



BIG THINKING

reLean Training Catalogue 2016

reLean

True expertise transforming your operations

“We are leading a learning revolution – come and join us in empowering your organisation”

Over the last 15 years we have delivered over 2000 trainings. From all of these trainings where we actually measured the success we have scored an average of 5,7 / 6 - an amazing result. But we have never before put so many of our offered trainings into one place until now. I dare to say that this is probably the most comprehensive training catalogue available in the world of operational excellence. These are the same training we provide to develop our own talents to experts.

Our academy style training programs, focused on learning-by-doing, are proven to deliver results immediately and engage the organisation at the same time. We consider providing this type of empowerment to organisations a fantastic way to help develop the society we live in by making its companies more competitive and healthy.

We enjoyed the trainings we provided last year and all exciting individuals we met and got inspired by. This year, we increased our capacity to manage twice as many trainings as last year and we are truly excited to meet all of you, both returning customers and new ones.

If you are around Stockholm, London or New York and want to discuss trainings, please reach out to me or any of our experts and we would be happy to meet up and do joint problem solving on how we could best help you and your organisation forward.

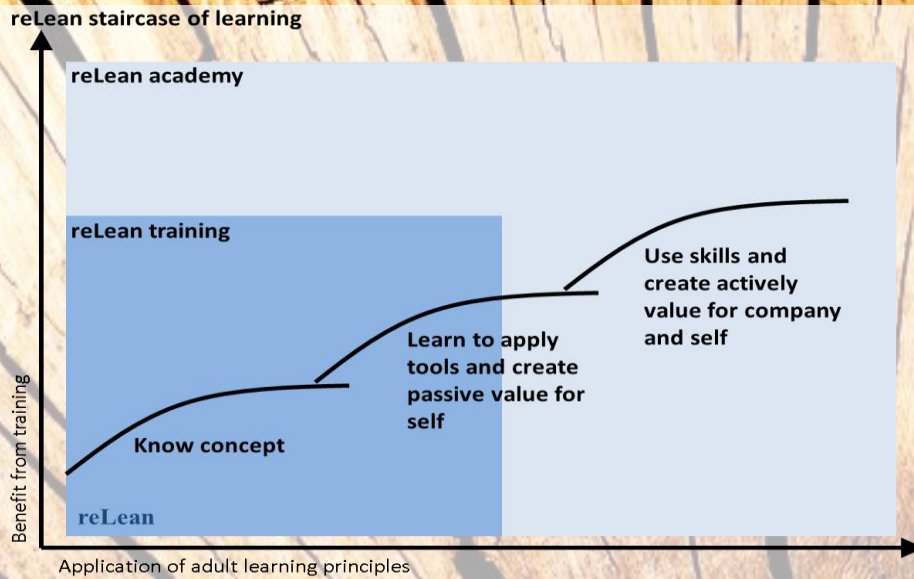
Join us in the learning revolution, where trainings are customized to fit each company and executed to deliver instant value for the organisation and the individual!



Jonas Svanäng
CEO reLean

reLean training model is based on adult learning principles, ensuring value from training programs

We believe in learning by doing. When people see positive result from applying a skill they are learning it creates a direct feedback to keep developing this skill. Therefore all of our trainings have the ultimate goal to be based on adult learning principles and help participants experience the skill so that they will get the most out of their learning experience.



We have developed the reLean staircase of learning for all of the skills we teach. The staircase of learning offers an awareness course for each of our modules, followed by a deepened training with cases and examples that teaches and tests how to use the method. Finally, to really start mastering abilities, we have developed our reLean academy model to help facilitate on-the-job training that makes a difference.

When you review our training catalogue, bear in mind that all of the modules follows the same structure, e.g., you can ask us to deliver an awareness training about quality in 5 different languages or you can ask us to tailor and setup an academy that allows a selected number of people in your organisation to start master quality for a set purpose.

When we develop academies they are usually cross-pollinated from several modules as the academies are always designed for purpose, e.g., if you want your organisation to gain skills that allows you to improve quality in your business, we will put together a program combining elements from our quality, problem solving, change management, lean and leadership modules to equip your team with the necessary skills. We will then help identify your largest quality problems and divide them on the team and for a 6-12 months academy help them to actually solve these problems using the methods we teach. Learning by doing that delivers immediate impact!

Our trainers are true experts

If you are going to learn a new skill we consider it paramount to ensure you learn the skill from someone who really masters it. Having actively worked and used the skills we train in more than 15 years each, in most industries, in over 1000 projects in more than 300 companies, our trainers really know how to use the skills. Meet some of them here:

Quick bio's from some of our trainers

Ex companies



Ian Barclay

Ian is the architect behind some of the most successful performance transformations in Europe. He was part of the Senior Leadership Team at Toyota, taking supplier risk and project management to a new level



Jonas Svanäng

Jonas has an unparalleled track record in building momentum to drive improvements. He has resourced 30+ large programs, lead 10 of them and is sought after as key-note speaker inspiring others in their journey



Vincent Leplivier

Vincent has lead several large Lean transformations programs within the pharma industry. Considered one of the top coaches and often the very last consultant to roll-off programs; he has a spike in building people's skills



Fredrik Renheim

Fredrik had a leading role in transforming acquisitions to sustainable profitability at Danaher. He also helped re-define strategy and operational excellence as head of business development at COOP



Martin Grauers




Martin led the development of Klarna's organization to enable their fast and successful growth. He has extensive senior leadership experience and has been awarded several times for his inspirational leadership



In our network we also work with people delivering our trainings in several more languages, including German and Portuguese

We offer our Lean and Leadership trainings to all levels of your organisation

Our well-proven leadership programs are designed to make immediate impact as the participants apply the learning in their roles between the training sessions. We focus on providing a few key-ready program that we know delivers impact to clients. Each of the programs are adapted to suit the needs of your organisation, but follows a pre-defined structure to ensure the best learning experience.

Designed for participants	Training program	Length
Executive teams (e.g., Directors, VP, SVP, EVP, CXO)	Executive Team Workshops Setting direction and creating a high-performing organisation supported by Lean Leadership.	4 x 2 days with 1 month in between
Management teams (e.g., managers, senior managers)	 reLean's Lean Leadership Academy Aimed at creating an empowered and engaged local management team through Lean Leadership	8 x 2 days with 1 month in between
First line leaders (e.g., team leaders, line managers, project leaders etc)	 reLean's Team Leader Academy "The most important training of my life" helping first time leaders to set the right infrastructure and teaching the basics of Lean leadership	15 x 1 day with 3 weeks in between
Everyone	 reLean's Problem Solving Academy Practical training in problem solving with project to resolve a problem in team during academy	8 x 1 day with 1 month in between
Everyone	reLean's Core Skills Program Comprehensive core skills program focused on building the basic operational excellence skills	5 days offsite
Everyone	reLean's Lean Awareness training Large-room awareness training combined with book (for self-study) and communication of direction	4 hours

reLean's Lean Awareness



Forget what you thought you knew about Lean and let us re-teach Lean the right way

Our lean awareness training will teach you what Lean really is. And it will get you excited! Today, most companies are not making the most out of their Lean thinking, hindered by lack of understanding and direction. Our Lean Awareness training, adaptable for any level of the organisation introduces true Lean and gets the organisation thinking about how it could be adapted. Our awareness training aims at introducing Lean the right way using three important models:

Toyota's 4P model



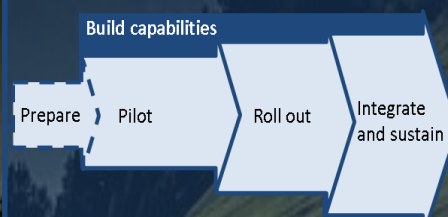
Understanding the origin of Lean, helps understand both how to apply it in your own company, but also what to expect of the future. We introduce the Toyota 4P model, the way Toyota thinks about Lean.

reLean's Lean ecosystem



reLean's Lean ecosystem explains Lean in a way that has not been done before. By actively working and studying at the heart of Lean in Toyota for over 30 years, reLean's experts have been able to de-mystify the hidden elements that makes Lean what it really is.

Implementation approach



Understanding what Lean really is, the next questions usually is about the process of becoming Lean. We introduce you to the most used approach and highlight what it means for you, both in terms of change and opportunity. Our training focus equally on discrete and transactional processes.

Flexible delivery model

The awareness training is designed to be delivered flexibly and with minimum lead time for preparations. We can deliver this training face-2-face (our preference) or over videoconferencing facilities. In your facilities or in offsite location. In English, French, Swedish, Spanish, Portuguese and several other languages. The only thing we don't tamper with is the content and the focus on creating excitement about Lean in your organisation.

Agenda

08.00 Introduction
08.30 History of Lean
09.00 Lean Thinking
10.00 Lean ECO system
12.00 Lunch
13.00 Learning to see
14.00 Implementation approach
15.30 Future of Lean
16.30 Summary and closure

Includes hourly 5 min breaks

Quick facts

Training length 8 hr
Group size - classroom: 6-40
- seminar: no limit
- online: no limit
Cost - SEK 30,000 / £2,500

Contact

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reLean's Core Skills Program



Our Core Skills Program is a boot camp in providing a solid base for people working in operations. Many of our clients use this training program to set a solid foundation already in the early stages of their talent's careers. The core skills program aims at broadly introducing the most important functional expertise in operations (e.g., Lean, Product development, Supply chain management, procurement and supplier management) combined with important work practices aimed at helping the participants with their personal impact.

No shortcuts!

True knowledge develops over time, our expert trainers has refined their experience and skills in companies like Toyota and applied these methods in over 100 companies

Personal impact!

We get your team ready to start having impact from day 1 by equipping them with the most important elements of early personal leadership.

Training program

The program is architected over five days, where each morning is spent learning about a functional practice and the afternoon oriented to pick up important self-leadership skills.

	D1: Operational excellence	D2: Lean and leadership	D3: Functional skills	D4: Learning to see	D5: A learning organisation
8:00	<i>Introduction</i> <i>Lean thinking and leadership</i>	<i>Re-cap</i> <i>Problem solving</i> <i>Product development</i>	<i>Re-cap</i> <i>Supply chain management</i> <i>Supplier mgmt</i>	<i>Re-cap</i> <i>Implementation process</i> <i>Case exercise</i>	<i>Presentations of group projects</i> <i>Self-development methods</i>
12:00	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>
	<i>The Lean ECO system</i>	<i>Coaching and feedback</i> <i>Project management</i>	<i>Time management</i> <i>Effective project management</i>	<i>De-brief exercise</i> <i>Effective communication</i> <i>Group project</i>	<i>Building a learning organisation</i> <i>Reflections and program summary</i>
17:00					

Faculty



Jonas Svanäng
Ex Toyota and McKinsey. Been both Operations Director and Management consultant 15+ years. Trained and coached 1000+ team leaders. Leads programs in Nordics.



Ian Barclay
Ex Toyota and McKinsey. Been both Operations Director and Management consultant 20+ years. Trained and coached 500+ team leaders. Leads programs in the UK and Ireland.



Vincent Leplivier
Ex Toyota and McKinsey. Been both Operations Director and Management consultant 20+ years. Trained and coached 500+ team leaders. Leads programs in central Europe.

Quick facts

Training length	5 days offsite
Group size	8 to 20
Cost	Upon request
Location	Offsite

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reLean's Problem Solving Academy



Learn problem solving from true experts in an innovative form that delivers immediate results

Truly Lean organisations have one common theme – they all invest heavily in problem solving. Our team has had the luxury of being part of two organisations well-known for their exceptional edge in problem solving, Toyota and McKinsey. Both of these organisations build most of what they do off the back of problem solving. We have packaged a program designed to offer the best of the best in order to help your organisation enable the most important leadership method. This is something an organisation can not be without – and the best thing – it returns the cost often already before the program is over, since the participants are helped to solve actual business problems in the academy.

The academy

Academy setup means participants meet once per month to report progress on problem solving project, receive coaching & feedback and learn the next steps

Intro to academy

- Introduction
- Problem solving training
- Introduction to projects and teams

Define and contain problem

- Teams present problem definition & containment
- Feedback
- Training in how to break down the problem

Breakdown the problem

- Teams present problem breakdown and specific problem they will solve
- Feedback
- Training in how to find direct cause

Find direct cause

- Teams presents direct cause analysis
- Feedback
- Training in root cause analysis

Find root cause

- Teams presents root cause analysis
- Feedback
- Training in how to develop solutions

Develop solutions

- Teams presents solutions and actions plan
- Feedback
- Training in best practice sharing and standardisation

Share and standardise

- Team presents early results in Academy finale
- Senior sponsors select best project for presentation to executive team

Learning by doing!

The Academy has teams working cross-functionally on resolving problems between the academies, ensuring a learning by doing approach that also delivers value results directly!

Successful participants gets certificate of completion

Quick facts

Training length	7 workshops during 6 months + coaching visits
Group size	8 to 20
Cost	Upon request
Location	flexible

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reLean's Team Leader Academy



One of a kind, unique team leader training from the heart of Toyota!

There are many trainings for first line leaders – but nothing like this one. Coached and trained by our experts, your team leaders will be taken on a journey in operational excellence. At the end of the 1-year journey they will have installed their own performance management, defined and kicked off a well-functioning team, taken control of the standardisation and set the basics for their forthcoming continuous improvement. This training combines the elements of class-room training, on-the-job-coaching, reflection and peer-to-peer challenge discussions and results presentations to senior management, setting the perfect exciting start to your future leaders. This investment will pay itself back before the training has been completed.

Program content

Becoming a lean leaders

- Understand how to achieve results and foster intrapreneurship through lean leadership
- Develop situational leadership and the effects from how you act in challenging situations
- Strengthen communication and influence skills

Fostering effective team work

- Understand best practice team work and the changed expectations on today's team leaders
- Learn and practice relevant tools to lead teams
- Setup the infrastructure for effective team work in own area of responsibility

Setting up operational excellence

- Learn best practice operational excellence directly from the source at Toyota
- Apply key elements of operational excellence to own area of responsibility
- Jointly create the future state for your operations, align your KPI's and targets and develop the continuous improvement plan to get there

Faculty



Jonas Svanäng
Ex Toyota and McKinsey. Been both Operations Director and Management consultant 15+ years. Trained and coached 1000+ team leaders. Leads programs in Nordics.



Ian Barclay
Ex Toyota and McKinsey. Been both Operations Director and Management consultant 20+ years. Trained and coached 500+ team leaders. Leads programs in the UK and Ireland.



Vincent Leplivier
Ex Toyota and McKinsey. Been both Operations Director and Management consultant 20+ years. Trained and coached 500+ team leaders. Leads programs in central Europe.

Learning by doing!

Team leaders will be trained in a Lean concept where after we ask them to implement this in their own area of responsibility. The order has been thoughtfully designed to combine impact and learning

Successful participants gets certificate of completion



The academy setup

- Every second week the team leaders meet for a day. First part of the day is presentation of homework and reflection / experience sharing
- Second part of the day introduces the next concept through class-room training and launches the next home work assignment
- Between the training sessions our coaches will spend 1-3 days onsite to coach and guide the team leaders together with their manager
- After completed training, the full team leader responsibility will be audited and if passed, the team leader receives a certificate of excellence

Quick facts

Training length	1 year, 40 modules held every 2 nd week
Group size	<20
Cost	Upon request
Location	At site

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reLean's Lean Leadership Academy



Moulding the management team to a Lean machine on a mission!

This training produces role models and inspirational leaders – as well as a life-long mentorship. Not a small offering. But we believe this is exactly what you will feel when you have completed this training. During the academy we focus on installing an aligned and inspirational leadership team, based on situational leadership principles, and jointly over time developing an exciting future state for the company. As with all of our training programs, this was initially designed for our own teams as we did not find a good enough training available for them. And we want to live as we learn, hence it is natural for us to offer the same training to our clients.

Phase 1: Leading self

Understanding your leadership

- Diagnostics of your personal habits, performance and 360 feedback (confidential to individual)
- Knowing me, knowing you
- Coaching and feedback

Leading with integrity 1

- Lean leadership and role modelling
- Situational leadership
- Having personal impact
- Time management

Lean ecosystem

- Understanding current state
- Functional process excellence (Supply chain, Lean, Procurement, Product Development)

Our team will conduct interviews and send out confidential 360 surveys before program start

Phase 2: Leading others

Understanding the changing world

- A changing world
- Sensing and adapting to changes around us
- What internal-external opportunities does future hold for us

Leading with integrity 2

- Inspirational leadership
- Challenging and mentoring
- Directing, coaching, supporting and delegating
- Handling conflicts and challenging situations
- Meeting management

Setting the direction

- Creating the vision and direction
- Communicating the vision
- Translating to an operations strategy (direction management)
- Engaging the organisation

Phase 3: Leading company

Leading with integrity 3

- Driving performance management and continuous improvement
- Managing change and handling uncertainty
- Fostering intrapreneurship

Developing leaders that develops leaders

- Organisational design
- Talent management engine
- Infrastructure for continuous improvement

Delivering excellence

- Project management
- The transformation journey
- Problem solving and kaizen

Successful participants gets certificate of completion



Homework shaping an aligned future state

Diagnostics of performance cross operational, leadership and people processes

Joint development of company ambition next 5 years and high-level future state to get there

Integration and launch of company-wide improvement plan to achieve future state

Expert support!

Our experienced team of experts will help you with the homework. We will show what to do and then coach you in the doing. The only thing we will not do, is to do the job for you!

Quick facts

Training length	1 year
Group size	<20
Cost	Upon request
Location	Onsite

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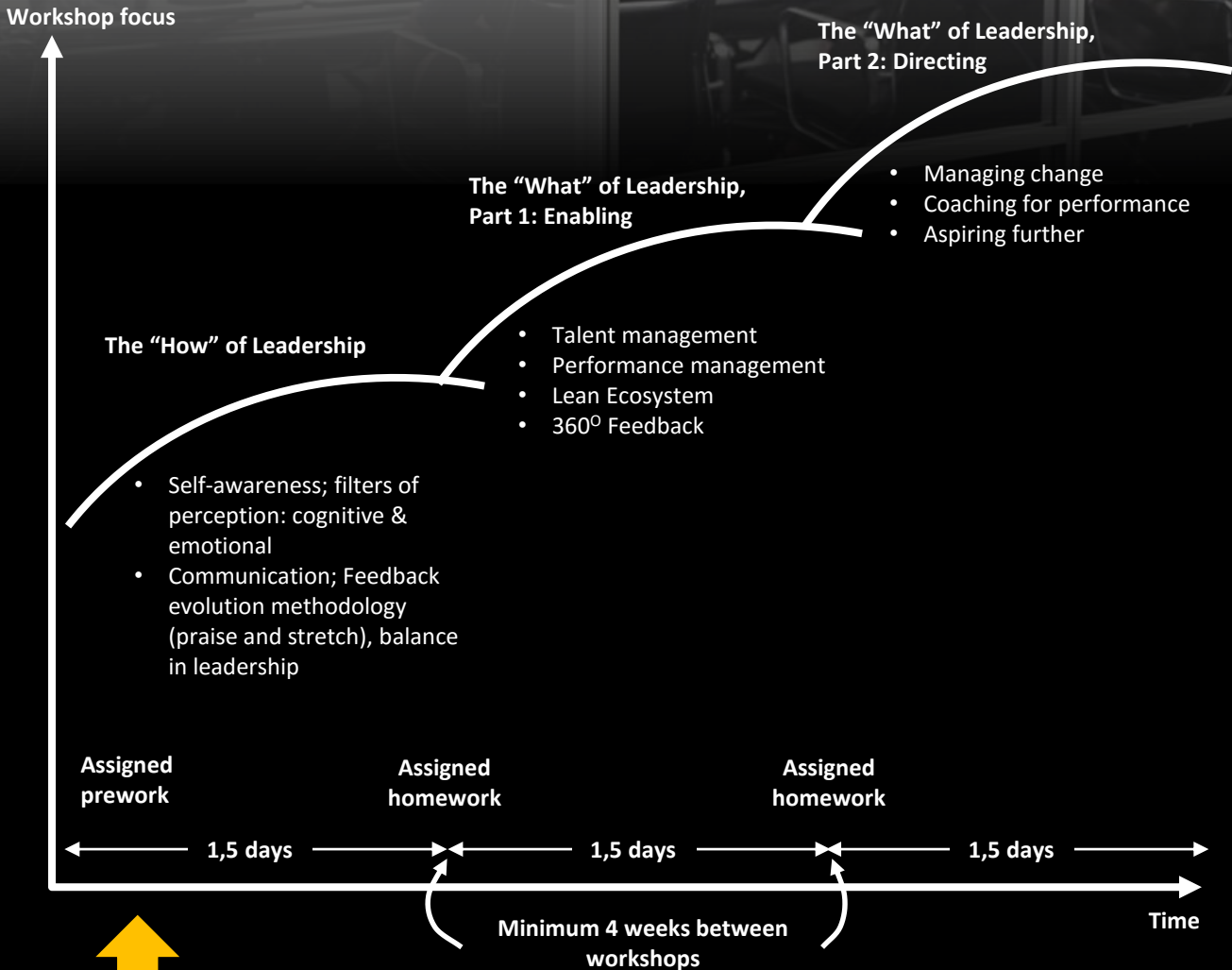


reLean's Executive Team Workshops



We help the executive team see what it takes to successfully lead change

Creating and empowering a high-performing organisation is one of the main challenges for any executive team. We have developed a highly effective executive team workshop series together with our clients to increase the executive team capability for leading change, starting with self-awareness and landing in how to manage the upcoming transition and change. These workshops should help the executive team to plan for success, knowing both where themselves, their company and organisation is coming from and what it will take to get to where they want to go.



On request!

We know all companies have different challenges and we will listen carefully to your situation to best customize this program for you. We also know the key elements needed to meet your challenges are the same, therefore we will teach these.

Quick facts

Training length	3 workshops á 1,5 days
Group size	<10
Cost	Upon request
Location	Flexible

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