

# Lean Thinking and Employee Engagement

Mar. 19 – Mar. 20, 2024

Join us for a unique experience led by Ernie Richardson, who has 36 years' of experience with the Toyota Production System and is co-author of the book *The Toyota Engagement Equation*. In this two-day workshop, you will learn and apply Lean concepts through a simulation building model-scale Land Cruisers, fostering problem-solving and continuous improvement thinking based on Toyota's approach to training their team members.

Participants' goals during the simulation will be to produce quality at the lowest cost. During various rounds of the simulation, participants are assigned roles to learn the importance of Standards, WIP, Kanban, Level Loading, Visualization, Waste Identification, Process Stability, 5S, Flow, and Standardized Training and Onboarding.

## After completing this course, participants will understand:



- The differences between traditional and Lean manufacturing methods
- How standardization provides the foundation for problem-solving and continuous improvement
- Identifying value-added and non-value-added activities
- How the 4P's (Purpose, Problem-Solving, People, Process) are a part of doing business
- Leading vs Lagging KPIs – what and how are you measuring? When and how to use both?
- Leadership roles and responsibilities related to Lean Culture / Values/Principles/True North
- The eight “wastes” that must be eliminated to achieve the future state
- How to problem-solve for root cause
- The importance of learning on the Gemba, How to solve the root cause of your problems, Leadership involvement, and proper training

Ernie Richardson along with MRC's Lean Coaches will lead discussions to reinforce workshop learning and highlight opportunities for real-world application by using an experienced-based understanding of the various concepts and components of a Lean Enterprise. Participants will have a chance to network with classmates from various industries in to share improvement best practices.

## Who Should Attend

Operators, Team Leads, Supervisors, Managers, Continuous Improvement Team Members, Plant Engineers, Plant Managers, and anyone seeking to understand Lean thinking to identify improvement opportunities and improve team member engagement.

## Ernie Richardson | Co-author of *The Toyota Engagement Equation* and Owner of Teaching Lean, Inc.

Ernie has 36 years' of Manufacturing and Human Resources management experience which allows him to see the cultural dynamics from both functional areas of a company. He is certified in The Toyota Way, Toyota Business Practices (8 Step Problem Solving), Standardized Work, Visual Management, Strategy Deployment (Hoshin), Company Culture, and specializes in Toyota Production System Thinking. He joined Teaching Lean as a co-owner after his retirement from Toyota in Feb of 2013, to share his experiences learned from his people, Japanese trainers, and Executive Coordinators in order to assist other companies on their Lean journey. He has over 1380 hours of classroom, practical training and Japan Gemba Training with a combined time of over 1-year total in Japan. Ernie worked at IBM for 8 years before joining Toyota.

More information available at [mrcpa.org/events](http://mrcpa.org/events) or contact Nicole Pierce at (484) 655-4873 or [nicole.pierce@mrcpa.org](mailto:nicole.pierce@mrcpa.org).

- 📅 Mar. 19 – Mar. 20, 2024
- 🕒 8:30 AM – 4:00 PM
- 💰 \$890/person. \$800 before 2/9/24  
Meals and course materials included
- 📍 MRC – 7200A Windsor Drive  
Allentown, PA 18106
- 📄 Register: [mrcpa.org/events](http://mrcpa.org/events)

\*Fees and times subject to change. Visit [mrcpa.org/events](http://mrcpa.org/events) for current details.