

5 Minute Briefing

Setting up an Academy to Support a Lean Transformation



Building the case for an Academy

If you are considering setting up a Lean Academy within your business, it is likely that you will either, already have a successful Lean transformation programme underway, or you will have a mandate from the top of the business. If so, the introduction of a Lean Academy could play an important role, helping with both broadening and raising the capability of the key staff on your improvement team.

You will have recognised that these people will be instrumental in facilitating the Lean transformation and that you need to give them both the tools and the confidence to be successful. You may also be faced with a capacity challenge, both with the enormity of raising the understanding of Lean throughout all employees in the business, and with growing the size of your current improvement team that may not be large enough to meet the sheer scale of the transformation. This is where an Academy can play a key role. The Academy can also provide thought leadership in the implementation of Lean, framing the “one common language” and “one methodology” to support the transformation in your business. This has the advantage of pulling together the differing approaches that may already be embedded in various parts of the company.

In short, a Lean Academy can provide one of the vital ingredients required for long term sustainability and success of your Lean programme.

Key Principles on Which to Build a Lean Academy

oee has identified 5 key principles which form the foundations of a successful Lean Academy:

1. The Academy must not be an “Ivory Tower”. It should be grounded in the operation – with the people and by the people, for the people.
2. Training delivered by the Academy must be linked to real business improvement; trainees benefit from experiential learning and delivering real and measured benefits.
3. The Academy should be underpinned by a recognised accreditation programme which assures the delivery content and is seen as valuable to the individuals.
4. The Academy should be a self-improving institution.
5. The Academy should provide a strong linkage between the improvement teams and the business operations.

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What Does an Academy Look Like?

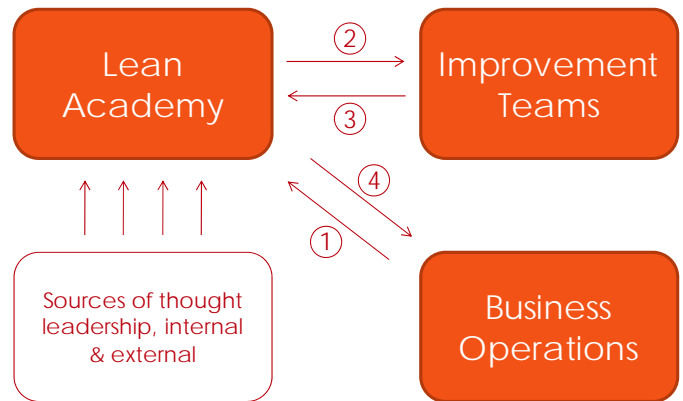
To achieve rapid credibility and kudos, the Academy should have senior level sponsorship and a charter, together with a formal governance structure. For example, the CEO or COO could act as Chancellor of the Lean Academy.

The Academy needs to create its own prospectus with a clear hierarchy of accredited training and developmental products: coaching should support and reinforce the training.

The Academy needs to market itself strongly internally in order to create a real interest and demand for its services.

Constraints such as how the Academy will work with existing Learning and Development organisations need to be ironed out.

Finally, the Academy needs an appropriate measures dashboard to confirm that its own performance is being managed effectively and that it is delivering value for money benefits to the business.



- ① Send candidates for development
- ② Second candidates to improvement project
- ③ Return candidates for assessment
- ④ Return candidates to improvement in line role

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