

Lean Management Program Agenda

All courses will run Fridays 12:00 pm to 2:30 pm ET. [Learn more at lean.org/LMP](https://lean.org/LMP)

KICK OFF

Managing a
Lean Enterprise

Managing on
Purpose with
Hoshin Kanri

Managing a
Lean Enterprise

Managing to
Learn with the
A3 Process

Managing a
Lean Enterprise

Managing in
Time with Daily
Management

WRAP UP

Managing a
Lean Enterprise

MANAGING A LEAN ENTERPRISE Instructor: Josh Howell

Learn how to drive performance and inspire Innovation using hoshin kanri (strategy deployment), daily management, and the A3 process.

September 5, 2025	SESSION 1:	Introduction to the program, overview of the lean management system, and common problems
October 24, 2025	SESSION 2:	How hoshin kanri connects with A3 thinking
December 19, 2025	SESSION 3:	How A3 thinking connects with daily management
January 30, 2026	SESSION 4:	Bringing the lean management system together and next steps

MANAGING ON PURPOSE WITH HOSHIN KANRI Instructors: Rachel Reuter with Mark Reich

Discover how to align organizational goals, foster strategic focus, and execute plans effectively using catchball and plan-do-check-adjust (PDCA) cycles.

September 12, 2025	SESSION 1:	Introduction to Hoshin Kanri <ul style="list-style-type: none">• Discuss Toyota Case Study and Lean Transformation Framework• Review the TimeCraft case (TC)• Complete SWOT analysis
September 19, 2025	SESSION 2:	Hoshin Objectives <ul style="list-style-type: none">• Discuss how to address TC challenges• Review TC objectives• Develop what/why/goals for each objective• Discuss “Why Strategy Execution Fails”
September 26, 2025	SESSION 3:	Corporate Hoshin <ul style="list-style-type: none">• Draft corporate hoshin (activities, targets, lead, and support)• Discuss Hoshin in action (using coach experience)
October 3, 2025	SESSION 4:	Horizontal Alignment <ul style="list-style-type: none">• Prepare for and execute horizontal catchball
October 10, 2025	SESSION 5:	Function Hoshin and Vertical Alignment <ul style="list-style-type: none">• Breakdown corporate objectives into functional levels• Prepare for a execute vertical catchball• Discuss relationship with A3 and problem solving
October 17, 2025	SESSION 6:	Execute and Reflect <ul style="list-style-type: none">• Review and discuss hoshin management system through Obeya• Review Hoshin reflection• Discuss relationship between daily management and hoshin kanri• Summarize overall hoshin process

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MANAGING TO LEARN WITH THE A3 PROCESS Instructor: Lavon Medlock

Develop problem-solving and leadership skills by learning the use of the A3 process including root cause analysis.

October 31, 2025	SESSION 1:	Select a Problem <ul style="list-style-type: none">• Locate a problem in work content• Grasp the problem's scope and impact• Understand the PDCA cycle as part of the A3 story Clarify the Problem <ul style="list-style-type: none">• Go to see and hear about problem details first-hand• Visualize and describe the workflow• Find facts to confirm problem conditions
November 7, 2025	SESSION 2:	Define the Problem <ul style="list-style-type: none">• Describe what should be happening• State the problem as a measurable gap to close• Set a goal and target for the performance improvement
November 14, 2025	SESSION 3:	Identify Potential Causes <ul style="list-style-type: none">• Understand cause and effect• Identify and check direct cause(s)• Prioritize to the most likely direct cause
November 21, 2025	SESSION 4:	Confirm True Causes <ul style="list-style-type: none">• Confirm cause/effect relationships• Analyze to root cause• Test logic of the 5-Why chain
December 5, 2025	SESSION 5:	Select and Evaluate Options <ul style="list-style-type: none">• Engage with others to identify countermeasures• Evaluate, rank, and propose countermeasures
December 12, 2025	SESSION 6:	Make a Plan <ul style="list-style-type: none">• Agree on actions to take, timing, and responsibilities• Lead scheduled Plan versus Actual reviews• Identify and resolve problems during execution where needed

MANAGING IN TIME WITH DAILY MANAGEMENT Instructor: Joe Seestadt

Learn and apply core elements of a Daily Management System so that you and your organization can see ahead or behind and solve problems daily.

January 9, 2026	SESSION 1:	<ul style="list-style-type: none">• Develop a basic huddle board• Lead a basic huddle
January 16, 2026	SESSION 2:	<ul style="list-style-type: none">• Trend, triage, prioritize, escalate, and communicate• Lead a standard huddle
January 23, 2026	SESSION 3:	<ul style="list-style-type: none">• Develop your own huddle board• Lead your huddle