1) **Week 5 Objectives**
   a) Couple or Link processes to enable uninterrupted flow of work/patients.
   b) Create standardized work for a linked process
   c) Design a system to control/regulate the flow of material, information, and people in a work process

2) **Week 5 Content**
   a) **Wednesday June 8, 2016**
      i) Review and Reflect – Previous material – David Veech – 8:00 – 8:30 AM
      ii) Lean IT for Services – Tom Paider – 8:30 AM – Noon
      iii) Statistics – David Schilling – 1:00 – 5:00 PM
      iv) Daily Plus/Delta review – David Veech – 5:00 – 5:15 PM
   b) **Thursday June 9, 2016**
      i) Review & Reflect – David Veech – 8:00 – 8:30 AM
      ii) Standardized Work and Leveled Flow in Service - Mike Orzen and Whitney Mantonya **OR**
      iii) Takt, Flow, Pull & SWIPS in Manufacturing & Supply Chain – Gary Butler & Tom Mooney – 8:30 AM – 5:00 PM
      iv) Poster Sessions – All - 5:30 – 7:00 PM
   c) **Friday June 10, 2016**
      i) Review & Reflect – David Veech – 8:00 – 8:30 AM
      ii) Gemba for Reliability (Parker) – Ellis New – All Day
      iii) Daily Plus/Delta Review – David Veech – 5:00 – 5:10 PM
   d) **Saturday June 11, 2016**
      i) Review & Reflect – David Veech – 7:30 – 8:00 AM
      ii) 3P Process – Mark Regan – 8:00 AM – 11:30 AM
      iii) Statistics – David Schilling – 12:00 – 3:45 PM
      iv) Daily Plus/Delta Review – David Veech – 3:45 – 4:00 PM

3) **Week 5 Pre-readings**

   For Industry-Wide cohort
   i) *Data Analysis for Decision Making; 4th Edition; 0-324-662440, Chapter 7 (skip 7.4.5) and Chapter 8 (skip 8.6)*
   ii) *Lean IT - Enabling and Sustaining your Lean Transformation* by Michael Orzen – (recommended for all) Chapters 1 & 2 and Lean IT Field Guide by Mike Orzen and Tom Paider – Chapter 2 (will get from M&T to upload on Carmen)
4) **Week 5 Output**
   a) **Know:**
      i) **Mfg. and Supply Chain** - System and Actual Takt time, System and Actual Item Level Takt time. How to use their completed VSM to identify where primary flow stops. Be able to level a schedule to Takt with appropriate utilization.
      ii) **Service** -
   b) **Do:**
      i) Wk 4 test –
         1) (IW) Demonstrate the ability to understand what causes inventory between a Supplying process and a Customer process and be able to calculate the amount of SWIPS needed to maintain flow through that Supplier/Customer connection.
         2) **Service - TBD**
      ii) **Capstone Project** - Develop a Tactical A3 from your Strategic A3 with the help of your team.
   c) **Workshop:**

**ATTENDANCE**
Because our meetings are few and concentrated, attendance is critical. Missing class requires permission of the instructors and a countermeasure to assure that learning lost is not lost forever. In short, business-related absences are not excused. Students should make arrangements now to avoid time conflicts.

**COURSE REQUIREMENTS**
Lean Enterprise Leadership requires active participation in classroom exercises as well as reading and assigned work outside of class. Satisfactory performance requires attendance and active participation in class, completing assignments and passing the final exam.

**EXAMINATION**
An exam and all associated documentation will be available to you via Carmen on Sunday, May 3rd at 8:00 AM. The test must be completed and submitted by Sunday, May 24th no later than 11:59PM as a single PDF document with the title in the standard format you have been using. The exam is open-book and not time-limited. However, collaboration is not allowed. Manufacturing and Service students should contact Gary Butler for questions and Healthcare students should contact Mrinalini Gadkari.

**GRADING**
Grades are given on a scale from A to E. Grades are based on class participation (30 percent) and examination (70 percent).
**DISABILITY ACCOMMODATION**
If you need an accommodation based on the impact of a disability, arrange an appointment with me as soon as possible. We need to discuss the course format and explore potential accommodations. I rely on the Office for Disability Services for assistance in verifying need and developing accommodation strategies. You should start the verification process as soon as possible.

**ACADEMIC MISCONDUCT**
Material submitted for course grade credit must be your own work. The University Academic Misconduct Committee for investigates suspected violations. Academic misconduct is a serious threat to the integrity and value of the Fisher College degree. Such behavior is intolerable.