

## Lean Applied to Business Processes

- ▶ **Location:** Knoxville, Tennessee
- ▶ **Duration:** One week
- ▶ **2010 Dates:** February 7-12  
April 25-30  
July 18-23  
October 3-8
- ▶ **Tuition:** \$4,500 (includes meals and lodging)

### Participant Profile

This program is designed for leaders at any level who are interested in bottom line improvements. This program will stress eliminating wasteful procedures, streamlining processes and improving bottom line performance. Leaders of operational areas, operational support roles and strictly administrative or transactional businesses will benefit greatly by attending this program.

### Overview

The evolution of Continuous Improvement has mainly focused on manufacturing processes. This trend has produced greatly improved production efficiencies for most commodities where Continuous Improvement was applied. The name of the movement implies that there is still much to do even where there has been much success. However, there is an area where Continuous Improvement has not made many inroads or seen much benefit. That domain is the office and its many administrative processes. It is this arena that will be the focus of this particular program offering.

Administrative processes are similar to a lever that enables the heavy lifting of any operation.

But in many cases, the many administrative roles in an organization such as sales and marketing, product development, human resources, purchasing, logistics, facilities, IT, and transaction processing have become bogged down within their own functional silos. In today's workplace, the ability to change on a dime is hampered by the bureaucratic wastes in the upstairs factory of management decision making. There are untapped opportunities to streamline these processes and complement the organization's goals.

The *Lean Applied to Business Processes* program utilizes many of the current process improvement concepts and applies them directly to administrative, service, and transactional processes. The program is divided into identifying areas of administrative process wastes, analyzing solutions, and applying countermeasures to improve the organization's performance to reach its acknowledged strategy, mission, and goals. Within every module, each concept is discussed in theory, demonstrated through an administrative simulation, viewed within an industry application, and then seen within the context of your specific organization. In addition, leaders will be provided insight on lean implementation in administrative areas and then apply their learning to relevant business case studies.

At the completion of the program, the leader will be able to identify key administrative wastes and the constraints to their organization's outputs. This will be accomplished by analyzing potential root causes, and applying the proper

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countermeasures to increase throughput, eliminate backlogs, and reduce costs (direct and indirect).

Each participant will return to their organization with an Action Plan book they've developed throughout the program. This will enable leaders to begin their custom improvement process immediately instead of just collecting another training binder on their shelf.

Applying the knowledge gained in *Lean Applied to Business Processes* and maintaining the discipline it teaches is a competitive advantage that can be achieved and built upon to create a continuous improvement culture.

## Faculty

► **William (Bill) Peterson**—Bill has over thirty years of experience in the aircraft Maintenance, Repair, and Overhaul (MRO) business in positions of increasing responsibility across a broad spectrum of disciplines, including military service, trouble-shooting and repair, training instructor, operational management, sales and marketing, and international assignments. Throughout these assignments, Bill has used Continuous Improvement tools such as Lean and Six Sigma to lead change in processes and organizational culture.

Along the way, Bill earned a BS in Professional Aeronautics at Embry-Riddle, his FAA Airframe and Power Plant Licenses, and is a certified Black Belt in Six Sigma. Bill recently retired after 26 years in Delta's Technical Operation division. He has since completed his MBA in Lean Aerospace at the University of Tennessee and joined UT's Center for Executive Education as an adjunct faculty member.

► **Keith Leitner, M.S.**—Keith is a faculty member in the University of Tennessee's Center for Executive Education, teaching,

mentoring and coaching in the area of lean enterprise deployment. Keith has served business and industry as a management consultant for many years implementing the concepts of lean in both private and defense industries. He served as Vice President of Continuous Improvement for BTR Automotive and held other leadership positions with Marley Electric Heating and United Technologies Automotive, Inc. Keith received his M.S. in Organizational Leadership and Management from the University of North Carolina, Pembroke.

## Facilities

Classes are held in the executive classrooms of The University of Tennessee Center for Executive Education. These facilities are specifically designed for group-interaction programs. Accommodations are single-occupancy rooms at a nearby hotel.

## Tennessee Lean Enterprise Center

The Lean Applied to Business Processes program is supported by the Tennessee Lean Enterprise Center. The Center's mission is to:

- Create a network for Lean Practitioners to share best practices through Center meetings and the Lean Reference Desk.
- Be a source of lean-equipped operations personnel through lean graduate internships.
- Conduct direct-focused lean research efforts.

## Related Programs of Interest

- Lean Enterprise Systems Design Institute
- Lean Maintenance, Repair and Overhaul
- Lean for Healthcare
- Excellence Through Analytics
- Design of Experiments

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## Contact

For more information on the *Lean Applied to Business Processes* or The Tennessee Lean Enterprise Center membership, please call or write:

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For current news on the Center for Executive Education and its offerings, visit our web site at <http://TheCenter.utk.edu>.

For more information on Lean activities at the University of Tennessee, please visit our web site at <http://lean.utk.edu>.

For more information on *Lean Applied to Business Processes*, please visit <http://leanbusiness.utk.edu>.