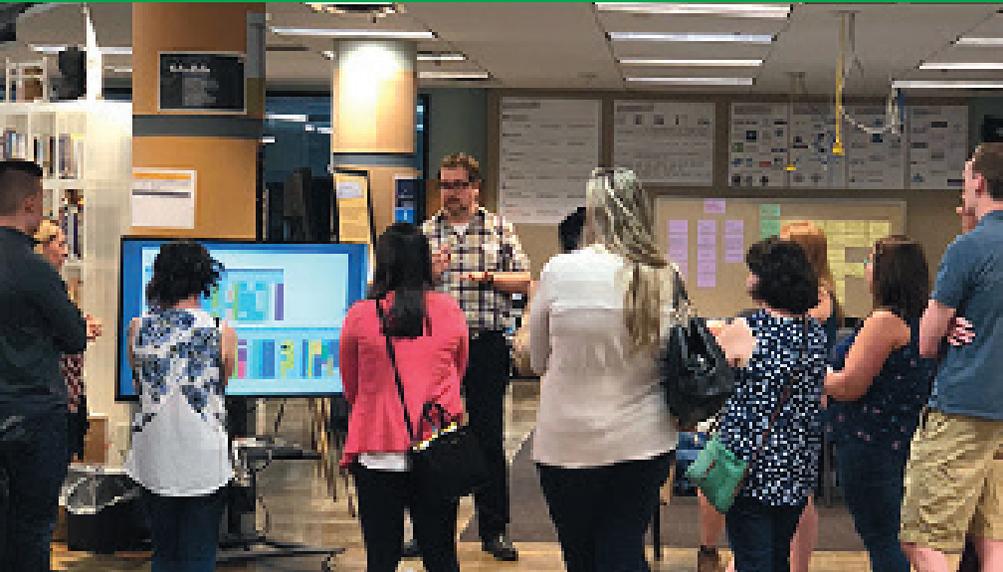


# U.S. Lean Transformation Learning Tour

Midwest | May 11-15, 2020



## Go and See, Ask Why and Show Respect

The Lean Enterprise Institute (LEI) is offering a one of a kind, immersive, and hands-on learning experience that explores the arduous but rewarding path of lean transformation. You will be guided by experienced lean coaches as you visit several organizations that are very different from one another, none of which is in the manufacturing industry: MENLO Innovations, a digital services firm; Zingerman's Mail Order, the online shop for Zingerman's food and gifts; and the Cleveland Clinic, a world renowned academic medical center. In spite of their differences, each is undergoing lean transformation by continually addressing fundamental questions of purpose, product, process, and people.

It is well known that lean transformations are challenging. But, your customers, employees, and all other stakeholders are expecting better performance from you and your organization. Better products! Better services! Better jobs! And better business outcomes! Lean thinking, and the transformations that can happen with its persistent application, provides a tried and true way to make things better. So yes it's challenging, but it's also necessary, and most importantly, it can be done.

To facilitate your learning, and ultimately your own personal and organizational transformation, you will learn about and practice using the Lean Transformation Framework, a set of five questions to be addressed regularly for effective transformation, and you will work on an A3 - a single sheet of 11 x 17 inch paper - that will capture your real problem(s) to solve, your understanding of the current situation, and some initial ideas for next steps. You will take this A3 with you after the tour, using it with your colleagues as you apply your learning for your organization's transformation.

"I was so impressed. One of the most positive takeaways was interacting with people from different industries; people that I normally wouldn't have interacted with."

- David Mannix, Alliance Radiology,  
Senior Director, Performance Excellence

*Zingerman's*  
mail order

 MENLO  
innovations

 Cleveland Clinic



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We recommend attending with at least one other person from your organization as a learning partner, comparing what you see together in relationship with your company.

This learning experience is designed for learning how to chart your organization's journey of lean transformation more successfully. Learning topics include:

- The role of leadership
- Success and failure modes
- Operating systems for flow and quality
- Management systems for cultures of continuous improvement
- How lean thinking can inform overall business strategy

## Your Guide and Coach



**Josh Howell**  
President,  
Lean Enterprise Institute

## Agenda Overview

### Day 1 Kickoff and Understanding Lean Transformation workshop

- Meet your coaches and fellow learners
- Get a better understanding of Lean Transformation and what to look for on your journey

### Day 2 Gemba Walk at Menlo Innovations and Zingerman's Mail Order

- Experience the standout culture and innovative management practices at MENLO
- Work within an operating system at ZMO designed to handle extreme fluctuations in demand for a wide variety of products due to seasonality

### Day 3 Managing to Learn workshop about A3 Management

Learn about A3 Management and draft your own problem-solving A3 on a real and meaningful business issue.

### Day 4 Gemba Walk at the Cleveland Clinic

Experience a tiered huddle structure that connects thousands of employees who solve problems together everyday.

### Day 5 Working session for final reflections and planning next steps

Add to your problem-solving A3 in preparation for returning to your organization.

**Fee: \$6,500 per person**

Hold your seat with a \$1,000 deposit\*\*

**What's Included\***

Hotel, all meals and transportation during tours.

**Contact us for more information at [learningtours@lean.org](mailto:learningtours@lean.org)**

\*Airfare and transportation to and from airport not included.  
\*\*Deposits are nonrefundable.