



Foundations in Lean Operational Excellence

Overview

Across the world, leaders must develop responses to global competitiveness challenges that will help ensure the survival and growth of their organisations into the future.

The approach to business and society means that we need to be highly competitive if we are to maintain our positions on what is not always a level playing field. This programme is designed to cover the extent of the enterprise, both the company itself and its supply chain. Participants will be able to focus on building the capability and capacity of their senior people and key processes in order to drive business improvement. The primary focus of this programme is to help senior managers and leaders develop their understanding of strategic and practical lean business concepts, to support their drive to build sustainable and constantly improving competitiveness within their businesses, and to provide the opportunity to develop the next generation of leaders for their organisation. The programme will have a strong focus on engagement and interaction, facilitating discussion and the sharing of experience between participants and faculty.

Modules

- ✓ **Principles, Rules , Tools and Questions of Lean Practice**
- ✓ **Look, See, Understand, Think and Do – Practical approach and Tools for operational diagnostics**
- ✓ **The Five Rings of Lean Business Excellence**
- ✓ **Principles and Practice of Benchmarking Qualitative and Quantitative**
- ✓ **Case Study Examples - Used to illustrate, share and challenge with a high level of engagement**

Who should do this course

This programme is designed to support companies and managers who want to take on the challenge of developing their people and processes to achieve Operational Excellence. The core “red thread” running through the programme is that of integrating different departments and sections into a coherent whole thereby delivering the full potential of the organisation into the future. The programme is designed for current and future leaders within a business.

Applications Welcome from:

- ✓ Managers with the desire to improve performance within their organisation.
- ✓ Leaders who wish to develop the operational and strategic knowledge of their managers.
- ✓ Aspiring managers who wish to develop their capacity to add value to their organisation.



Benefits:

- ✓ **Supporting understanding of how to develop people’s engagement with competitiveness improvement activities.**
- ✓ **Helping develop understanding and ability to use Practical Lean Thinking and approaches.**
- ✓ **Applicable for back office, creative areas, logistics and warehousing as well as shop floor activities.**
- ✓ **The course will provide a practical understanding of why and how to use Lean Thinking, practices and tools to improve your business capability and competitiveness.**

Faculty



Prof. Richard Keegan

**Adjunct Professor of Lean Operational Excellence,
Trinity Business School
Director at Seraph Consulting**

Richard Keegan is adjunct professor of Lean Operational Excellence at Trinity Business School, Trinity College Dublin. He is a specialist in the areas of Lean/World Class Business and Benchmarking.

His concept of a three tier approach to company development has been adopted as a national framework to support the development of competitiveness in Irish industry. The effectiveness and efficiency of this three tiered approach has been independently verified by the Irish Government's Department of Enterprise Jobs and Innovation and has been written into the National Development Strategy for the past number of years. Each year, Richard is asked to advise major companies across Europe. Through this work he facilitates best practice thinking and the provision of insights and support to some of Europe's most important companies.

Working with Toyota he has led over 70 best practice missions, for over 1,500 managers to the Deeside engine plant.

He acts in a pro bono role as the advisor to the World Class Activities of the EU-Japan Centre for Industrial Co-Operation, a role he has held for over 20 years.

Richard led the DG Enterprise Benchmarking Initiative, the European Benchmarking Forum and Network at the request of the European Commission from 1997 to 2000. His concept of integrating Benchmarking and Lean/Best Practice concepts was adopted by the United Nations Industrial Development Organisation (UNIDO) as a means of helping sub-Saharan African companies develop their operational effectiveness and competitiveness.

He writes on the subject of business improvement, typically around the areas of World Class Business, Lean and Benchmarking.

What participants say:

"The Five Rings concept was a real factor of success as we launched the new Crafter vehicle from the ground up." Dr Heiko Gierhardt, Project Manager, VW Poland

"Richard provided us with wisdom, experience, advice and very practical commercially focused support as we deployed lean principles and thinking in our business and for our clients" Ciara Jackson, AON Insurance

"Practical, straightforward, challenging and simple, this course provides a depth of experience and expertise to those interested in improving operational capability and competitiveness" Dr Alexander Ruestig, VP Schaeffler GmbH, Germany



About Trinity Business School

Trinity College Dublin has a robust reputation as a leading international university which extends over four centuries. Trinity Business School was founded in 1925 and has had an innovative role in management education and research which both serve and influence industry.

Over the years, our School has played a pioneering role in bringing the MBA to Europe and has created one of Europe's most sought after undergraduate business degree programmes as well as having a series of top ranked MSc programmes. Our Executive Education programmes are designed to deliver impactful learning experiences to business executives so that they can better understand, manage and shape rapidly changing business environments.

How to Apply

Visit www.tcd.ie/business/executiveeducation/ for more information and to apply for this programme.

Executive Education Open Programmes

Our open programmes are specifically designed for senior executives, business leaders and professionals who want to expand their strategic thinking and knowledge-base to address significant business challenges, gain a competitive edge in their career, feel confident in new roles, or embark on new professional paths. All our courses are practical and involve action-based learning, which participants apply for a long term impact.

Over the years, Trinity Executive Education has enabled thousands of business executives to make long-term impact in their organisations. Our courses have helped them hone their leadership, negotiation, and people management skills, as well as strengthen their knowledge in finance, strategy, marketing, communication, and big data. Opportunities for collaboration with international groups of peers have also enriched their learning experience, giving them the additional benefit of expanding their professional network.

Participants leave our courses refreshed and energised, with new skills, tools and thought processes to better understand, manage and shape rapidly changing environments.

CONTACT US

PHONE +353 1 896 2538

EMAIL trinity.exed@tcd.ie