



**SINGLE POINT LESSONS  
ARE A GREAT  
CONTINUOUS LEARNING  
TOOL THAT CAN BE  
CUSTOMIZED FOR YOUR  
ORGANIZATION**

## Conversations From the Road



**DEBRA S. LEVANTROSSER**

**EXECUTIVE DIRECTOR, LEAN/  
BUSINESS IMPROVEMENT AT J&J**

*Ms. Debra Levantrosser is the Executive Director of Lean and Business Improvement at Johnson & Johnson. Ms. Levantrosser offered Lean Progress her insights into the lean transformation at J&J.*

### *How has your lean journey unfolded so far?*

Very well in some areas, in need of re-energizing in others, and just beginning in some other areas. Johnson & Johnson (J&J) is a large, decentralized corporation with over 230 operating companies. These operating companies have the empowerment to determine how best to run their particular businesses. Some have really grabbed hold of the lean concept as a way to run their businesses, some started and stopped, and others have not yet started. In that sense it is very rewarding, but it also shows that we have a lot of work ahead of us.

Our biggest effort at the beginning of the journey was directed at our supply chain areas. We have since realized that there is as much or more opportunity for application of lean principles in our research and development (R&D), sales and marketing, and transactional areas which are where we are now focusing (and seeing results!). This aligns well with the findings of many lean researchers that most waste is found in transactional processes.

### *What has been your greatest victory?*

That's easy. It's a repetitive victory each time I hear "Oh,

THAT'S what lean is all about!" and I witness the ah-ha moment that goes along with those words. There is still a misconception among some people that lean is a set of tools or is about headcount reduction. Some people do not realize lean is a way of thinking and a set of values by which to run your business.

In addition to these ah-ha moments, another victory is bringing a holistic implementation approach to the corporation and helping to realize there is no silver bullet to achieving successful culture change. The holistic approach includes offering external and internal lean benchmarking trips; launching lean thinking principles in further parts of the value stream (e.g., R&D organizations); revamping our lean maturity assessment to include leadership, culture, and people; and creating some world-class training materials. Taking the lean journey without a holistic approach is like building a house with a hammer, and only a hammer. It can't be done. You need a design, a plot of land, wires, pipes, shovels, cement, wood, and a plethora of tools. I think this message has come through loud and clear.

As a corporation, one of the greatest victories is the formation and sustainment of the Lean Subject Matter Expert team. This volunteer team and many lean supporters in the J&J family of companies have enabled a continuous im-

provement mindset to occur. Started in 2001, it has grown, developed, learned, refocused, and changed according to the needs of the organization. The team represents all three sectors and many value-added points along the value streams. The team is full of absolutely amazing thinkers. They solve problems and provide guidance and direction for the corporation. Without this team we would be nowhere near where we are on the journey.



### *What has been your greatest failure or struggle?*

I'll call it a struggle. It's really very simple—trying to answer the frequent question "What's the size of the prize?" Some leadership teams prefer to find out more about the benefits of lean and the evidence of lean successes before they commit. The question is asked, "If we were to implement lean here, what would be the payback?" This question has many answers and some of them can be dangerous. Dangerous because once a number is announced, it may be viewed as a predetermined

final destination, a self-fulfilling prophecy of sorts. I can't say I blame those who do the asking. Before getting on an airplane I want to know where it's going and how long it will take to get there. Although with lean you really never "get there"; each stop you make on your never-ending journey is some place new that adds experiences to your life and makes you a richer person. It's like starting off in Detroit, going to San Francisco, followed by Puerto Rico, then maybe Hawaii, Tahiti, a stop by the moon, Mars, etc. Every place has something new and different to offer and provides you with new experiences you never thought possible. People are starting to understand this, however they want to know what the cost versus benefit will be.

The same is true of a lean journey, so we have used the question "What is the size of the prize?" to our advantage by showing just what successes can be expected. It is a fact that if lean principles are used effectively, business results will follow. The approach we have taken at J&J is to create a tool to provide this very answer. The continued struggle comes when you try to roll up all those potential successes to the J&J corporation as a whole. We are working through those issues.

***What result has most surprised you?***

I have seen so much in my career that nothing really surprises me anymore. What I have realized on the journey is there are still a lot of people who aren't educated on the true benefits of



lean nor do they really understand what lean is. I am a bit surprised that some people still see lean as headcount reduction. In fact, in some of my coaching, I advise to not call it "lean," but instead refer to the process as "just the way we do business." If everyone had the same understanding of the pursuit of excellence, exponential growth might be just around the corner.

As a side note regarding a surprise, I had my own aha moment regarding Stephen Covey's *7 Habits of Highly Effective People*. I had been teaching these habits for 7 years and it was just this past year when I realized how aligned they are, and in fact, supportive they are, of lean principles. I now use Covey's principles in some of the work we do with our leadership teams in terms of behavior modification, thought process analysis, and prioritization.

***How have you deployed lean tools through the organization?***

Lean tools have been in place in our manufacturing organizations for years. As we learned lessons in tool implementation, we took different approaches accordingly and now there is much less focus on tools and more focus on leader-

ship, values, principles, and thought processes. We still have training modules on each tool and in fact have e-enabled some of the modules, but we try to explain that the tools *enable* the culture. Therefore it is the culture and thought processes that should initiate and energize the journey. Tools certainly have their place in continuous improvement, but they should not drive the journey.

Lean deployment in general has gone through a kaizen where we started off with one 2-day and two 4-day training sessions. Some of our customers did not like the 4-day commitment, so we have recently revised the training to be modular where the trainings range from 1 to 6 hours in duration. This permits either week-long training sessions or afternoon sessions once a week; it can be customized to the customer's desires. Some of the more straightforward modules have been e-enabled. For the most part, internal team members provide training. We have found class participants can receive a more relevant answer to a question answered by someone from their company who knows the ins and outs specific to that company rather than from an external trainer.




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**ALTHOUGH WITH LEAN YOU REALLY NEVER "GET THERE"; EACH STOP YOU MAKE ON YOUR NEVER-ENDING JOURNEY IS SOME PLACE NEW THAT ADDS EXPERIENCES TO YOUR LIFE AND MAKES YOU A RICHER PERSON.**

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## Conversations From the Road (Continued)



Lean Learning Center

**AT J&J I PROBABLY WOULD HAVE LEARNED MORE ABOUT THE BEST PRACTICES ALREADY EXISTING IN THE CORPORATION AND INCLUDED MORE OF THESE IN THE NEW HOLISTIC APPROACH. I FIND MYSELF RETHINKING SOME OF THE APPROACHES WE NOW HAVE IN PLACE BECAUSE OF SOME EXCELLENT THINGS I'VE SEEN WITHIN OUR OWN COMPANY.**

*How do you know if the lean culture is catching on and becoming sustainable?*

There is a quantitative method and a qualitative method to knowing this. On the quantitative side we have a process called the lean maturity assessment that contains four levels. If a site advances on the assessment scale, we know it is catching on and heading toward sustainability; it was designed to demonstrate this. Every year we learn more and more about lean and kaizen our assessment process accordingly.

In addition, we certainly have metrics in place. We'd like to think that if we see steady improvement over a long period of time in certain metrics such as cycle time that we have been successful in establishing a "pursuit-of-excellence" mindset. We also measure innovation and employee engagement. At J&J our credo drives our values, behaviors, and decisions (see the credo on [www.jnj.com](http://www.jnj.com)). Every year we perform a credo survey to determine employee engagement and attitude toward innovation. While there is no scientific evidence showing that lean implementation affects credo scores, it might, and regardless it provides significant and insightful information.

On the qualitative side, we know the lean culture is catching on first by the number and types of requests we are getting for help and second by word of mouth and requests for external companies to come benchmark one of our operating companies or sites (e.g., one of our sites won the Shingo Prize in 2007). We also coordinate benchmarking trips of our own to visit external companies all over the world. If

these requests increase, we know the interest is increasing as well.

As a side note, a very real lesson learned in sustainability is that it can all be gone in an instant. Lean is very challenging to sustain and can be lost in an instant if lean principles are not used in the criteria to hire a new leader. It's hard work. It's like a marriage—it takes a lot of work to keep it going, and it can all be lost in an instant because of a bad decision. And on the next go around, if your espoused values aren't used to select a mate, it may not work. The same is true for the lean culture.

*What would you have done differently if you could start over?*

At J&J I probably would have learned more about the best



practices already existing in the corporation and included more of these in the new holistic approach. I find myself rethinking some of the approaches we now have in place because of some excellent things I've seen within our own company. The issue with such a large corporation is identifying and tracking best practices. But I simply take it as continuously improving our own approach, which after all, is the main goal of lean.

*What have you changed about how you do your own work?*

I have become much more humble. I have come to realize that according to the customer, my role is the ultimate in waste. I don't change the form, fit, or function of anything, and I'm not sure the customer of our products would be willing to pay for me. I face this fact every day and therefore, more than ever, I try to reduce waste, be as efficient as I can in everything I do, and get as close to my customers as I can. I try to be as high on the "necessary non-value-added" scale that I can. I'm certainly not perfect, but I am making little improvements every day. I think three times before deciding to spend money; I try to practice what I preach; and I really have been focusing on my listening skills. Listening is one of the main components of lean and one that can always be improved. It is critical to admit that you don't know everything but have the thirst to learn more and more by listening to others and understanding their perspective in order to make decisions and guide coaching sessions. Ultimately, I know I am successful if I can develop an organization where the culture change is embedded in the organization, and I am no longer needed.

I have also changed the way I coach and guide our companies. I have come to realize that different levels of the organization need different kinds of attention. Front-



line employees need coaching on being observant, generating ideas, and then moving these ideas into real change. Front-line management needs coaching on leading teams and developing innovative thinkers. Middle management needs to understand methods to effectively change an organization—these leaders are absolutely critical because of their reach. They touch the front-line *and* senior leadership and can really be considered pivotal. They also tend to stay in their positions longer than senior leadership and therefore can have a larger impact on change. Senior leadership needs guidance on leadership style (promoting servant-leader mentality, establishing and maintaining means to stay close to the value in an organization, and developing an inquisitive culture). Therefore I use these learnings in the work we do with implementation.

***What are your next steps and where will you go next on your lean journey?***

This is a two-part question in my mind:

1. What are J&J's next steps?
2. What are my next steps?

In terms of J&J's next steps, we are focusing on our R&D organizations. More than ever before we, like all organizations, are experienc-

ing the challenges of globalization and competition. It is essential that our product pipelines are vibrant, innovative, and exceeding the needs of the physicians, nurses, patients, and parents who use our products. Getting products through the R&D process faster and arriving to market faster with the right and robust quality product are clearly focus areas for any large corporation, and J&J is no different. Using lean principles such as keen observation, relentless inquisitiveness, and waste elimination can help us do this.

In terms of my next steps, the applicability of lean in areas like our federal government, state governments, and law enforcement is so clear to me that it would almost be an insult to taxpayers if we didn't use lean principles to manage their respective funds. I also see huge value in university programs in lean thinking as well as in educating children in K-12 schools about the lean principles. These principles can help with the economy, spending, saving, and investment decision making in the long-term viability of our nation. I hope to continue efforts in these areas through collaboration with governments, universities, and other supporters of lean thinking.

*Ms. Levantrosser has experienced 15 years of professional lean philosophy successes. She grew up in a lean household, and thus has experienced a lean culture since birth. She has used the lean philosophy in health care, manufacturing, law enforcement, insurance, interior design, construction, and consulting in over 50 countries. She is currently the Executive Director of Lean and Business Improvement at Johnson & Johnson where she advises J&J's 230+ operating companies on applying the lean philosophy in consumer goods, pharmaceuticals, and medical devices across the value chain from R&D to supply chain to marketing and sales and all transactional areas such as IT, finance, human resources, and project management. Over her career, she has helped identify over \$6 billion in savings and has led over 300 kaizen events. Ms. Levantrosser is on the Board of the School of Management at Marist College and is currently making efforts to add lean curriculum to its academic programs. She is also on Governor Granholm's (D-MI) committee to use lean principles to help streamline state government.*



**IN TERMS OF MY NEXT STEPS, THE APPLICABILITY OF LEAN IN AREAS LIKE OUR FEDERAL GOVERNMENT, STATE GOVERNMENTS, AND LAW ENFORCEMENT IS SO CLEAR TO ME THAT IT WOULD ALMOST BE AN INSULT TO TAXPAYERS IF WE DIDN'T USE LEAN PRINCIPLES TO MANAGE THEIR RESPECTIVE FUNDS.**



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**For more visit**  
**[www.leanlearningcenter.com](http://www.leanlearningcenter.com)**

The Lean Learning Center was founded in 2001 by manufacturing and consulting industry veterans Andy Carlino, Jamie Flinchbaugh and Dennis Pawley to address the gaps and barriers that are holding back companies from successful lean transformation. In addition to the advanced curriculum, the Center has developed a learning environment designed specifically for adult learning, utilizing techniques that include discovery simulations, case studies, personal planning and journaling. Together, with affiliate Achievement Dynamics, founded by Andy Carlino in 1991, the companies offer a complete array of lean transformation services.

## Lean Learning Center Announcements

### LEAN VALUE STREAM IMPROVEMENT

November 10, 2008

### LEAN EXPERIENCE

August 4, 2008

September 22, 2008

November 3, 2008

December 15, 2008

### LEAN EXPERIENCE-EUROPE EDITION

November 17, 2008

### LEADING LEAN

October 27, 2008

### LEAN KAIZEN BOOTCAMP

September 29, 2008



*For more information visit:*

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

