LAPT

LONDON ACADEMY OF PROFESSIONAL TRAINING

CERTIFICATE

Certificate in Lean Leadership and Process Improvement



LAPT — London Academy of Professional Training

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Reference MGT-C04 • Management Centres

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4	93	666	400	60%	Lifetime
SUBJECTS	CHAPTERS	CLASSES	TOTAL MARKS	PASS MARK	VALIDITY

AT A GLANCE

REFERENCE	**MGT-C04**
AWARD	**Certificate**
ASSESSMENT	**400 marks — 240 to pass (60%)**
PREREQUISITES	**None**
VALIDITY	**Lifetime**
AWARDING BODY	**LAPT — London Academy of Professional Training**

CURRICULUM

1

Lean Leadership and Implementation

18 chapters · 120 classes **100 marks**

- **1 Understanding Lean Principles in Leadership** — 6 classes
  - 1.1 Define Lean Principles and Their Relevance to Leadership
  - 1.2 Identify Key Lean Leadership Characteristics and Behaviors
  - 1.3 Analyze the Impact of Lean Principles on Team Dynamics
  - 1.4 Explore Tools and Techniques for Lean Leadership Practices
  - 1.5 Develop Strategies for Implementing Lean Principles in Teams
  - 1.6 Evaluate the Effectiveness of Lean Leadership in Real-world Scenarios
- **2 Building High-Performing Lean Teams** — 6 classes
  - 2.1 Identify Key Characteristics of High-Performing Lean Teams
  - 2.2 Analyze Roles and Responsibilities within Lean Teams
  - 2.3 Foster Effective Communication Strategies in Lean Teams
  - 2.4 Implement Techniques for Continuous Improvement in Team Performance
  - 2.5 Develop Conflict Resolution Skills for Lean Team Dynamics
  - 2.6 Assess Team Performance Metrics to Drive Lean Success
- **3 Cultivating a Lean Culture: Communication and Engagement** — 6 classes
  - 3.1 Understand the Foundations of Lean Culture
  - 3.2 Identify Key Communication Strategies for Lean Leadership
  - 3.3 Engage Teams through Active Listening Techniques
  - 3.4 Foster Collaboration with Open Feedback Mechanisms
  - 3.5 Develop Action Plans for Sustaining Lean Engagement
  - 3.6 Measure and Reflect on Team Dynamics in Lean Practices
- **4 Conflict Resolution and Problem Solving in Lean Teams** — 6 classes
  - 4.1 Identify Sources of Conflict in Lean Teams
  - 4.2 Analyze the Impact of Conflict on Team Dynamics
  - 4.3 Explore Conflict Resolution Strategies for Lean Management
  - 4.4 Role-Play Scenarios to Practice Resolution Techniques
  - 4.5 Develop a Problem-Solving Framework for Team Challenges
  - 4.6 Implement Lean Principles in Real-world Conflict Situations
- **5 Sustaining Lean Leadership: Continuous Improvement and Adaptation** — 6 classes
  - 5.1 Identify Key Principles of Lean Leadership
  - 5.2 Analyze the Role of Continuous Improvement in Team Dynamics
  - 5.3 Develop a Framework for Sustaining Lean Practices
  - 5.4 Implement Feedback Loops for Team Adaptation
  - 5.5 Create Action Plans for Lean Leadership Challenges
  - 5.6 Evaluate Team Performance in Lean Environments
- **1 Understanding Lean Principles and Leadership** — 6 classes
  - 1.1 Define and Explore Lean Principles
  - 1.2 Identify Key Leadership Qualities in Lean Environments
  - 1.3 Analyze Team Dynamics within Lean Frameworks
  - 1.4 Apply Lean Tools for Effective Collaboration
  - 1.5 Evaluate Case Studies on Lean Leadership Success
  - 1.6 Develop a Personal Action Plan for Lean Leadership
- **2 Building High-Performance Teams in a Lean Environment** — 6 classes
  - 2.1 Identify Key Traits of High-Performance Teams
  - 2.2 Assess Team Dynamics Using Lean Principles
  - 2.3 Develop Clear Communication Strategies for Teams
  - 2.4 Implement Continuous Improvement Processes in Teams
  - 2.5 Foster a Culture of Trust and Collaboration
  - 2.6 Evaluate Team Performance and Celebrate Successes
- **3 Leading Change: Tools and Techniques for Lean Transformation** — 6 classes
  - 3.1 Identify Core Principles of Lean Transformation
  - 3.2 Assess Organizational Readiness for Change
  - 3.3 Engage Stakeholders Through Effective Communication
  - 3.4 Apply Change Management Strategies in Teams
  - 3.5 Implement Lean Tools for Continuous Improvement
  - 3.6 Evaluate Change Impact and Foster a Lean Culture
- **4 Communicating for Success in Lean Leadership** — 6 classes
  - 4.1 Understanding the Importance of Communication in Lean Leadership
  - 4.2 Identifying Key Communication Barriers in Teams
- **5 Sustaining Lean Initiatives: Leadership Strategies for Long-Term Success** — 6 classes
  - 5.1 Define Key Leadership Traits for Sustaining Lean Initiatives
  - 5.2 Identify Common Challenges in Lean Operations Sustainability
  - 5.3 Explore Effective Communication Strategies for Lean Leadership
  - 5.4 Develop Team Engagement Techniques to Support Lean Practices
  - 5.5 Create a Continuous Improvement Culture within Teams
  - 5.6 Assess and Measure the Success of Lean Initiatives Over Time
- **1 Understanding Lean Principles in Project Management** — 6 classes
  - 1.1 Define Lean Principles and Their Importance in Project Management
  - 1.2 Identify Key Lean Tools for Effective Project Management
  - 1.3 Analyze Waste in Project Management Processes
  - 1.4 Apply Lean Thinking to Streamline Project Workflows
  - 1.5 Evaluate the Role of Continuous Improvement in Lean Projects
  - 1.6 Develop a Lean Action Plan for Real-World Project Scenarios
- **2 Identifying Value and Waste in Projects** — 6 classes
  - 2.1 Define Value in Project Management
  - 2.2 Identify Different Types of Waste in Projects
  - 2.3 Analyze Project Processes to Spot Value Streams
  - 2.4 Evaluate Customer Needs to Determine Value
  - 2.5 Use Lean Tools to Eliminate Waste in Projects
  - 2.6 Apply Value Stream Mapping in Project Scenarios
- **3 Implementing Lean Tools and Techniques in Projects** — 6 classes
  - 3.1 Identify Key Lean Tools for Project Success
  - 3.2 Analyze the Benefits of Lean Thinking in Projects
  - 3.3 Develop a Lean Project Charter
  - 3.4 Implement Value Stream Mapping in Your Projects
  - 3.5 Apply 5S Methodology to Enhance Project Efficiency
  - 3.6 Evaluate Project Outcomes Using Lean Metrics
- **4 Managing Team Dynamics in Lean Project Environments** — 6 classes
  - 4.1 Understanding Team Roles in Lean Projects
  - 4.2 Identifying and Addressing Team Dynamics Challenges
  - 4.3 Facilitating Effective Communication in Lean Teams
  - 4.4 Building Trust and Collaboration Among Team Members
  - 4.5 Utilizing Agile Techniques to Enhance Team Performance
  - 4.6 Evaluating Team Performance and Continuous Improvement
- **5 Measuring Success: KPIs and Continuous Improvement in Lean Projects** — 6 classes
  - 5.1 Define and Identify Key Performance Indicators (KPIs) in Lean Projects
  - 5.2 Analyze the Role of KPIs in Measuring Project Success
  - 5.3 Explore Techniques for Establishing Effective KPI Targets
  - 5.4 Implement Continuous Improvement Strategies Based on KPI Analysis
  - 5.5 Develop a Plan for Monitoring and Reviewing KPIs Regularly
  - 5.6 Create a Case Study Presentation on KPI Impact in Lean Projects
- **16 Daily Leadership Routines on the Gemba** — 10 classes
  - 16.1 Why Leaders Go to the Workplace
  - 16.2 Planning a Leader Walk
  - 16.3 Asking Respectful Questions
  - 16.4 Observing Without Interrupting
  - 16.5 Standard Work for Leaders
  - 16.6 Checking Boards and Metrics
  - 16.7 Giving On the Spot Feedback
  - 16.8 Following Up on Open Issues
  - 16.9 Balancing Floor Time and Office Time
  - 16.10 Recording Leader Findings
- **17 Coaching and Developing People for Improvement** — 10 classes
  - 17.1 Coaching Versus Directing
  - 17.2 Growth Mindset in Teams
  - 17.3 Using Coaching Questions
  - 17.4 Teaching Problem Solving on the Job
  - 17.5 Skill Matrices and Training Plans
  - 17.6 Cross Training for Flexibility
  - 17.7 Giving Constructive Recognition
  - 17.8 Handling Poor Performance Fairly
  - 17.9 Building Values and Culture for Improvement

2

Process Analysis and Design

12 chapters · 120 classes **100 marks**

- **1 Business Process Fundamentals and Process Ownership** — 10 classes
  - 1.1 What a Business Process Is
  - 1.2 Core Support and Management Processes
  - 1.3 Process Inputs Outputs and Customers
  - 1.4 Process Owners and Their Duties
  - 1.5 Process Approach in Quality Systems
  - 1.6 Documented Information for Processes
  - 1.7 Interfaces Between Departments
  - 1.8 Process Performance at a Glance
  - 1.9 Process Thinking in Service Work
  - 1.10 Reading an Organisation Process Map
- **2 Flow Process Analysis Step by Step** — 10 classes
  - 2.1 Purpose of Flow Process Analysis
  - 2.2 Symbols for Operation Move Delay and Inspect
  - 2.3 Choosing a Process to Study
  - 2.4 Walking the Process and Recording Steps
  - 2.5 Distance and Time Measurement
  - 2.6 Building a Flow Process Chart
  - 2.7 Reading a Chart for Waste
  - 2.8 Questioning Each Step Why and How
  - 2.9 Proposing an Improved Sequence
  - 2.10 Comparing Current and Proposed Flows
- **3 Value Stream Mapping for Process Design** — 10 classes
  - 3.1 Value Streams and Product Families
  - 3.2 Drawing the Current State Map
  - 3.3 Process Boxes and Data Boxes
  - 3.4 Information Flow and Material Flow
  - 3.5 Calculating Lead Time and Process Time
  - 3.6 Spotting Delays and Inventory Points
  - 3.7 Designing the Future State Map
  - 3.8 Setting Improvement Bursts
  - 3.9 Action Plan from a Value Stream Map
  - 3.10 Reviewing Map Progress Regularly
- **4 Lead Time Analysis in Practice** — 10 classes
  - 4.1 Lead Time Versus Cycle Time
  - 4.2 Collecting Lead Time Data
  - 4.3 Queue Time and Waiting Analysis
  - 4.4 Batch Size Effects on Lead Time
  - 4.5 Bottleneck Identification
  - 4.6 Little's Law in Simple Terms
  - 4.7 Balancing Work Between Stations
  - 4.8 Shortening Order to Delivery Time
  - 4.9 Reporting Lead Time Gains
  - 4.10 Monitoring Lead Time Over Time
- **5 Standard Operating Procedures Development** — 10 classes
  - 5.1 Why Standard Operating Procedures Matter
  - 5.2 Choosing Tasks That Need Procedures
  - 5.3 Observing the Best Known Method
  - 5.4 Breaking Tasks into Steps and Key Points
  - 5.5 Writing in Plain Clear Language
  - 5.6 Using Photos and Diagrams
  - 5.7 Safety and Quality Points in Procedures
  - 5.8 Validating Procedures with Operators
  - 5.9 Document Control and Version Records
  - 5.10 Training and Reviewing Procedures
- **6 Workplace Process Layout and Visual Management** — 10 classes
  - 6.1 Visual Management Principles
  - 6.2 Boards Signs and Colour Codes
  - 6.3 Andon and Status Indicators
  - 6.4 Designing Process Control Boards
  - 6.5 Showing Targets and Actual Results
  - 6.6 Floor Layout and Safe Walkways
  - 6.7 Tool and Material Presentation
  - 6.8 Supporting Standard Work Visually
  - 6.9 Auditing Visual Systems
  - 6.10 Involving Operators in Design
- **7 Flexible Production and Workforce Systems** — 10 classes
  - 7.1 Demand Variation and Staffing
  - 7.2 Multi Skilled Team Members
  - 7.3 Skills Matrix Creation
  - 7.4 Cell and Line Balancing
  - 7.5 Flexible Work Allocation
  - 7.6 Cross Training Plans
  - 7.7 Shift and Break Planning
  - 7.8 Responding to Urgent Orders
  - 7.9 Safety in Flexible Working
  - 7.10 Measuring Flexibility Results
- **8 Value Analysis and Process Cost Reduction** — 10 classes
  - 8.1 Meaning of Value for a Customer
  - 8.2 Function Analysis of a Product or Service
  - 8.3 Cost of Each Function
  - 8.4 Brainstorming Alternatives
  - 8.5 Evaluating Ideas for Value
  - 8.6 Removing Unnecessary Features
  - 8.7 Process Simplification Techniques
  - 8.8 Cost Benefit of Process Changes
  - 8.9 Presenting Value Proposals
  - 8.10 Tracking Realised Savings
- **9 Process Improvement Design and Redesign** — 10 classes
  - 9.1 Process Improvement Cycle Overview
  - 9.2 Clarifying Customer Requirements
  - 9.3 Setting Process Design Objectives
  - 9.4 Generating Redesign Options
  - 9.5 Eliminate Combine Simplify Rules
  - 9.6 Automation and Digital Tools in Processes
  - 9.7 Testing a Redesign
  - 9.8 Risk Review of New Process
  - 9.9 Implementation Planning
  - 9.10 Handover and Training
- **10 Outsourcing and Supplier Interfaces in Processes** — 10 classes
  - 10.1 Deciding What to Outsource
  - 10.2 Specifying Outsourced Process Needs
  - 10.3 Selecting Suppliers Through Tendering
  - 10.4 Contract and Service Level Basics
  - 10.5 Controlling Externally Provided Processes
  - 10.6 Supplier Performance Monitoring
  - 10.7 Managing Handover Risks
  - 10.8 Communicating with Suppliers
  - 10.9 Resolving Supplier Issues
  - 10.10 Bringing a Process Back In House
- **11 Process Quality Checks and Internal Audits** — 10 classes
  - 11.1 Purpose of Process Audits
  - 11.2 Planning an Audit Programme
  - 11.3 Audit Checklists from Process Maps
  - 11.4 Interviewing and Observing Staff
  - 11.5 Gathering Audit Evidence
  - 11.6 Writing Findings Fairly
  - 11.7 Nonconformity and Improvement Grades
  - 11.8 Follow Up of Corrective Actions
  - 11.9 Audit Reports to Management
  - 11.10 Audit Ethics and Confidentiality
- **12 Process Improvement Practice Project** — 10 classes
  - 12.1 Choosing a Process for Practice
  - 12.2 Mapping and Measuring the Process
  - 12.3 Finding the Biggest Delays
  - 12.4 Designing Improvements
  - 12.5 Writing the New Procedure
  - 12.6 Visual Controls for the New Process
  - 12.7 Trial and Measurement
  - 12.8 Reporting Results
  - 12.9 Peer Review of the Project
  - 12.10 Planning Continuous Review

3

Process Frameworks and KPIs

12 chapters · 120 classes **100 marks**

- **1 Management System Frameworks and the Process Approach** — 10 classes
  - 1.1 Purpose of a Management System
  - 1.2 Plan Do Check Act Thinking
  - 1.3 Context and Interested Parties
  - 1.4 Leadership and Policy
  - 1.5 Planning for Risk and Opportunity
  - 1.6 Support Resources and Competence
  - 1.7 Operation and Control
  - 1.8 Performance Evaluation
  - 1.9 Improvement Requirements
  - 1.10 Reading a Quality Manual
- **2 Performance Indicators Fundamentals** — 10 classes
  - 2.1 What a Key Performance Indicator Is
  - 2.2 Leading and Lagging Indicators
  - 2.3 Qualities of a Good Indicator
  - 2.4 Quality Cost Time and Safety Measures
  - 2.5 Customer Service Indicators
  - 2.6 Ratios Percentages and Rates
  - 2.7 Setting Targets Realistically
  - 2.8 Baselines and Trend Reading
  - 2.9 Avoiding Measures That Mislead
  - 2.10 Documenting Indicator Definitions
- **3 Collecting and Reporting Process Data** — 10 classes
  - 3.1 Sources of Process Data
  - 3.2 Designing Collection Forms
  - 3.3 Manual and Digital Recording
  - 3.4 Sampling and Frequency Choices
  - 3.5 Cleaning Data for Reports
  - 3.6 Charts for Indicator Reports
  - 3.7 Spreadsheet Formulas for Indicators
  - 3.8 Reporting Schedules and Owners
  - 3.9 Explaining Variance Simply
  - 3.10 Data Protection in Reporting
- **4 Using Information for Decision Making** — 10 classes
  - 4.1 Information Needs of Managers
  - 4.2 Fact Based Decision Steps
  - 4.3 Comparing Options with Data
  - 4.4 Basic Cost Benefit Analysis
  - 4.5 Decision Trees in Simple Form
  - 4.6 Cognitive Bias in Decisions
  - 4.7 Presenting Recommendations
  - 4.8 Recording Decisions
  - 4.9 Reviewing Decision Outcomes
  - 4.10 Learning from Wrong Decisions
- **5 Policy Deployment and Goal Cascading** — 10 classes
  - 5.1 Vision Objectives and Targets
  - 5.2 Catchball Discussion Between Levels
  - 5.3 Turning Objectives into Actions
  - 5.4 Linking Team Goals to Business Goals
  - 5.5 Annual Plan on a Page
  - 5.6 Tracking Progress Monthly
  - 5.7 Aligning Departments
  - 5.8 Resolving Conflicting Priorities
  - 5.9 Quality Operating System Basics
  - 5.10 Annual Review and Reset
- **6 Customer Requirements and Quality Function Deployment** — 10 classes
  - 6.1 Capturing the Voice of the Customer
  - 6.2 Sorting Needs into Requirements
  - 6.3 Building a House of Quality
  - 6.4 Rating Importance and Relationships
  - 6.5 Competitive Comparison
  - 6.6 Setting Design Targets
  - 6.7 Translating Requirements into Process Controls
  - 6.8 Reviewing Matrix with Teams
  - 6.9 Using the Matrix to Prioritise
  - 6.10 Updating Requirements Over Time
- **7 Selecting and Focusing Improvement Areas** — 10 classes
  - 7.1 Characteristic Selection Matrix Purpose
  - 7.2 Listing Product and Process Characteristics
  - 7.3 Scoring Impact on the Customer
  - 7.4 Choosing Characteristics to Control
  - 7.5 Multi Variance Charts Purpose
  - 7.6 Plotting Variation Sources
  - 7.7 Reading Within Piece and Between Piece Variation
  - 7.8 Choosing Focus Areas for Improvement
  - 7.9 Linking Findings to Control Plans
  - 7.10 Reviewing Selection Decisions
- **8 Quality Assurance Systems and Control Plans** — 10 classes
  - 8.1 Quality Assurance Versus Quality Control
  - 8.2 Quality Objectives and Plans
  - 8.3 Control Plan Layout
  - 8.4 Inspection and Test Plans
  - 8.5 Nonconforming Output Control
  - 8.6 Customer Complaint Handling
  - 8.7 Calibration and Equipment Control
  - 8.8 Document and Record Control
  - 8.9 Management Review Inputs
  - 8.10 Internal Audit Links
- **9 Continuous Improvement Frameworks** — 10 classes
  - 9.1 Continuous Improvement in the System
  - 9.2 Improvement Models Compared
  - 9.3 Project Selection Criteria
  - 9.4 Idea Management Systems
  - 9.5 Improvement Roles and Training
  - 9.6 Recording Improvement Benefits
  - 9.7 Sharing Best Practice
  - 9.8 Sustaining the Programme
  - 9.9 Innovation and Improvement Opportunities
  - 9.10 Evaluating the Improvement Programme
- **10 Risk, Compliance and Governance Indicators** — 10 classes
  - 10.1 Risk Indicators for Operations
  - 10.2 Compliance Obligations Register
  - 10.3 Legal and Regulatory Requirements
  - 10.4 Ethical Standards at Work
  - 10.5 Governance Reporting Basics
  - 10.6 Safety and Environmental Indicators
  - 10.7 Incident Rate Measurement
  - 10.8 Audit Finding Trends
  - 10.9 Reporting to Governing Bodies
  - 10.10 Escalating Compliance Concerns
- **11 Workforce and Competence Measures** — 10 classes
  - 11.1 Why Measure Competence
  - 11.2 Skills Gap Identification
  - 11.3 Training Effectiveness Indicators
  - 11.4 Absence and Turnover Rates
  - 11.5 Productivity per Person
  - 11.6 Engagement Survey Results
  - 11.7 Safety Behaviour Measures
  - 11.8 Linking People Data to Results
  - 11.9 Confidentiality of People Data
  - 11.10 Presenting Workforce Reports
- **12 Performance Review and Reporting Capstone** — 10 classes
  - 12.1 Designing an Indicator Set for a Process
  - 12.2 Agreeing Targets with Owners
  - 12.3 Building a Reporting Pack
  - 12.4 Collecting a Month of Data
  - 12.5 Analysing Trends and Gaps
  - 12.6 Writing Recommendations
  - 12.7 Presenting to a Review Panel
  - 12.8 Responding to Challenge
  - 12.9 Agreeing Improvement Actions
  - 12.10 Reflecting and Updating the Framework

4 **Business Process Improvement Projects** 51 chapters · 306 classes **100 marks**

- **1 Introduction to Process Improvement Methodologies** — 6 classes
  - 1.1 Define Key Concepts in Process Improvement
  - 1.2 Identify the Benefits of Process Improvement Methodologies
  - 1.3 Explore Popular Process Improvement Models
  - 1.4 Assess the Role of Data in Process Analysis
  - 1.5 Differentiate Between Qualitative and Quantitative Approaches
  - 1.6 Apply Basic Tools for Process Mapping and Analysis
- **2 Lean Principles and Techniques** — 6 classes
  - 2.1 Analyze Value Streams to Identify Waste
  - 2.2 Apply the 5S Methodology for Workplace Organization
  - 2.3 Implement Continuous Flow Techniques in Processes
  - 2.4 Explore the Concept of Pull Systems in Production
  - 2.5 Utilize Kaizen for Continuous Improvement Initiatives
  - 2.6 Measure Success with Key Performance Indicators (KPIs)
- **3 Six Sigma Framework and Tools** — 6 classes
  - 3.1 Understand the Six Sigma Philosophy and Its Importance
  - 3.2 Identify Key Components of the DMAIC Process
  - 3.3 Explore Common Six Sigma Tools and Their Applications
  - 3.4 Analyze Data Using Statistical Methods in Six Sigma
  - 3.5 Develop a Process Improvement Project Using Six Sigma
  - 3.6 Evaluate Success and Sustain Improvements in Six Sigma Projects
- **4 Integrating Lean and Six Sigma** — 6 classes
  - 4.1 Define Lean and Six Sigma Concepts
  - 4.2 Analyze the Synergies between Lean and Six Sigma
  - 4.3 Identify Key Tools Used in Lean and Six Sigma
  - 4.4 Map a Combined Lean-Six Sigma Process Flow
  - 4.5 Evaluate Case Studies of Integrated Methodologies
  - 4.6 Develop a Personal Action Plan for Integration
- **5 Sustaining Continuous Improvement Initiatives** — 6 classes
  - 5.1 Identify Key Stakeholders for Continuous Improvement
  - 5.2 Develop a Continuous Improvement Culture in Your Team
  - 5.3 Utilize Data to Measure Process Improvement Impact
  - 5.4 Implement Feedback Mechanisms for Ongoing Improvement
  - 5.5 Design an Effective Training Program for Sustaining Initiatives
  - 5.6 Create a Roadmap for Long-Term Sustainability of Improvements
- **1 Fundamentals of Performance Metrics** — 6 classes
  - 1.1 Define Key Performance Metrics in Business Context
  - 1.2 Identify Types of Performance Metrics and Their Uses
  - 1.3 Analyze the Importance of Accurate Measurement in Performance
  - 1.4 Explore Tools for Tracking and Reporting Metrics
  - 1.5 Apply SMART Criteria to Develop Effective Metrics
  - 1.6 Design a Basic Performance Metrics Dashboard
- **2 Key Performance Indicators (KPIs) Development** — 6 classes
  - 2.1 Define Key Performance Indicators (KPIs) and Their Importance
  - 2.2 Identify and Analyze Business Goals for KPI Development
  - 2.3 Develop SMART Criteria for Effective KPIs
  - 2.4 Create a KPI Dashboard for Visual Performance Tracking
  - 2.5 Evaluate KPI Effectiveness Using Real-World Scenarios
  - 2.6 Implement Continuous Improvement Processes for KPI Adaptation
- **3 Data Collection Methods for Performance Measurement** — 6 classes
  - 3.1 Identify Key Performance Indicators for Effective Measurement
  - 3.2 Explore Qualitative Data Collection Techniques
  - 3.3 Analyze Quantitative Data Collection Methods
  - 3.4 Evaluate the Reliability and Validity of Data Sources
  - 3.5 Implement Data Collection Tools for Performance Metrics
  - 3.6 Synthesize Collected Data to Drive Performance Improvement
- **4 Analyzing and Interpreting Performance Data** — 6 classes
  - 4.1 Identify Key Performance Indicators for Analysis
  - 4.2 Collect and Organize Performance Data Effectively
  - 4.3 Analyze Quantitative Data Using Statistical Tools
  - 4.4 Interpret Qualitative Feedback to Enhance Understanding
  - 4.5 Visualize Performance Data for Stakeholder Communication
  - 4.6 Develop Actionable Insights from Performance Analysis
- **5 Continuous Improvement through Performance Measurement** — 6
- **5 Sustaining Process Improvements through Leadership** — 6 classes
  - 5.1 Define Leadership's Role in Sustaining Process Improvements
  - 5.2 Identify Key Leadership Behaviors that Drive Continuous Improvement
  - 5.3 Develop Strategies for Communicating Process Changes Effectively
  - 5.4 Assess the Impact of Leadership on Team Engagement and Commitment
  - 5.5 Implement Techniques for Fostering a Culture of Continuous Improvement
  - 5.6 Create an Action Plan for Sustaining Process Improvements in Your Team
- **1 Fundamentals of Process Analysis** — 6 classes
  - 1.1 Define Key Terminology in Process Analysis
  - 1.2 Identify Key Components of a Process
  - 1.3 Analyze the Flow of a Given Process
  - 1.4 Evaluate Process Efficiency and Effectiveness
  - 1.5 Apply Tools for Process Mapping
  - 1.6 Develop Improvement Strategies for Process Design
- **2 Data Collection and Process Measurement Techniques** — 6 classes
  - 2.1 Identify Key Data Sources for Process Measurement
  - 2.2 Compare Qualitative and Quantitative Data Collection Methods
  - 2.3 Design Effective Surveys for Process Feedback
  - 2.4 Implement Observation Techniques in Process Evaluation
  - 2.5 Analyze Data for Process Improvement Insights
  - 2.6 Develop Actionable Recommendations Based on Collected Data
- **3 Root Cause Analysis and Problem Identification** — 6 classes
  - 3.1 Identify Root Causes Using the 5 Whys Technique
  - 3.2 Analyze Patterns through Fishbone Diagrams
  - 3.3 Differentiate Between Symptoms and Root Causes
  - 3.4 Apply Pareto Analysis to Prioritize Problems
  - 3.5 Develop Action Plans for Addressing Root Causes
  - 3.6 Evaluate the Effectiveness of Solutions Implemented
- **4 Designing Efficient Processes** — 6 classes
  - 4.1 Identify Key Elements of Efficient Process Design
  - 4.2 Analyze Current Process Performance Metrics
  - 4.3 Map Out Existing Processes Using Flowcharts
  - 4.4 Apply Lean Principles to Eliminate Waste
  - 4.5 Design a New Process Model with Best Practices
  - 4.6 Evaluate and Improve Process Design through Feedback
- **5 Implementing and Sustaining Process Improvements** — 6 classes
  - 5.1 Identify Key Components of Process Improvements
  - 5.2 Analyze Stakeholder Roles and Responsibilities
  - 5.3 Develop a Communication Plan for Process Changes
  - 5.4 Implement Process Improvement Initiatives
  - 5.5 Monitor and Evaluate Process Improvement Outcomes
  - 5.6 Create a Sustainable Culture of Continuous Improvement
- **6 Organizational Procedures for Process Improvement** — 6 classes
  - 6.1 Understanding Disciplinary Procedures
  - 6.2 Grievance Procedures Overview
  - 6.3 Roles and Responsibilities in Procedures
  - 6.4 Effective Communication in Grievances
  - 6.5 Documenting Disciplinary Actions
  - 6.6 Implementing Process Improvement Strategies
- **1 Understanding Performance Metrics: Foundations and Importance** — 6 classes
  - 1.1 Define Key Performance Indicators and Their Significance
  - 1.2 Identify Types of Performance Metrics for Different Industries
  - 1.3 Analyze the Role of Performance Metrics in Business Strategy
  - 1.4 Examine Common Pitfalls in Using KPIs and How to Avoid Them
  - 1.5 Develop a Framework for Choosing Relevant Performance Metrics
  - 1.6 Apply Performance Metrics to Real-World Business Scenarios
- **2 Identifying Key Performance Indicators (KPIs) for Effective Measurement** — 6 classes
  - 2.1 Define Key Performance Indicators (KPIs) and Their Importance
  - 2.2 Identify Different Types of KPIs Relevant to Business Goals
  - 2.3 Analyze Characteristics of Effective KPIs for Performance Measurement
  - 2.4 Set SMART Criteria for Selecting Relevant KPIs

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