

## The New AME Lean Sensei Quick Reference Guide

The AME Lean Sensei Quick Reference Guide is intended to give you a walk through out the AME Lean Sensei starting with the Dashboard Home Screen. By Clicking on each icon, you will be hyperlinked to all of the content. There is a Home Icon on each screen to return you to the Dashboard Home Screen.

The New AME Lean Sensei is broken into 2 Main Sections.

- The Assessment Section
- The Solutions Section

By Starting with the Assessment section, you can go through the questions and grade your company based on the defined criteria. Once Graded, the program will automatically generate the Report Card, Radar Chart, Comparison Analysis and Visual Pyramid.

If you choose to start off with a few of the questions, you will find the questions broken into phases. This gives you a phased approach into the AME Lean Sensei for clarification and focus.

The following pages are screen shots and examples of elements of the AME Lean Sensei.

Have fun and Explore – This is all about Sharing, Learning and Growing on your Pathway to Excellence.

# AME Lean Sensei Home Screen Dashboard

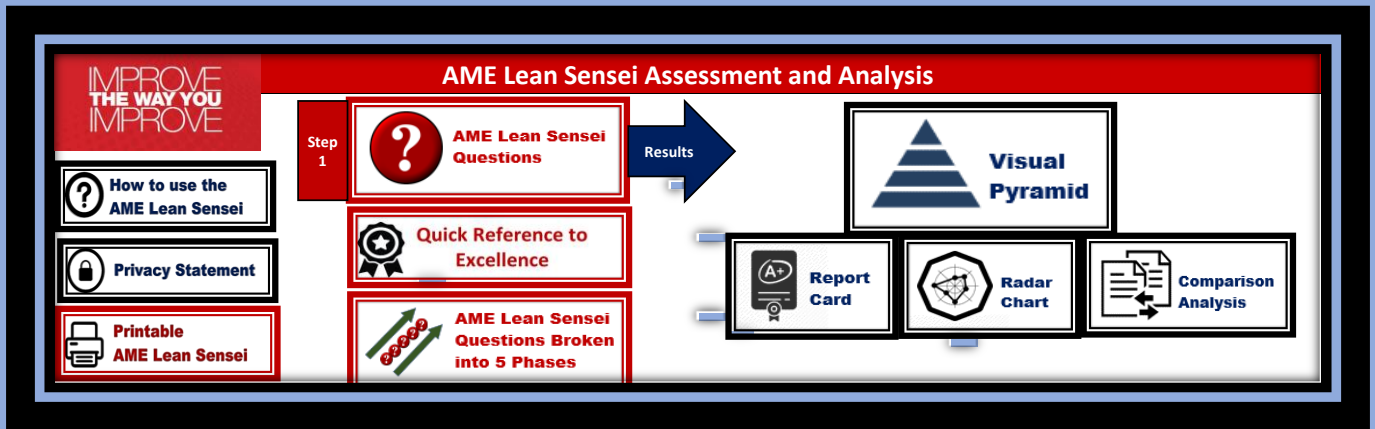
The dashboard is divided into three main horizontal sections:

- AME Lean Sensei Assessment and Analysis (Red Header):** This section includes a sidebar with links for "How to use the AME Lean Sensei", "Privacy Statement", and "Printable AME Lean Sensei". The main content area starts with "Step 1" leading to "AME Lean Sensei Questions", which leads to "Results". Below this are "Quick Reference to Excellence" and "AME Lean Sensei Questions Broken into 5 Phases". The results are visualized through a "Visual Pyramid", a "Report Card", a "Radar Chart", and "Comparison Analysis".
- AME Lean Sensei - Ideas - Best Practices - Solutions (Blue Header):** This section features a central circular diagram with "AME LEAN SENSEI" at the center, surrounded by categories: Management System, People Centric Leadership, Safety and Env. Health, Technology, Operations Improvement, Business Operations Improvement, Product Development, and Supplier Development and Procurement. It also includes "AME Lean Sensei Training" (with options like "1 Day On Site Lean Boot Camp", "On Site Lean Assessment with an AME Certified Assessor", "Facilitation and Training of the AME Lean Sensei with an AME Certified Assessor", and "AME Assessor Training") and "Other Resources" (including "AME Solutions EXPO", "Sponsorship Levels", "AME Award Recipients Videos", "AME Lean Sensei Video Dashboard", "AME Lean Sensei Target Article Dashboard", "Link to AME Monthly Event Site", "Tool Selector Guide", and "Lean Dictionary").
- Pathway to Excellence Section (Red Footer):** This section contains the "AME EXCELLENCE AWARD" logo and the "AME AVIC PRESENTS 2015 SECOND LEAN TOURS" logo.

Assessment Section

Solution Section

# Assessment Section



- AME Lean Sensei Assessment Questions
- Report Card
- Radar Chart
- Comparison Analysis
- Visual Pyramid
- Solutions from Visual Pyramid Links
- Quick Reference to Excellence
- Questions broken down into 5 Phases

# Assessment

# Select a Grade

# Provide Proof of Excellence or Gaps and Opportunities



Date:		Company:		Grade		Input Needed	Input Needed
Major Section of Criteria	Question #	Sub-Category	Lean Sensei Questions - Select the description that most closely relates to your company's current state; then grade it using one of the letter grades to the right.	Grade	Show/ Explain Proof	Grading - Click the cell and select a grade from arrows to the right	Proof or Gaps - Define Proof of Rating or Gaps - Paragraph / Picture or Both
Management System - 150 pts.	1	Policy Deployment - Excellent	Formal and effective program from the top for vision, strategy, and objective creation with a robust level of catchball horizontally and vertically for alignment. Clear focus on the "critical flow" breakthrough strategic initiatives which are cascaded from the top all the way down and across the organization. Employees understand how their work relates to company objectives/strategies.	A+	Show/ Explain Proof	A+	Describe the plants policy deployment process, such as hodsin kanri planning, strategic planning, etc. What is the scope and level of the plant's cascading of policy, goals, strategies, and action plans for both the shop floor and the front office?
		Policy Deployment - On the Journey	Policy deployment is in place from the top for vision, strategy, and objective creation. But linkages down through the organization are missing. Breakthrough objectives may exist, but focus is not crisp. Some methodologies are in place for goal deployment. A catchball process is evolving.	A			
		Policy Deployment - Needs Improvement	Vision, strategy, and objectives exist but accountabilities and alignment are weak. Objectives handed down from higher levels, no real catch ball type process exist. Departments focus on their priorities; activities are often not in alignment across the organization. (F) No strategy or deployment of strategy exists.	B			
	2	Management System - Excellent	Tracking and report outs in visual management form, done in daily, weekly and monthly reviews in the Gemba. Processes are stabilized, so it becomes easy to see abnormal conditions. When problems happen a process view is taken most of the time to address them. There is good understanding and alignment at multiple levels of the organization on daily priorities to be addressed.	A+	Show/ Explain Proof	F	Explain the key methods the company uses to clarify goals, define strategies, identify problems and develop countermeasures. Outline the role and relationship of leadership and all associates in achieving company goals and objectives. Describe your system of outlining expectations and follow-up with all plant and site personnel.
		Management System - On the Journey	Leaders are attempting to move to a process or visual stream view when addressing improvement opportunities. Tracking and report outs done in daily, weekly and monthly reviews sometimes in office conference rooms and sometimes in the Gemba. Visual management practices and IT database systems evolving to support and guide. Too much time is spent on normal conditions as abnormalities and are not always easy to see.	A			
		Management System - Needs Improvement	Tracking and report outs done in weekly or monthly operating reviews in office areas. Most hourly employees unaware of most critical information. Most data resides in computers, minimal visual management. Problems are seen more as individual issues, insufficient time is available to address process issues. (F) No communication to or understanding by employees of the big picture - they are focused only on payment for their job.	B			
	3	Leader Standard Work - Excellent	A best practice for leadership behaviors have been identified and standard work practices have been defined. Leaders consistently adhere to those desirable behaviors, they lead in the gemba, not from the office. Tiered meetings quickly and meaningfully communicate process abnormalities and business issues.	A+	Show/ Explain Proof	B	Explain how you utilize standard work in your management approach, including going to the Gemba to learn what is really happening. Describe your system of outlining expectations and follow-up with all plant and site personnel.
		Leader Standard Work - On the Journey	Leader standard work exists but has not yet fully changed the culture or daily operating practices between all tiers. More time is spent in the gemba. Tier meetings spend too much time drifting into problem solving or talking about unnecessary information.	A			
		Leader Standard Work - Needs Improvement	Leader standard work is in place with minimal or sporadic levels of discipline to it. Different leader behaviors and styles, widely varied leader processes. Tier meetings are undisciplined and overwhelmed with the large number of problems needing resolution on a daily basis. (F) No leader standard work in place.	B			
	4	Continuous Improvement - Excellent	Highly effective daily management program in place, with involvement by many employees. Strong evidence that most processes are stable and performance improvement is sustained. Performance metrics are timely, visual and meaningful, they are used for effective decision making.	A+	Show/ Explain Proof	C	Describe your plant's continuous improvement program to achieve the policy deployment plan, Outline the role and relationship of leadership and all associates in achieving company goals and Objectives.
		Continuous Improvement - On the Journey	A formal and standard continuous improvement and daily management program in place, moderate number of employees participating. Evidence that processes are being stabilized and performance improvement is visually tracked and sustained. Performance metrics seem reasonable and somewhat timely. It is not clear how they are driving decision making or helping to resolve issues that arise on a day-to-day basis.	A			
		Continuous Improvement - Needs Improvement	Continuous improvement activities sporadic or used in some silos, sustainability gains is a challenge. Performance metrics are not timely or very useful for decision making, they tend to focus on activity counts (how many) and one department's metrics may conflict with the metrics used in other departments. Many improvement initiatives without clear alignment. (F) No continuous improvement activities formalized.	B			

After you Select Grades for each Question, the Assessment will automatically calculate and graph your results.

- Report Card
- Radar Chart
- Comparison Analysis
- Pyramid Visual

# Lean Sensei® Report Card



Sections and Sub Categories	Possible	Actual	Letter Grade %	Section Grade
<b>Management System</b>	<b>20</b>	<b>10</b>	<b>50</b>	<b>C</b>
o Policy Deployment	5	5	A+	
o Management System Reporting	5	0	F	
o Leader Standard Work	5	3	B	
o Continuous Improvement	5	2	C	
<b>People Centric Leadership</b>	<b>30</b>	<b>15</b>	<b>50</b>	<b>C</b>
o Respect for Team Members	5	1	D	
o Morale	5	0	F	
o Problem Solving	5	5	A+	
o Employee Development	5	4	A	
o Rewards and Recognition	5	3	B	
o Inclusion, Equity and Diversity	5	2	C	
<b>Safety and Environmental Health</b>	<b>15</b>	<b>6</b>	<b>40</b>	<b>C</b>
o Safety	5	1	D	
o Energy	5	0	F	
o Carbon Neutral	5	5	A+	
<b>Technology</b>	<b>20</b>	<b>10</b>	<b>50</b>	<b>C</b>
o Technology -Scouting & Evaluation-Cult	5	4	A	
o Manufacturing Technology	5	3	B	
o Big Data and Analytics	5	2	C	
o People and Technology	5	1	D	
<b>Operations Improvement</b>	<b>85</b>	<b>44</b>	<b>52</b>	<b>B</b>
o Waste Reduction	5	0	F	
o On Time Delivery	5	5	A+	
o Quality	5	4	A	
o Raw Materials	5	3	B	
o Finished Goods	5	2	C	
o Material Handling	5	1	D	
o Standard Work	5	0	F	
o Pull Systems	5	5	A+	
o Synchronization	5	4	A	
o Level Loading	5	3	B	
o Maintenance Programs	5	2	C	
o Visual Performance	5	1	D	
o Value Streams	5	0	F	
o 5S	5	5	A+	
o Change Over	5	4	A	
o Layout for Flow	5	3	B	
o Cross Training	5	2	C	
<b>Business Operations (in the Office)</b>	<b>55</b>	<b>28</b>	<b>51</b>	<b>C</b>
o Waste Reduction	5	1	D	
o Service Levels	5	0	F	
o Quality	5	5	A+	
o Information Synchronization	5	4	A	
o Level Loading	5	3	B	
o Standard Work	5	2	C	
o Visual Performance	5	1	D	
o Value Streams	5	0	F	
o 5S	5	5	A+	
o Layout for Flow	5	4	A	
o Cross Training	5	3	B	
<b>Product Development</b>	<b>15</b>	<b>3</b>	<b>20</b>	<b>D</b>
o Design Internal	5	2	C	
o Design External	5	1	D	
o Design Tools	5	0	F	
<b>Supplier Development and Procurement</b>	<b>15</b>	<b>12</b>	<b>80</b>	<b>A</b>
o Supplier Decisions	5	5	A+	
o Supplier Improvement	5	4	A	
o Pull Based Systems	5	3	B	
<b>Quality Focus</b>	<b>20</b>	<b>8</b>	<b>40</b>	<b>C</b>
o Scrap	5	2	C	
o Customer Loyalty	5	1	D	
o Customer Results	5	0	F	
o Warranty	5	5	A+	
<b>Cost</b>	<b>15</b>	<b>9</b>	<b>60</b>	<b>B</b>
o Value Add / Employee	5	4	A	
o Inventory Turns	5	3	B	
o Capacity Management	5	2	C	
<b>Delivery</b>	<b>20</b>	<b>10</b>	<b>50</b>	<b>C</b>
o On Time and Complete	5	1	D	
o Lead Time	5	0	F	
o Premium Freight	5	5	A+	
o Parts Shortages	5	4	A	
<b>Profitability</b>	<b>15</b>	<b>6</b>	<b>40</b>	<b>C</b>
o EBIT	5	3	B	
o Operating Income	5	2	C	
o Market Share	5	1	D	
<b>Totals</b>	<b>325</b>	<b>161</b>	<b>50</b>	<b>C</b>

## Weighted per Actual Audit Points for AME Award

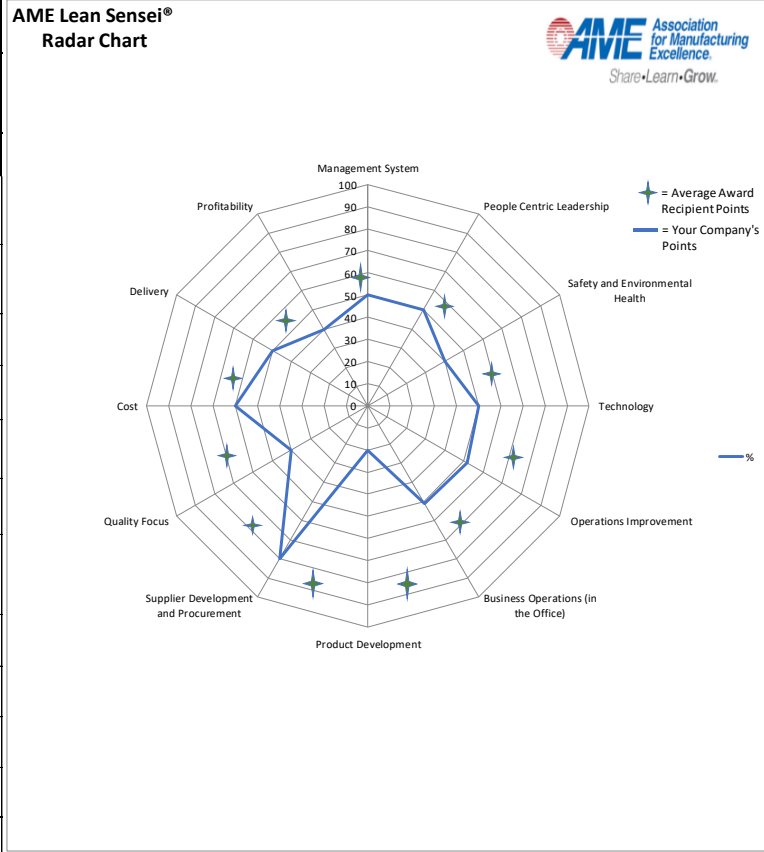
Multiplier	Possible Weighted Points	Your Actual Weighted Points
<b>7.5</b>	<b>150</b>	<b>75</b>
<b>6</b>	<b>180</b>	<b>90</b>
<b>3.3335</b>	<b>50</b>	<b>20</b>
<b>3.3335</b>	<b>67</b>	<b>33</b>
<b>2.353</b>	<b>200</b>	<b>104</b>
<b>1.8182</b>	<b>100</b>	<b>51</b>
<b>5</b>	<b>75</b>	<b>15</b>
<b>5</b>	<b>75</b>	<b>60</b>
<b>2.5</b>	<b>50</b>	<b>20</b>
<b>3.3335</b>	<b>50</b>	<b>30</b>
<b>2.5</b>	<b>50</b>	<b>25</b>
<b>3.3335</b>	<b>50</b>	<b>20</b>
<b>Totals</b>	<b>1097</b>	<b>543</b>

Report Card showing Each Category and Question with your self Assessment Grade.



# Radar Chart Showing your Self Assessment compared to Previous AME Excellence Award Recipients.

 				
<b>Dashboard</b>				
Sections and Sub Categories	Possible	Actual	%	Grade
Management System	20	10	50	C
People Centric Leadership	30	15	50	C
Safety and Environmental Health	15	6	40	C
Technology	20	10	50	C
Operations Improvement	85	44	51.76	B
Business Operations (in the Office)	55	28	50.91	C
Product Development	15	3	20	D
Supplier Development and Procurement	15	12	80	A
Quality Focus	20	8	40	C
Cost	15	9	60	B
Delivery	20	10	50	C
Profitability	15	6	40	C
<b>Totals</b>	<b>325</b>	<b>161</b>	<b>49.5</b>	<b>C</b>


Do not enter data on this sheet; it will autopopulate



# Comparison Analysis of your Self Assessment compared to Previous AME Excellence Award Recipients weighted points.

  Share • Learn • Grow.					
Do not enter data on this sheet; it will autopopulate					
Your Point Results vs. Total Possible Weighted Points					
Average Site Visit Points for Recipients	Possible Weighted Points	Your Lean Sensei® Weighted Points	Difference from Possible Weighted Points	Difference %	Comments
Management System	150	75	75	50.0%	On the Journey
People Centric Leadership	150	90	60	40.0%	On the Journey
Safety and Environmental Health	50	20	30	60.0%	More Focus Needed
Technology	67	33	34	50.2%	More Focus Needed
Operations Improvement	200	104	96	48.2%	On the Journey
Business Operations	100	51	49	49.1%	On the Journey
Product Development	75	15	60	80.0%	More Focus Needed
Supplier Development & Procurement	75	60	15	20.0%	Great
Quality	50	20	30	60.0%	More Focus Needed
Cost	50	30	20	40.0%	On the Journey
Delivery	50	25	25	50.0%	On the Journey
Profitability	50	20	30	60.0%	More Focus Needed
<b>TOTAL Points</b>	<b>1000</b>	<b>543</b>	<b>457</b>	<b>45.7%</b>	<b>On the Journey</b>
Your Point Results vs. Average Past Award Recipients Point Results					
Average Site Visit Points for Award Recipients	Award Recipient Average Points	Your Lean Sensei® Weighted Points	Difference from Award Recipient Average	Difference %	Comments
Management System	129	75	54	72.0%	Keep driving improvement
People Centric Leadership	133	90	43	47.8%	Keep driving improvement
Safety and Environmental Health	43	20	23	115.0%	Keep driving improvement
Technology	38	33	5	14.0%	Keep driving improvement
Operations Improvement	176	104	72	70.0%	Keep driving improvement
Business Operations	79	51	28	55.2%	Keep driving improvement
Product Development	63	15	48	320.0%	Keep driving improvement
Supplier Development & Procurement	63	60	3	5.0%	Close
Quality	41	20	21	105.0%	Keep driving improvement
Cost	39	30	9	30.0%	Keep driving improvement
Delivery	41	25	16	64.0%	Keep driving improvement
Profitability	41	20	21	105.0%	Keep driving improvement
<b>TOTAL Points</b>	<b>886</b>	<b>543</b>	<b>343</b>	<b>63.2%</b>	

Pyramid Graphic visually showing where your Self Assessment Opportunities are based on the view of all questions in the assessment.

 <div style="display: inline-block; border: 1px solid black; padding: 2px;"> <b>AME Excellence Award Recipient</b>  <b>AME Award Onsite Assessment / Feedback</b> </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Color Key</b>              86 - 100= <span style="background-color: #90EE90; padding: 2px;">A+</span>    68 - 85= <span style="background-color: #90EE90; padding: 2px;">A</span>              51 - 67= <span style="background-color: #FFFF00; padding: 2px;">B</span>    34 - 50= <span style="background-color: #FFFF00; padding: 2px;">C</span>              86 - 100= <span style="background-color: #FFD700; padding: 2px;">D</span>    0 - 16= <span style="background-color: #FF0000; padding: 2px;">F</span> </div>											
				AME Lean Sensei Assessment		Application with Proof					
Management System	People Centric Leadership	Safety and Environmental Health	Technology	Operations Improvement	Business Operations (In the Office)	Product Development	Supplier Development and Procurement	Quality Focus	Cost	Delivery	Profitability
Policy Deployment	Respect for Team Members	Safety	Technology -Scouting & Evaluation-Culture	Waste Reduction	Waste Reduction	Design Internal	Supplier Decisions	Scrap	Value Add / Employee	On Time and Complete	EBIT
Management System Reporting	Morale	Energy	Manufacturing Technology	On Time Delivery	Service Levels	Design External	Supplier Improvement	Customer Loyalty	Inventory Turns	Lead Time	Operating Income
Leader Standard Work	Problem Solving	Carbon Neutral	Big Data and Analytics	Quality	Quality	Design Tools	Pull Based Systems	Customer Results	Capacity Management	Premium Freight	Market Share
Continuous Improvement	Employee Development		People and Technology	Raw Materials	Information Synchronization			Warranty		Parts Shortages	
	Rewards and Recognition			Finished Goods	Level Loading						
	Inclusion, Equity and Diversity (IE&D)			Material Handling	Standard Work						
				Standard Work	Visual Performance						
				Pull Systems	Value Streams						
				Synchronization	SS						
				Level Loading	Layout for Flow						
				Maintenance Programs	Cross Training						
				Visual Performance							
				Value Streams							
				SS							
				Change Over							
				Layout for Flow							
				Cross Training							

After viewing where your biggest opportunities are in the AME Lean Sensei, you can click on any of the Question boxes in the visual and it will link to Help.

- Tools recommended for Each Question
- Webinar Links based on each Question
- AME Target Magazine Articles based on each Question
- Educational Classes to Consider taking through AME.



Recommended Lean Tools to Consider



Links to Webinars based on each Question



Links to Educational Classes based on each Question



Target Articles based on each Question



Recommended Books Based on each Question



Management System Resources 

Home



	Tools and Training Topics		Resource Links	AME Offered Training	Target Magazine Articles	Recommended Books
Policy Deployment	Strategic Planning	SWOT Analysis	<a href="#">Introduction to the Harada Method (Webinar Link)</a>	AME Strategic Planning Class	<a href="#">Policy Deployment through Catchball</a>	
	Strategy Deployment	Voice of the Customer Surveys		AME Strategic Deployment Class	<a href="#">Proactive Business Planning with Policy Deployment</a>	
	Hoshin	Company Vision, Mission, Values			<a href="#">Excellence as a Strategy</a>	
	Value Stream Mapping	One Page Strategic Plan				
	Company Vision, Mission, Values	X-matrix for policy deployment				
	Creating an AIP - Annual Improvement Plan					
Management System Reporting	Visual Management	A3 Problem Solving/Reporting	<a href="#">Help Wanted: Using Visual Management to Drive Continuous Improvement (Webinar link)</a>	AME Visual Management Class	<a href="#">Building a Performance-Driven, People-Centered Leadership System</a>	<a href="#">By the Book: The Lean CEO</a>
	Key Performance Indicators			AME Key Performance Indicators / Metrics in the Enterprise Class	<a href="#">ERP Goes Lean</a>	
	Gemba Leadership			AME A3 Problem Solving Class		
	Gemba Walks			AME Gemba Walk Class		
	Tiered Daily Management					
Leader Standard Work	Leader Standard Work	Coaching Skills	<a href="#">AME Webinar Link: Lean Management, Lean Leadership and Leader Standard Work</a>	AME Leader Standard Work Class	<a href="#">Transforming Culture One Leader at a Time</a>	
	Process Mapping	Visual Management	<a href="#">Leadership - Making Lean A Success (Webinar Link)</a>	AME Process Mapping Class	<a href="#">Leaders Learn how to Sustain Lean Conversions at Steelcase</a>	
	Managing Resistance to Change		<a href="#">Standard work for lean leaders</a>	AME Leader Standard Work Class	<a href="#">What is Leadership? Everyone Knows and No One Knows</a>	
	4M Leadership					
	Manufacturing Leadership Program					
Continuous Improvement	Morning Meetings	Visual feedback/accountability	<a href="#">Making Daily Kaizen a Success (Webinar Link)</a>	AME Leader Manpower Motivators / Engagement Class	<a href="#">A Winning Formula</a>	
	Employee Engagement / Idea System	Hour by Hour Charts		AME Problem Solving for Teams Class	<a href="#">Evolving Enterprise Excellence</a>	
	Continuous Improvement System / Process	Lean Metrics: Driving the right behaviors		AME Lean Boot Camp Class		
	Kaizen	Problem Solving for Teams		AME How to facilitate and Conduct Kaizen Events Class		
	Leader standard work	Basic QC tools				

# Quick Reference to Excellence takes each question and has a check list of key areas that are excellent in companies that rank as A+ or excellent.

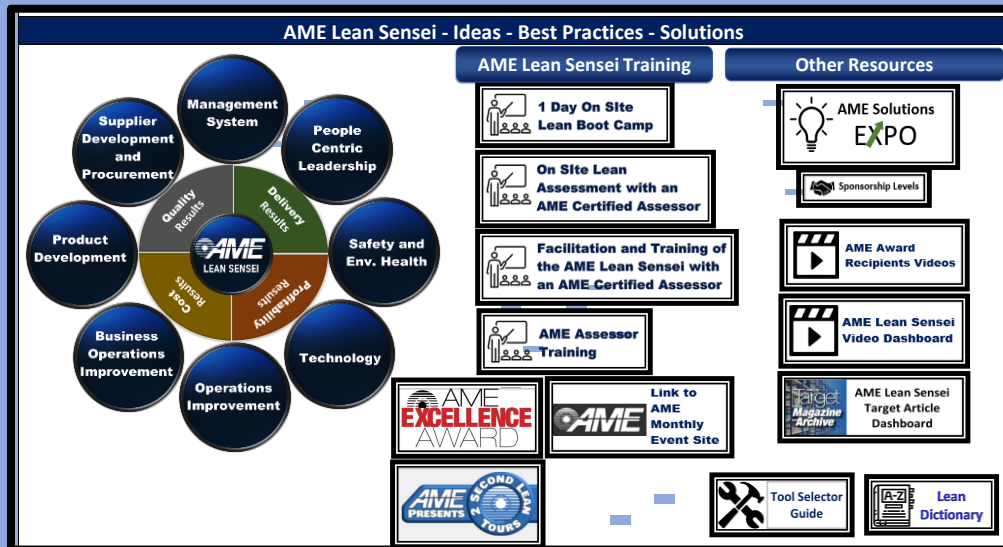
<b>AME Lean Sensei Quick Reference to Excellence</b>	
<b>Management System</b>	
<b>1</b>	<b>Policy Deployment</b>
<input type="checkbox"/>	Vision, Strategy and Objectives from the top with Catch ball vertically and horizontally for alignment
<input type="checkbox"/>	Clear focus on a few breakthrough initiatives
<input type="checkbox"/>	Strategy Cascades Down to all levels of the organization
<input type="checkbox"/>	All team members understand how their work relates to the company objectives / strategies
<input type="checkbox"/>	Alignment is strong related to the top-level Strategy
<input type="checkbox"/>	Accountability is in place for accomplishing the objectives / strategy
<b>2</b>	<b>Management System Reporting</b>
<input type="checkbox"/>	Daily, Weekly, and Monthly Reviews in the Gemba
<input type="checkbox"/>	Visual and Obvious discrepancy or abnormal conditions can be seen vs. the Goal
<input type="checkbox"/>	Problems are seen as opportunities to improve processes.
<input type="checkbox"/>	Clear understanding of daily priorities at all levels.
<input type="checkbox"/>	Value Stream View when addressing improvement opportunities
<input type="checkbox"/>	Visual Management and Data Systems are central to Management System Reporting
<input type="checkbox"/>	All Team Members are aware of critical information daily
<b>3</b>	<b>Leader Standard Work</b>
<input type="checkbox"/>	Leadership best practice behaviors have been identified
<input type="checkbox"/>	Standard work Practices have been defined
<input type="checkbox"/>	Leaders lead in the Gemba
<input type="checkbox"/>	Tiered Meetings in Place to quickly communicate process abnormalities and business issues.
<input type="checkbox"/>	Meetings are focused and actionable - Excellent meeting facilitation in place.
<input type="checkbox"/>	Leaders are disciplined to follow the process, shown by behavior
<b>4</b>	<b>Continuous Improvement</b>
<input type="checkbox"/>	Effective Daily Management Programs in place with Engaged Employees
<input type="checkbox"/>	Evidence that Processes are Stable
<input type="checkbox"/>	Performance Improvement is Sustained
<input type="checkbox"/>	Metrics are timely, visual, meaningful and actionable
<input type="checkbox"/>	Metrics are used for effective decision making with root cause / countermeasures
<input type="checkbox"/>	Type of improvements are defined and drive engagement - Suggestions, Projects, Kaizen, ROI Projects
<b>People Centric Leadership</b>	
<b>5</b>	<b>Respect for Team Members</b>
<input type="checkbox"/>	Team Members are empowered to make decisions, try, fail and problem solve in a safe environment
<input type="checkbox"/>	Team Members are valued for their Heads, Hearts, and Hands.
<input type="checkbox"/>	Team Members are responsible / Accountable for the processes in their areas
<input type="checkbox"/>	Team Members continue to be developed, coached and trained on critical thinking and problem solving skills.
<input type="checkbox"/>	Team Members are trusted to implement many improvement ideas with simple validation processes
<input type="checkbox"/>	Team Members feel ownership for their portion of the Value Stream
<b>6</b>	<b>Morale</b>
<input type="checkbox"/>	Team members feel valued and respected by leadership
<input type="checkbox"/>	Team Members have a clear view of where the company is going
<input type="checkbox"/>	Team Members trust leadership (Leadership cares for them and the customer)
<input type="checkbox"/>	Leadership promotes self-reflection and leaders are humble enough to improve the way they lead
<input type="checkbox"/>	Leadership uses surveys, 360 feedback, and coaches to improve
<input type="checkbox"/>	70%+ high engagement scores over the last 3-5 years.
<input type="checkbox"/>	Leaders fall into the Category of Servant Leaders.
<b>7</b>	<b>Problem Solving</b>

<b>Lean Journey - Lean Sensei Phase Questions - One Bite at a Time</b>		
<b>Phase 1 Questions</b>		
<b>Building the Foundation</b>		<b>Question #</b>
Mgt. System	Policy Deployment	1
People Centric Leadership	Respect for Team Members	5
	Diversity, Inclusion, and Equity	10
Safety and Env. Health	Safety	11
Operations Improvement	Waste Reduction	18
	Visual Performance	29
	5S	31
Business Operations in the Office	Waste Reduction	35
	Visual Performance	41
	5S	43
Quality Focus	Scrap	52
Delivery	On Time and Complete	59
	Lead Time	60
		13 Questions
<b>Phase 2 Questions</b>		
<b>Expansion - Focus - Creation of Pull</b>		<b>Question #</b>
Mgt. System	Management System Reporting	2
	Continuous Improvement	4
People Centric Leadership	Problem Solving	7
Operations Improvement	Finished Goods	22
	Standard Work	24
	Pull Systems	25
	Value Streams	30
	Change Over	32
	Layout for Flow	33
	Information Synchronization	38
Business Operations in the Office	Standard Work	40
	Value Streams	42
	Layout for Flow	44
	Cross Training	45
	Customer Loyalty	53
Cost	Value Add / Employee	56
	Inventory Turns	57
Delivery	Premium Freight	61
Profitability	Operating Income	64
		19 Questions
<b>Phase 3 Questions</b>		
<b>Integration and Reinforcement</b>		<b>Question #</b>
People Centric Leadership	Morale	6
	Employee Development	8
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Technology	Technology -Scouting & Evaluation-Culture	14
Operations Improvement	On Time Delivery	19
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Business Operations in the Office	Quality	37
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Quality Focus	Customer Results	54
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	Carbon Neutral	13
Technology	Manufacturing Technology	15
	People and Technology	17
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	Level Loading	27
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Profitability	EBIT	63
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<b>Phase 5 Questions</b>		
<b>Momentum and Sustainment</b>		<b>Question #</b>
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Operations Improvement	Synchronization	26
Product Development	Design Internal	46
	Design External	47
	Design Tools	48
Supplier Dev and Procure	Supplier Improvement	50
Quality Focus	Warranty	55
Cost	Capacity Management	58
		8 Questions

Questions broken down into 5 Phases helps companies take the 65 Questions into bite size increments.

- Phase 1.)** Building the Foundation (13 questions)
- Phase 2.)** Expansion - Focus – Creation of Pull (19 questions)
- Phase 3.)** Integration and Reinforcement (16 questions)
- Phase 4.)** Reinforcement and Momentum (9 questions)
- Phase 5.)** Momentum and Sustainment (8 questions)

# Solutions Section




- New Hyperlinked Graphic showing all the areas of the Sensei related to the result categories. This graphic hyperlinks to all solution links based on that category.
- New Training Classes that are related directly to the AME Lean Sensei – Each link takes you to a Charter to describe each Class. 1.) 1 Day Lean Boot Camp – Lean Overview Class, 2.) On Site Assessment by Certified AME Assessors, 3.) Facilitation and training of how to use the AME Lean Sensei Assessment and, 4.) AME Assessor Training. AME will contract approved individuals to give these classes.
- New AME Solutions Virtual EXPO Link – This Virtual Exhibit hall will tie Sponsors sites directly as solution providers to areas of the AME Lean Sensei. This will be a great source of Revenue for AME to continue upgrades to the tool and the Association of Manufacturing Excellence.
- AME Award Recipients Videos. This link shows what excellence looks like. It takes users to a graphic that links them to a video for every plant that has won the AME Excellence Award in the last 10 years.
- AME Lean Sensei Video Dashboard. This spreadsheet organizes all questions and video Links in order to connect video content with the correct questions.
- AME Lean Sensei Target Magazine Dashboard. This Spreadsheet organizes all questions and Target Article Content to connect AME articles with the correct questions.
- New Tool Selector Guide – This link takes users to a guide to help them understand what tool could be used based on their need or problem.
- New Lean Dictionary – This link takes users to a Lean Dictionary to help them understand lean terminology and Acronyms.
- Link to the Current AME monthly Events on the AME.org website
- Link to the Current AME 2 Second Lean Plant Tour Events. on the AME.org website
- Link to the AME Excellence Award Criteria on the AME.org website

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People Centric Leadership 🏠				
	Tools and Training Topics	Tools and Training Topics	Resource Links	AME Offered Training
Respect for Team Members	Team Training	Lean Leadership Skills	<a href="#">Webinar Link - Building a People Centric Culture</a>	AME People Centric Leadership Class
	Self Directed Work Team	Employee Development	<a href="#">Webinar Link - People Centric Leadership and AME</a>	AME Managing Resistance to Change Class
	Critical Thinking Training	Reward and Recognition systems	<a href="#">Collaborating with employees, operational systems and equipment</a>	AME Mentoring Class
	OSD Training	Change Management	<a href="#">Leading with Respect for Better Performance</a>	
	Personal Development - Skills training, Presentation, Communication, Etc.	Mentoring Program		
Morale	Manager Motivators	Servant Leadership	<a href="#">Making Developing People Job 1 in Year (Webinar Link)</a>	AME Class: Leading Effective Teams
	Career Paths		<a href="#">The new employee engagement</a>	AME Class: Servant Leadership
	Team Building			AME Engagement and Manpower Motivators Class
	Disbanding Program / Process			
	Assessing and increasing Employee Satisfaction			
Problem Solving	Problem Solving	Affinity Analysis	<a href="#">Webinar Link - Poka Yoke Creating a Culture of Zero Defects</a>	AME Problem Solving Tools Class
	A3	8M analysis - Man Machine Material Method	<a href="#">A3s for Daily Improvement (Webinar Link)</a>	
	5Why	7 QC Tools		
	Fishbone	CEM/C		
	Poka yoke	Quality at the Source		
Employee Development	Career Paths - Succession Planning	Catalytic Coaching	<a href="#">Closing the growing skills gap</a>	AME Lean Certification - Yellow Belt - Green Belt - Black Belt
	Benchmark Tours	Cross Training		AME Train the Trainer Class
	Lean Certification	Skills Development		
	Train the Trainer Program	TWI		
	Performance Reviews - Performance Management Techniques	Coaching and Training Skills		
Rewards and Recognition	Wall of Fame	Reward and Recognition Programs		AME - Setting up a sustainable improvement System Class
	Bucks Achievement Program			
	Suggestion / Improvement Contest			
	Gain Sharing Program			
	Employee Idea Systems			
Inclusion, Equity and Diversity (I&D)	Inclusion, Equity and Diversity (I&D) strategy and leadership capability models deployed with success for 2 or more years and measures in place that demonstrate the effectiveness of the strategy. Leadership reviews the strategy at least annually to ensure relevance and to verify leadership levels reflect the demographic make-up of the local communities in which the organization resides.		<a href="#">Diversity and Inclusion: Why it's essential for your business and how to get started</a>	
	Attendance at I&D training & development programs (such as "Unconscious Bias" is part of employees' annual performance reviews			
	An annual review on equity, related to, but not limited to, pay, gender, race, sexual orientation (if conducted)			
	Leadership team appropriately reflects the demographic make-up of the people who work in the organization			
	Annual employee engagement survey response rate is high (> 80%) (what if people use a survey with some other scale than 75 being good? Can we say this more generically, without a number?) questions related to I&D (askly those team members - representing all areas of diversity, feel a sense of belonging and feel respected. There is a strategy to address feedback related to I&D so that employees feel heard.			

- New Training Classes that are related directly to the AME Lean Sensei – Each link takes you to a Charter to describe each Class. 1.) 1 Day Lean Boot Camp – Lean Overview Class, 2.) On Site Assessment by Certified AME Assessors, 3.) Facilitation and training of how to use the AME Lean Sensei Assessment and, 4.) AME Assessor Training. AME will contract approved individuals to give these classes.**

 <b>AME Lean Sensei Training</b>		
<b>Name:</b>	Lean Boot Camp	<b>Lean Tools Presented:</b>
<b>Tag Line:</b>	Driving Improvement at the point of Impact	Strategy Deployment, Visual Management, Rattlesnake Hunts, 5S, Value Stream Mapping, Process Mapping, TPM, Playbooks, SMED, Poke-Yoke, Problem Solving, Lean Culture
<b>Length:</b>	7 hours of Training - 1 Day on-site	
<b>Description</b>		
<b>About this Event :</b>	<p>Culture is Contagious if deployed correctly and this workshop will explore examples of how you can eliminate waste throughout your value stream. The focus of manufacturing today is continuous improvement of Safety, Quality, Productivity, Delivery, Morale, Cost and Inventory. The session will show different ways of addressing these focal points by using lean tools and creative employee thinking. Several case studies will be demonstrated with incredible results.</p> <p>Rejuvenate your operation by applying lean principles in a fun and engaging way that has produced proven results. This workshop highlights the critical elements and "must know" concepts for driving effective, positive change in your organization.</p> <p><b>CRITICAL LEAN TOOLS AND CONCEPTS FOR DRIVING EFFECTIVE, POSITIVE CHANGE IN YOUR ORGANIZATION.</b></p>	
<b>Learning Objectives:</b>	<p><b>This training will focus on the following:</b></p> <p>Understand the language of lean that anyone can understand            Learn critical thinking elements that all leaders should know in order to successfully lead people and manage processes            Create system thinking and understanding of how cost is related to decisions            Learn tools that you can immediately implement at your company to engage your workforce and instantly uncover waste            Develop customer and supplier measurement systems and accountability processes            Break down cross functional barriers for effective collaboration            Learn how to implement pull systems to drive material replenishment and accountability</p>	
<b>Benefits to Participants:</b>	<p>Take away Lean tools and best practices that you can apply directly with meaningful results.</p> <p>Understanding of critical components and systems for improvement            Kaizen Closed Loop processes            Strategic Alignment of objectives and goals            Windshield vs. Rear View Mirror metrics            Applying action to the Big Picture - Value Stream Mapping            Rattlesnake Hunt: Eight waste elimination            Standard Work: Simulation and training            Visual Management: Lego layout recipe            Problem Solving Techniques: Affinity process, 5 Why, Fishbone, A3 system            Overview of Lean applications throughout the Enterprise</p>	
<b>Who should Attend:</b>	Executives, Managers, Engineers, Supervisors, and Team Leaders	
<b>Cost:</b>	\$TBD/day plus Expenses	
<b># People Trained</b>	10-20	

- New AME Solutions Virtual EXPO Link – This Virtual Exhibit hall will tie Sponsors sites directly as solution providers to areas of the AME Lean Sensei. This will be a great source of Revenue for AME to continue upgrades to the tool and the Association of Manufacturing Excellence.**

**AME Lean Sensei Solution Expo - Example**

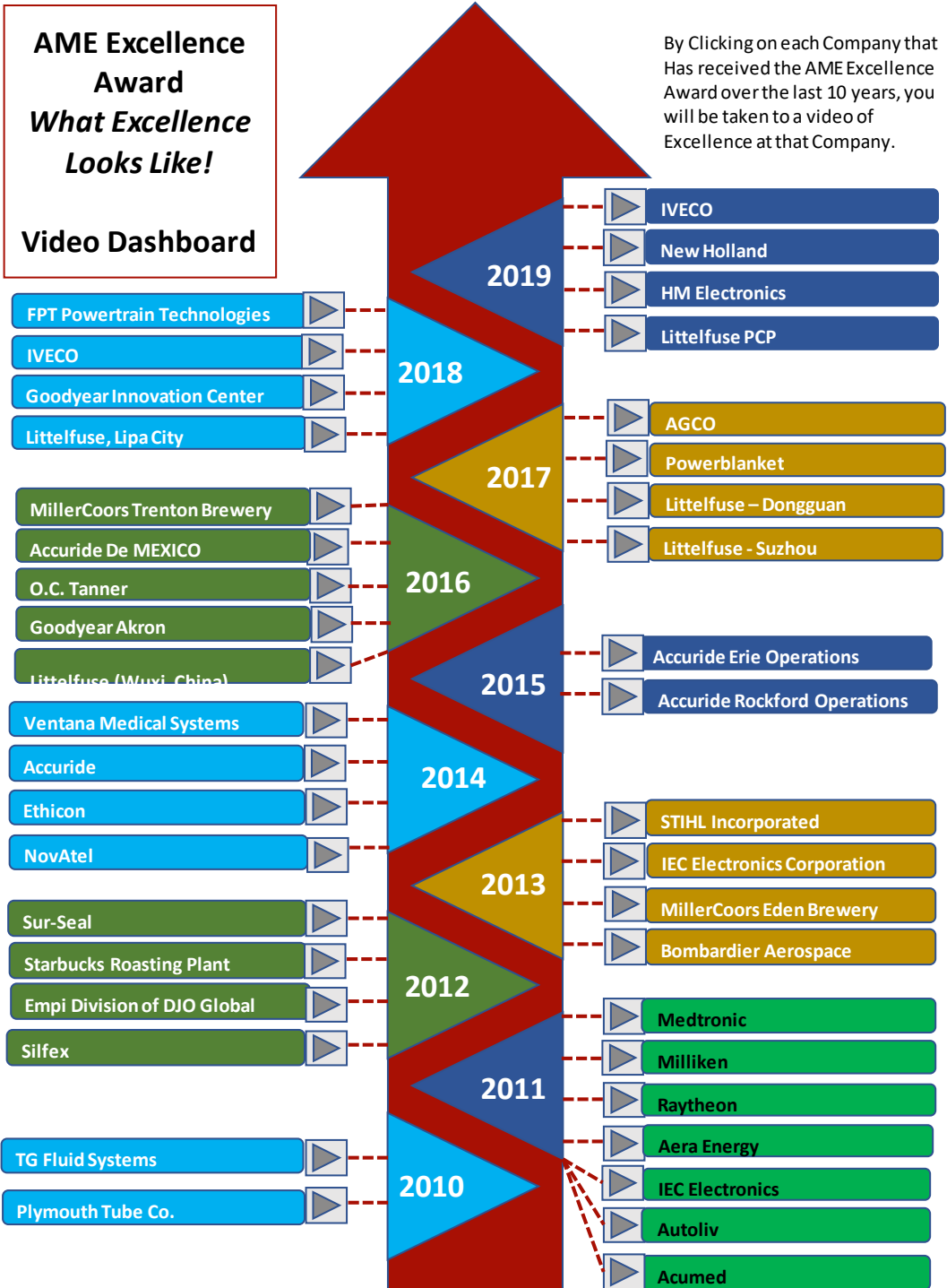
SS	Visual Management	Improvement Systems	Technology	Problem Solving	Business Operations (in the Office)	Leadership Coaching / Training	Lean Education	Healthcare Solutions			
	 		  								

- **AME Award Recipients Videos.** This link shows what excellence looks like. It takes users to a graphic that links them to a video for every plant that has won the AME Excellence Award in the last 10 years.



**AME Excellence Award**  
**What Excellence Looks Like!**  
**Video Dashboard**

By Clicking on each Company that Has received the AME Excellence Award over the last 10 years, you will be taken to a video of Excellence at that Company.








- **AME Lean Sensei Target Magazine Dashboard. This Spreadsheet organizes all questions and Target Article Content to connect AME articles with the correct questions.**

Target Magazine Sensei Dashboard											
Management System	People/Qualification	Safety and Env. Health	Technology	Operations Improvement	Business Goals of the QP/QP	Product Development	Supplier Development and Improvement	Quality Focus	Cost	Delivery	Productivity
<ul style="list-style-type: none"> <li>Policies/Deployment</li> <li>Management System Training</li> <li>Leader Standard Work</li> <li>Leader Standard Work</li> <li>Continuous Improvement</li> </ul>	<ul style="list-style-type: none"> <li>Respect for Team Members</li> <li>Respect for Team Members</li> <li>5S/6S</li> <li>Problem Solving</li> <li>Problem Solving</li> <li>Problem Solving</li> <li>Problem Development</li> <li>Research and Innovation</li> <li>Innovation Equity and Diversity/MSD</li> </ul>	<ul style="list-style-type: none"> <li>Jishu</li> <li>Jishu</li> <li>Carbon Neutral</li> </ul>	<ul style="list-style-type: none"> <li>Technology - Scoring and Metrics</li> <li>Manufacturing Technology</li> <li>McLean and Analytics</li> <li>Plasma and Technology</li> </ul>	<ul style="list-style-type: none"> <li>Waste Reduction</li> <li>On Time Delivery</li> <li>Quality</li> <li>New Materials</li> <li>New Materials</li> <li>Enriched Goods</li> <li>Material Handling</li> <li>Full System</li> <li>Scrap Reduction</li> <li>Level Loading</li> <li>Maintenance Programs</li> <li>Visual Performance</li> <li>Visual Systems</li> <li>JK</li> <li>Change Over</li> <li>Layout for Flow</li> <li>Class Training</li> </ul>	<ul style="list-style-type: none"> <li>Waste Reduction</li> <li>Standard Work</li> <li>Quality</li> <li>Information System/Control</li> <li>Level Loading</li> <li>Standard Work</li> <li>Visual Performance</li> <li>Value Stream</li> <li>JK</li> <li>Layout for Flow</li> <li>Class Training</li> </ul>	<ul style="list-style-type: none"> <li>Design/Process</li> <li>Design/Process/Review</li> <li>Design Tools</li> </ul>	<ul style="list-style-type: none"> <li>Supplier Selection</li> <li>Supplier Performance Management: 100 More than Suppliers</li> <li>Supplier Improvement</li> <li>Full Based Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>JK/MS</li> <li>Customer Loyalty</li> <li>Customer Results</li> <li>Warranty</li> </ul>	<ul style="list-style-type: none"> <li>Value Add / Employee</li> <li>Inventory Turn</li> <li>Capacity Management</li> </ul>	<ul style="list-style-type: none"> <li>On Time and Complete</li> <li>Lead Time</li> <li>Production Change</li> <li>Parts Overlap</li> </ul>	<ul style="list-style-type: none"> <li>JK/MS</li> <li>Operational Excellence</li> <li>Market Share</li> </ul>

- **New Tool Selector Guide – This link takes users to a guide to help them understand what tool could be used based on their need or problem.**

 <b>Tool and Methodology Selector Guide</b>		
<b>Category</b>	<b><i>If you want to:</i></b>	<b><i>Then try:</i></b>
Generating Ideas	Generate root causes	5 Why
	Generate and prioritize ideas	Affinity Process
	Generate possible (or root) causes	Cause and Effect Diagram (C&E)
	Generate root causes and potential solutions	CEDAC (Cause and Effect Diagram with addition of Cards) or C&E and 5 Why
Customer's Requirements	Define customer's requirements	CTQ (Critical To Quality) Tree
	Prioritize customer's requirements	Kano Analysis
	Define customer needs or requirements and translate them into products to meet customer's needs	QFD (Quality Function Deployment)
	Understand your stakeholder's acceptance	Stakeholder Analysis
	Make your process performance visible	VMS (Visual Management System)
Planning and Deploying Strategy	Develop management's vision for where and how they will win on a sustainable long-term basis in terms of customer, product, channel, quality, delivery, and cost	Strategic Plan
	Articulate and plan your organization's strategy; align and assign your organization's objectives or priorities through all levels	Strategy Deployment (SD)
	Show relationships between 3 year objectives, improvement priorities, targets, resources required and benefits to the organization	Strategy Deployment matrix
	Document activities required to deploy/implement an Annual Improvement Priority (AIP)	Action Plan
	Monthly track performance (Plan vs. Actual) on Strategy Deployment AIPs	Bowling Chart
	Visually show the reasons why your TTIs missed their monthly plan, the root cause of the miss, the corrective action, and the impact of the corrective action	Countermeasure Form
Reduce Variation	Improve the capability and reduce the defects in any process	DMAIC (Define - Measure-Analyze-Improve-Control)
Lean Enterprise Tools	Synchronize Supply and Demand to Deliver Superior Customer Service	Lean S&OP
	Plainly communicate financial performance of a company that has implemented lean manufacturing or administrative processes	Lean Accounting
	Lean Product Delivery System; Reduce the cycle time from concept to production	Lean PDS
Visual Maps	Visualize the product flow and information flow while visually identifying wastes	VSM (Value Stream Mapping)
	Document a process at a high level	SIPOC (Supplier - Input - Process - Output - Customer)
Just in Time Operations	Reduce equipment changeover time	SMED (Single Minute Exchange of Dies)
	Maintain plants and equipment while increasing production, employee morale and job satisfaction.	TPM (Total Productive Maintenance)

- **New Lean Dictionary – This link takes users to a Lean Dictionary to help them understand lean terminology and Acronyms.**

Lean Dictionary 

Term	Definition
3P	Acronym for People, Plan, and Process
5S	A method of creating a self-sustaining culture that perpetuates an organized, clean, and efficient work place. English words approximate the Japanese originals: <ul style="list-style-type: none"> <li>- <b>Sort</b> - (Seiri) Clearly distinguish between what is needed and what is not needed to perform a given work process.</li> <li>- <b>Set in Order</b> - (Seiton) Organize those things that are needed, making it easy for users to locate, use and return them.</li> <li>- <b>Shine</b> - (Seiso) Clean all aspects of the area, including floors, machines and furniture.</li> <li>- <b>Standardize</b> - (Seiketsu) Maintain and improve the first three S's in addition to personal orderliness and neatness.</li> <li>- <b>Sustain</b> - (Shitsuke) Achieve the discipline or habit of maintaining the correct 5S procedures."</li> </ul>
A3 Thinking	Forces consensus building; unifies culture around a simple, systematic methodology; also becomes a communication tool that follows a logical narrative and builds over years as organization learning; A3 metric nomenclature for a paper size equal to 11"x17"
Affinity Diagram	A process to organize and prioritize brainstormed ideas.
AME - Association of Manufacturing Excellence	<a href="http://www.AME.org">www.AME.org</a>
Andon	A line indicator light or board hung above the production line to act as a visual control. Andons are used to visually signal an abnormal situation.
AIP - Annual Improvement Priorities	In Strategy Deployment, those initiatives that we need to achieve this year, and will enable us to reach our overall 3-5-year Breakthrough Objectives.
Annual Objectives	In Policy Deployment, those current year objectives that will allow you to reach your 3-5 year breakthrough objectives
Appearance Item	Part designated on an engineering drawing that requires approval for appearance characteristics, such as color, grain, texture, etc...
Autonation	Automation with a human touch or transferring human intelligence to a machine. This allows the machine to detect abnormalities or defects and stop the process when they are detected. Also known as Jidoka.
Autonomous Maintenance	A method from TPM (Total Productive Maintenance) for engaging operators to carry out basic maintenance activity (such as cleaning, lubrication, and inspections).
Backflush	The process of automatically decrementing perpetual inventory records, based on the bill of materials of a given product. Normally triggered by shipment and invoicing to a customer, backflushing is used to eliminate wasteful inventory transactions.
Benchmarking	An improvement tool whereby a company measures its performance or process against other companies' best practices, determines how those companies achieved their performance levels and uses the information to improve its own performance.
Best Practice	A way or method of accomplishing a business function or process that is considered to be superior to all other known methods.
Bill of Material (BOM)	A BOM can exist for a product – that details the components that comprise the fixture. A BOM can also exist for a job, project, or order.
Black Belt	The leader of the project team responsible for applying the Lean process. A high level of Lean Certification.
BDO - Black Dot Owner	An individual who "owns" the deliverables and has primary responsibility for a specific Annual Improvement Priority (AIP) within the Strategic Development process.
Bottleneck	The place in the value stream that negatively affects throughput; as a resource capacity limitation, a bottleneck will not allow a system to meet the demand of the customer.
Bowling Chart	A form used to track performance (Plan vs. Actual) on Strategy Deployment Objectives. Metrics usually reviewed with top management on a monthly basis.
BTO - Break Through Objectives	In Strategy Deployment, those objectives characterized by multi-functional teamwork, significant change in the organization, significant competitive advantage and major stretch for the organization.
BPM - Business Process Management	Converts strategy into balanced dashboards, measures the effectiveness and efficiency of the strategy execution, identifies key processes to drive the business strategy and aligns/cascades dashboards at multiple levels.
Calibration	Determination of the experimental relationship between the quantity being measured and the output of the device that measures it; where the quantity measured is obtained through a recognized standard of measurement.
Capability	Quantified by the index Cpk; can be determined only after the process is in statistical control.
Catch Ball	Communication occurring vertically or horizontally in an organization with the goal of attaining common understanding and consensus.
Cause	That which produces an effect or brings about a change.
Cause and Effect Diagram	A problem-solving tool used to establish relationships between effects and multiple causes.
Cellularization	Grouping machines or processes that are connected by work sequence in a pattern that supports flow production.
Cellular Manufacturing	An approach in which manufacturing work centers (cells) have the total capabilities needed to produce an item or group of similar items; contrasts to setting up work centers on the basis of similar equipment or capabilities, in which case items must move among multiple work centers before they are completed.

- Link to the Current AME monthly Events on the AME.org website
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- Link to the AME Excellence Award Criteria on the AME.org website

