LAPT

LONDON ACADEMY OF PROFESSIONAL TRAINING

CERTIFICATE

Certificate in Six Sigma Advanced and Kaizen Practitioner

LAPT — London Academy of Professional Training

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Reference MGT-C06 • Management Centres

UKPRN 10067351 • Registered in England and Wales, company 4984798

4	87	570	400	60%	Lifetime
SUBJECTS	CHAPTERS	CLASSES	TOTAL MARKS	PASS MARK	VALIDITY

AT A GLANCE

REFERENCE	**MGT-C06**
AWARD	**Certificate**
ASSESSMENT	**400 marks — 240 to pass (60%)**
PREREQUISITES	**None**
VALIDITY	**Lifetime**
AWARDING BODY	**LAPT — London Academy of Professional Training**

CURRICULUM

1 **Advanced Six Sigma Leadership** 20 chapters · 120 classes **100 marks**

- **1 Understanding Change Management in the Six Sigma Framework** — 6 classes
  - 1.1 Key Principles of Change Management
  - 1.2 Role of Leadership in Change Initiatives
  - 1.3 Strategies for Effective Change Communication
  - 1.4 Overcoming Resistance to Change
  - 1.5 Measuring Change Impact and Success
  - 1.6 Sustaining Change in an Organization
- **2 The Role of Leadership in Implementing Change** — 6 classes
  - 2.1 Understanding Change Dynamics
  - 2.2 Leadership Styles for Change
  - 2.3 Building a Change-Ready Culture
  - 2.4 Communicating Change Effectively
  - 2.5 Overcoming Resistance to Change
  - 2.6 Measuring Leadership Impact on Change
- **3 Organizational Culture and Resistance to Change** — 6 classes
  - 3.1 Understanding Organizational Culture
  - 3.2 Identifying Resistance Factors
  - 3.3 Strategies for Cultural Change
  - 3.4 Role of Leadership in Change
  - 3.5 Communicating Change Effectively
  - 3.6 Building a Change-Ready Culture
- **4 Communication Strategies for Successful Change Management** — 6 classes
  - 4.1 Understanding Change Resistance
  - 4.2 Effective Stakeholder Engagement
  - 4.3 Building a Change Communication Plan
  - 4.4 Utilizing Feedback for Improvement
  - 4.5 Creating a Culture of Open Communication
  - 4.6 Measuring Communication Effectiveness
- **5 Sustaining Change and Measuring Impact in Six Sigma Projects** — 6 classes
  - 5.1 Strategies for Sustaining Change
  - 5.2 Measuring Success in Six Sigma
  - 5.3 Engaging Stakeholders in Change
  - 5.4 Overcoming Resistance to Change
  - 5.5 Continuous Improvement Practices
  - 5.6 Evaluating Impact on Organizational Culture
- **1 Understanding Team Dynamics in Six Sigma Projects** — 6 classes
  - 1.1 Define Key Concepts of Team Dynamics
  - 1.2 Identify Roles and Responsibilities in a Team
  - 1.3 Analyze Stages of Team Development
  - 1.4 Explore Communication Styles within Teams
  - 1.5 Assess Conflict Resolution Techniques in Team Settings
  - 1.6 Apply Team Dynamics Strategies to Six Sigma Projects
- **2 Roles and Responsibilities Within a Six Sigma Team** — 6 classes
  - 2.1 Identify Key Roles in a Six Sigma Team
  - 2.2 Explain Responsibilities Associated with Each Role
  - 2.3 Analyze Interactions Between Team Roles
  - 2.4 Assess the Impact of Roles on Team Performance
  - 2.5 Develop Strategies for Role Clarity in Teams
  - 2.6 Apply Role-Defined Actions in a Team Simulation
- **3 Building Effective Communication in Team Settings** — 6 classes
  - 3.1 Identify Key Components of Effective Communication
  - 3.2 Analyze Barriers to Communication in Teams
  - 3.3 Develop Active Listening Skills for Better Team Interaction
  - 3.4 Practice Non-Verbal Communication Techniques in Group Settings
  - 3.5 Construct Clear and Concise Messages for Team Clarity
  - 3.6 Implement Feedback Mechanisms to Enhance Team Communication
- **4 Conflict Resolution Strategies for Team Leaders** — 6 classes
  - 4.1 Identify Common Sources of Conflict in Teams
  - 4.2 Understand Different Conflict Resolution Styles
  - 4.3 Analyze the Impact of Conflict on Team Dynamics
  - 4.4 Develop Active Listening Skills for Conflict Resolution
  - 4.5 Implement Collaborative Problem-Solving Techniques
- **1 Understanding Change Management Principles** — 6 classes
  - 1.1 Define Change Management Concepts and Theories
  - 1.2 Identify Key Drivers of Change in Organizations
  - 1.3 Analyze Stakeholder Roles and Impacts in Change Processes
  - 1.4 Explore Change Models and Their Application
  - 1.5 Develop Strategies for Effective Communication During Change
  - 1.6 Assess and Measure the Impact of Change Initiatives
- **2 Assessing Team Readiness for Change** — 6 classes
  - 2.1 Identify Change Drivers Within the Team
  - 2.2 Evaluate Team Dynamics and Culture
  - 2.3 Assess Individual Readiness for Change
  - 2.4 Conduct a Readiness Assessment Survey
  - 2.5 Analyze Readiness Assessment Results
  - 2.6 Develop Strategies to Enhance Team Readiness
- **3 Effective Communication Strategies during Change** — 6 classes
  - 3.1 Understand the Importance of Communication during Change
  - 3.2 Identify Key Stakeholders and Their Communication Needs
  - 3.3 Develop Tailored Messaging for Different Audiences
  - 3.4 Utilize Effective Listening Techniques in Conversations
  - 3.5 Implement Feedback Loops to Enhance Communication
  - 3.6 Practice Communication Scenarios for Real-Time Change Leadership
- **4 Building Resilience and Adaptability in Teams** — 6 classes
  - 4.1 Identify Key Characteristics of Resilient Teams
  - 4.2 Analyze the Impact of Change on Team Dynamics
  - 4.3 Develop Strategies for Enhancing Team Adaptability
  - 4.4 Implement Tools for Effective Communication During Change
  - 4.5 Foster a Culture of Continuous Improvement and Learning
  - 4.6 Evaluate Team Performance and Adaptation Post-Change
- **5 Measuring and Sustaining Change Outcomes** — 6 classes
  - 5.1 Define Key Performance Indicators for Change Initiatives
  - 5.2 Collect and Analyze Data on Change Outcomes
  - 5.3 Evaluate the Impact of Changes on Team Dynamics
  - 5.4 Implement Continuous Feedback Mechanisms
  - 5.5 Develop Strategies for Sustaining Positive Change
  - 5.6 Create a Change Impact Report for Stakeholders
- **1 Understanding Strategic Decision Making Frameworks** — 6 classes
  - 1.1 Define Key Concepts in Strategic Decision Making
  - 1.2 Explore Various Strategic Decision Making Frameworks
  - 1.3 Analyze the Benefits and Limitations of Each Framework
  - 1.4 Identify Real-World Applications of Strategic Decision Making Frameworks
  - 1.5 Evaluate Case Studies Using Strategic Decision Making Frameworks
  - 1.6 Develop Your Own Strategic Decision Making Framework
- **2 Data-Driven Decision Making: Tools and Techniques** — 6 classes
  - 2.1 Identify Key Data Sources for Strategic Decisions
  - 2.2 Analyze Data Collection Methods in Decision Making
  - 2.3 Evaluate Data Quality and Integrity for Robust Decisions
  - 2.4 Apply Statistical Tools to Interpret Data Effectively
  - 2.5 Utilize Data Visualization Techniques for Clarity
  - 2.6 Integrate Data-Driven Insights into Strategic Planning
- **3 Risk Assessment and Management in Strategy** — 6 classes
  - 3.1 Identify Key Risk Factors in Strategic Decision Making
  - 3.2 Analyze Different Types of Risks in Business Strategies
  - 3.3 Evaluate the Impact of Risks on Strategic Goals
  - 3.4 Develop Risk Mitigation Strategies for Decision Makers
  - 3.5 Implement Risk Management Frameworks in Strategy
  - 3.6 Assess the Effectiveness of Risk Management Solutions
- **4 Scenario Planning and Predictive Analytics** — 6 classes
  - 4.1 Understand the Fundamentals of Scenario Planning
  - 4.2 Explore the Role of Predictive Analytics in Decision Making
  - 4.3 Identify Key Factors for Effective Scenarios
  - 4.4 Analyze Real-World Scenarios Using Predictive Tools
  - 4.5 Develop Strategic Responses to Potential Scenarios
  - 4.6 Implement Scenario Planning in Your Organization
- **5 Leadership Roles in Strategic Decision Making** — 6 classes

2 **Kaizen Fundamentals** 16 chapters · 120 classes **100 marks**

- **1 Understanding Kaizen Philosophy and Principles** — 6 classes
  - 1.1 Define and Explore Kaizen Philosophy
  - 1.2 Identify Key Principles of Kaizen
  - 1.3 Analyze the Benefits of Kaizen in Organizations
  - 1.4 Differentiate Between Kaizen and Traditional Management Practices
  - 1.5 Discuss Real-World Applications of Kaizen Principles
  - 1.6 Create an Action Plan for Implementing Kaizen in Your Team
- **2 Identifying Waste: The Seven Types of Waste** — 6 classes
  - 2.1 Understand the Concept of Waste in Kaizen
  - 2.2 Identify Overproduction and Its Impact
  - 2.3 Explore Waiting Time and Its Concequences
  - 2.4 Recognize Excess Inventory and Its Costs
  - 2.5 Assess Defects and Their Root Causes
  - 2.6 Analyze Motion Waste and Optimize Efficiency
- **3 Kaizen Tools and Techniques for Improvement** — 6 classes
  - 3.1 Identify Key Kaizen Tools for Continuous Improvement
  - 3.2 Apply the 5 Whys Technique to Problem Solving
  - 3.3 Utilize Value Stream Mapping for Process Analysis
  - 3.4 Implement the PDCA Cycle for Ongoing Improvement
  - 3.5 Create a Fishbone Diagram for Root Cause Analysis
  - 3.6 Design Action Plans Using Kaizen Events for Team Collaboration
- **4 Implementing Kaizen: Planning and Engagement** — 6 classes
  - 4.1 Define Key Objectives for Kaizen Implementation
  - 4.2 Identify Stakeholders and Build Engagement Strategies
  - 4.3 Develop a Structured Plan for Kaizen Activities
  - 4.4 Create Communication Channels for Continuous Feedback
  - 4.5 Establish Metrics for Monitoring Progress and Success
  - 4.6 Facilitate Interactive Workshops for Team Involvement
- **5 Sustaining Continuous Improvement: Metrics and Culture** — 6 classes
  - 5.1 Define Key Metrics for Continuous Improvement
  - 5.2 Analyze Current Performance Metrics
  - 5.3 Develop a Framework for Cultural Change
  - 5.4 Identify Barriers to Sustaining Improvement
  - 5.5 Implement Continuous Feedback Loops
  - 5.6 Create an Action Plan for Sustained Improvement
- **1 Understanding Kaizen: Origins and Philosophy** — 6 classes
  - 1.1 Explore the Historical Origins of Kaizen
  - 1.2 Define Key Philosophical Concepts of Kaizen
  - 1.3 Identify Core Principles of Continuous Improvement
  - 1.4 Examine the Role of Culture in Kaizen Practices
  - 1.5 Analyze the Impact of Kaizen on Organizational Success
  - 1.6 Apply Kaizen Philosophies to Real-world Scenarios
- **2 Key Kaizen Principles: Culture and Mindset** — 6 classes
  - 2.1 Define Kaizen: Understanding Continuous Improvement Culture
  - 2.2 Explore the Mindset Shift: From Fixed to Growth
  - 2.3 Identify Key Values: Fostering a Kaizen Culture
  - 2.4 Engage Teams: Building a Collaborative Kaizen Mindset
  - 2.5 Implementing Kaizen: Practical Tools for Cultural Change
  - 2.6 Measure Success: Evaluating Culture and Mindset Transformation
- **3 Kaizen Tools: Techniques and Applications** — 6 classes
  - 3.1 Identify Key Kaizen Tools in Continuous Improvement
  - 3.2 Analyze the 5S Methodology for Workplace Organization
  - 3.3 Employ Value Stream Mapping for Process Optimization
  - 3.4 Implement Root Cause Analysis Techniques Effectively
  - 3.5 Apply Kaizen Events to Foster Team Collaboration
  - 3.6 Evaluate the Impact of Kaizen Tools on Performance Metrics
- **4 Implementing Kaizen: Planning and Execution** — 6 classes
  - 4.1 Define Kaizen: Establishing a Clear Vision for Improvement
  - 4.2 Identify Opportunities: Conducting a Kaizen Needs Assessment
  - 4.3 Set SMART Goals: Creating Measurable Improvement Objectives
  - 4.4 Plan for Success: Developing a Kaizen Action Plan
  - 4.5 Engage Stakeholders: Building a Kaizen Implementation Team
  - 4.6 Evaluate Outcomes: Measuring the Impact of Kaizen Initiatives
- **5 Sustaining Improvement: Continuous Learning and Adaptation** — 6 classes
  - 5.1 Identify Key Metrics for Sustaining Improvement
  - 5.2 Evaluate Current Processes Using Kaizen Tools
  - 5.3 Foster a Culture of Continuous Learning in Teams
  - 5.4 Implement Feedback Loops to Enhance Adaptation
  - 5.5 Analyze Case Studies of Successful Continuous Improvement
  - 5.6 Develop an Action Plan for Ongoing Kaizen Practices
- **11 Observing the Workplace for Improvement Ideas** — 10 classes
  - 11.1 Learning to See Waste Daily
  - 11.2 Go and See Habits
  - 11.3 Observation Sheets and Notes
  - 11.4 Interviewing Workers Respectfully
  - 11.5 Photographing the Current Condition
  - 11.6 Finding Small Irritations
  - 11.7 Collecting Staff Suggestions
  - 11.8 Sorting Ideas by Effort and Impact
  - 11.9 Choosing a First Improvement
  - 11.10 Reporting Back to the Team
- **12 Standardisation and Visual Improvement** — 10 classes
  - 12.1 Why Standards Come Before Improvement
  - 12.2 Writing a Simple Standard
  - 12.3 Photographing the Best Method
  - 12.4 Labels Signs and Floor Markings
  - 12.5 Visual Indicators of Normal and Abnormal
  - 12.6 Checklists for Repeat Tasks
  - 12.7 Training Teammates on a Standard
  - 12.8 Auditing Compliance Respectfully
  - 12.9 Revising Standards After Kaizen
  - 12.10 Storing and Sharing Standards
- **13 Running a Kaizen Event** — 10 classes
  - 13.1 Purpose and Length of an Event
  - 13.2 Selecting Team Members
  - 13.3 Setting Event Objectives
  - 13.4 Preparing Data and Materials
  - 13.5 Day One Current State Study
  - 13.6 Designing Improvements Quickly
  - 13.7 Trialling Changes on Site
  - 13.8 Measuring Results at the End
  - 13.9 Presenting Event Results
  - 13.10 Follow Up Plan After the Event
- **14 Daily Kaizen and Team Suggestions** — 10 classes
  - 14.1 Small Steps and Daily Habits
  - 14.2 Suggestion Forms and Boards
  - 14.3 Reviewing Suggestions Quickly
  - 14.4 Implementing Ideas Within a Week
  - 14.5 Recognising Contributors
  - 14.6 Tracking Suggestions Metrics
  - 14.7 Using Plan Do Check Act Cards
  - 14.8 Idea Boards in Offices
  - 14.9 Handling Rejected Ideas Kindly
  - 14.10 Building Pride in Improvement
- **15 Teamwork and Communication in Kaizen** — 10 classes
  - 15.1 Roles of Leader Facilitator and Members
  - 15.2 Listening and Questioning Skills
  - 15.3 Brainstorming Rules
  - 15.4 Resolving Disagreements
  - 15.5 Meeting Facilitation Basics
  - 15.6 Visual Communication of Progress
  - 15.7 Writing One Page Reports

3 **Kaizen Tools and Improvement Planning** 35 chapters · 210 classes **100 marks**

- **1 Understanding Process Improvement: Principles and Frameworks** — 6 classes
  - 1.1 Define Key Concepts in Process Improvement
  - 1.2 Identify Common Process Improvement Frameworks
  - 1.3 Analyze the Benefits of Process Improvement
  - 1.4 Explore Principles of Continuous Improvement
  - 1.5 Apply Process Mapping Techniques to Real Scenarios
  - 1.6 Evaluate the Effectiveness of Process Improvement Initiatives
- **2 Identifying Process Waste: Tools and Techniques** — 6 classes
  - 2.1 Identify Common Types of Process Waste
  - 2.2 Analyze the Impact of Waste in Processes
  - 2.3 Introduce the 7 Wastes Framework
  - 2.4 Utilize Value Stream Mapping to Spotlight Waste
  - 2.5 Apply the 5 Whys Technique for Root Cause Analysis
  - 2.6 Develop an Action Plan to Eliminate Identified Wastes
- **3 Data-Driven Decision Making in Process Improvement** — 6 classes
  - 3.1 Understand Key Metrics for Process Improvement
  - 3.2 Collect and Analyze Data for Decision Making
  - 3.3 Utilize Data Visualization Tools in Process Analysis
  - 3.4 Identify Trends and Insights from Process Data
  - 3.5 Develop Data-Driven Improvement Strategies
  - 3.6 Evaluate the Impact of Changes Using Data Metrics
- **4 Implementing Kaizen: Strategies and Best Practices** — 6 classes
  - 4.1 Define Key Principles of Kaizen for Effective Implementation
  - 4.2 Identify Common Barriers to Implementing Kaizen Strategies
  - 4.3 Analyze Case Studies of Successful Kaizen Practices in Various Industries
  - 4.4 Develop a Step-by-Step Plan for Initiating Kaizen in Your Organization
  - 4.5 Collaborate with Stakeholders to Foster a Kaizen Culture
  - 4.6 Evaluate and Measure the Impact of Kaizen Initiatives on Process Improvement
- **5 Sustaining Improvements: Culture and Continuous Learning** — 6 classes
  - 5.1 Identify Key Elements of a Continuous Improvement Culture
  - 5.2 Evaluate Current Organizational Practices for Learning and Improvement
  - 5.3 Design Strategies to Foster Collaborative Learning Environments
  - 5.4 Implement Tools for Ongoing Feedback and Reflection
  - 5.5 Develop a Continuous Learning Framework for Teams
  - 5.6 Create an Action Plan to Sustain Improvement Initiatives
- **1 Understanding Data Types in Kaizen Context** — 6 classes
  - 1.1 Identify and Distinguish Between Quantitative and Qualitative Data
  - 1.2 Explore Examples of Nominal and Ordinal Data in Kaizen
  - 1.3 Analyze Interval and Ratio Data Types for Process Improvement
  - 1.4 Convert Real-World Scenarios into Data Types for Kaizen Applications
  - 1.5 Evaluate the Importance of Data Accuracy in Kaizen Initiatives
  - 1.6 Apply Data Type Understanding to Create a Kaizen Improvement Plan
- **2 Basic Statistical Techniques for Data Analysis** — 6 classes
  - 2.1 Understand Measures of Central Tendency
  - 2.2 Explore Measures of Dispersion and Their Importance
  - 2.3 Apply Probability Concepts to Data Analysis
  - 2.4 Utilize Data Visualization Techniques for Interpretation
  - 2.5 Conduct Hypothesis Testing for Decision Making
  - 2.6 Implement Statistical Software for Data Analysis
- **3 Visualizing Data for Better Decision Making** — 6 classes
  - 3.1 Identify Key Data Insights Through Visualization
  - 3.2 Choose Appropriate Visualization Techniques for Data Types
  - 3.3 Create Effective Charts and Graphs for Clarity
  - 3.4 Design Interactive Dashboards for Real-Time Analysis
  - 3.5 Interpret Visual Data to Inform Decision-Making Processes
  - 3.6 Present Visualized Data to Stakeholders for Impactful Communication
- **4 Root Cause Analysis through Data Interpretation** — 6 classes
  - 4.1 Identify Key Data Sources for Root Cause Analysis
  - 4.2 Collect and Organize Data Effectively
  - 4.3 Analyze Data Trends to Recognize Patterns
  - 4.4 Utilize Statistical Tools for Root Cause Identification
- **4 Implementing Continuous Improvement Strategies** — 6 classes
  - 4.1 Analyze Current Processes for Improvement Opportunities
  - 4.2 Develop Key Performance Indicators for Continuous Improvement
  - 4.3 Design Effective Improvement Strategies Tailored to Needs
  - 4.4 Implement Continuous Improvement Initiatives with Stakeholder Buy-in
  - 4.5 Monitor and Evaluate the Impact of Improvement Strategies
  - 4.6 Foster a Culture of Continuous Improvement within Teams
- **5 Evaluating and Sustaining Continuous Improvement Efforts** — 6 classes
  - 5.1 Assess Continuous Improvement Outcomes Using Metrics
  - 5.2 Identify Key Factors Influencing Improvement Sustainment
  - 5.3 Develop a Framework for Evaluating Improvement Initiatives
  - 5.4 Engage Stakeholders in Continuous Improvement Evaluation
  - 5.5 Create Action Plans for Addressing Barriers to Sustaining Improvement
  - 5.6 Implement Continuous Monitoring and Feedback Mechanisms
- **1 Understanding Data Types and Sources** — 6 classes
  - 1.1 Identify Different Data Types
  - 1.2 Explain Qualitative vs. Quantitative Data
  - 1.3 Explore Primary and Secondary Data Sources
  - 1.4 Assess the Reliability of Data Sources
  - 1.5 Compare Structured and Unstructured Data
  - 1.6 Apply Data Selection to Continuous Improvement Projects
- **2 Data Collection Techniques for Kaizen** — 6 classes
  - 2.1 Identify and Define Data Requirements for Kaizen
  - 2.2 Explore Quantitative Data Collection Methods
  - 2.3 Investigate Qualitative Data Collection Techniques
  - 2.4 Implement Surveys and Questionnaires for Feedback
  - 2.5 Utilize Observation and Time Studies for Data Gathering
  - 2.6 Analyze and Interpret Collected Data for Continuous Improvement
- **3 Data Analysis Tools and Techniques** — 6 classes
  - 3.1 Identify Key Data Analysis Tools for Continuous Improvement
  - 3.2 Understand Descriptive Statistics in Data Analysis
  - 3.3 Apply Visual Data Representation Techniques Effectively
  - 3.4 Utilize Root Cause Analysis to Drive Improvement
  - 3.5 Interpret Trends Using Time Series Analysis
  - 3.6 Develop Actionable Insights from Data Analysis Findings
- **4 Interpreting and Presenting Data Insights** — 6 classes
  - 4.1 Analyze Data Trends and Patterns
  - 4.2 Evaluate Data Quality and Sources
  - 4.3 Identify Key Metrics for Improvement
  - 4.4 Visualize Data Insights Effectively
  - 4.5 Communicate Data Findings to Stakeholders
  - 4.6 Apply Data-Driven Decision Making Strategies
- **5 Implementing Data-Driven Decisions in Kaizen** — 6 classes
  - 5.1 Identify Key Performance Indicators for Kaizen Initiatives
  - 5.2 Collect and Analyze Data for Continuous Improvement
  - 5.3 Interpret Data Trends to Inform Decision-Making
  - 5.4 Develop Actionable Insights from Data Analysis
  - 5.5 Create a Data-Driven Action Plan for Kaizen Projects
  - 5.6 Evaluate the Impact of Data-Driven Decisions on Improvement Efforts
- **1 Understanding Leadership Fundamentals in Kaizen Practices** — 6 classes
  - 1.1 Define Key Leadership Principles in Kaizen Practices
  - 1.2 Explore the Role of Leadership in Continuous Improvement
  - 1.3 Identify Traits of Effective Kaizen Leaders
  - 1.4 Assess the Impact of Leadership on Team Engagement
  - 1.5 Develop Leadership Strategies for Fostering a Kaizen Culture
  - 1.6 Implement a Leadership Action Plan for Kaizen Initiatives
- **2 Cultivating a Kaizen Culture in Teams** — 6 classes
  - 2.1 Define Kaizen: Understanding Continuous Improvement Principles
  - 2.2 Identify Key Elements of a Kaizen Culture in Teams
  - 2.3 Assess Current Team Dynamics: Where Are We Now?
  - 2.4 Develop Strategies for Fostering Team Engagement in Kaizen
  - 2.5 Implement Feedback Loops: Encouraging Open Communication in Teams

4

Sustaining Improvements and Capstone Project

16 chapters · 120 classes **100 marks**

- **1 Understanding Sustainability Principles in Kaizen** — 6 classes
  - 1.1 Define Sustainability in the Context of Kaizen
  - 1.2 Identify Key Principles of Sustainable Practices
  - 1.3 Analyze the Relationship Between Kaizen and Sustainability
  - 1.4 Evaluate Real-World Examples of Sustainable Kaizen
  - 1.5 Develop a Personal Action Plan for Sustainable Improvements
  - 1.6 Implement Sustainability Principles in a Kaizen Project
- **2 Measuring and Analyzing Improvement Outcomes** — 6 classes
  - 2.1 Define Key Metrics for Improvement Outcomes
  - 2.2 Collect Data on Improvement Initiatives
  - 2.3 Analyze Data to Identify Trends and Patterns
  - 2.4 Evaluate the Effectiveness of Changes Made
  - 2.5 Communicate Improvement Outcomes to Stakeholders
  - 2.6 Develop Action Plans for Future Improvements
- **3 Integrating Sustainability into Kaizen Practices** — 6 classes
  - 3.1 Define Sustainability in the Context of Kaizen Practices
  - 3.2 Identify Key Principles of Sustainable Improvement
  - 3.3 Assess Current Kaizen Practices for Sustainability Integration
  - 3.4 Develop Strategies for Incorporating Sustainability in Kaizen Events
  - 3.5 Create a Sustainability Action Plan for Kaizen Initiatives
  - 3.6 Evaluate the Impact of Sustainable Kaizen Practices on Organizational Performance
- **4 Engaging Stakeholders for Sustainable Improvements** — 6 classes
  - 4.1 Identify Key Stakeholders for Sustainable Improvements
  - 4.2 Analyze Stakeholder Needs and Expectations
  - 4.3 Develop Effective Communication Strategies with Stakeholders
  - 4.4 Facilitate Collaborative Engagement for Improvement Initiatives
  - 4.5 Measure Stakeholder Impact on Sustainability Outcomes
  - 4.6 Craft a Stakeholder Engagement Plan for Future Improvements
- **5 Continuous Improvement and Sustainability Strategies** — 6 classes
  - 5.1 Define Continuous Improvement and Its Importance in Sustainability
  - 5.2 Explore Key Principles of Kaizen for Sustainable Practices
  - 5.3 Identify Tools and Techniques for Continuous Improvement
  - 5.4 Analyze Case Studies of Successful Sustainable Improvements
  - 5.5 Develop a Personal Action Plan for Implementing Kaizen Principles
  - 5.6 Measure the Impact of Continuous Improvement Initiatives on Sustainability
- **1 Identifying and Defining Improvement Opportunities** — 6 classes
  - 1.1 Analyze Current Processes for Inefficiencies
  - 1.2 Conduct Stakeholder Interviews to Gather Insights
  - 1.3 Utilize Data Analysis Tools to Identify Trends
  - 1.4 Define Key Performance Indicators for Improvement
  - 1.5 Prioritize Improvement Opportunities Using Impact Assessment
  - 1.6 Create Actionable Goals for Selected Opportunities
- **2 Data Collection and Analysis Techniques** — 6 classes
  - 2.1 Identify Key Data Collection Techniques for Continuous Improvement
  - 2.2 Understand the Role of Quantitative vs Qualitative Data
  - 2.3 Develop Effective Surveys to Gather Relevant Data
  - 2.4 Analyze Data Using Basic Statistical Methods
  - 2.5 Visualize Data to Communicate Insights Effectively
  - 2.6 Apply Data Analysis Techniques to a Case Study
- **3 Developing and Proposing Improvement Solutions** — 6 classes
  - 3.1 Identify Key Improvement Areas Using Data Analysis
  - 3.2 Brainstorm Innovative Solutions Through Collaborative Workshops
  - 3.3 Evaluate Proposed Solutions with SWOT Analysis Techniques
  - 3.4 Develop a Structured Improvement Proposal Framework
  - 3.5 Create an Action Plan with Measurable KPIs for Implementation
  - 3.6 Present Improvement Solutions Persuasively to Stakeholders
- **4 Implementing Improvement Strategies** — 6 classes
  - 4.1 Identify Key Areas for Improvement
  - 4.2 Analyze Current Processes Using Data
  - 4.3 Develop Action Plans for Targeted Improvements
  - 4.4 Engage Stakeholders in the Improvement Process
  - 4.5 Implement Improvement Strategies Effectively
  - 4.6 Measure Outcomes and Sustain Improvements
- **5 Evaluating Outcomes and Sustaining Improvements** — 6 classes
  - 5.1 Identify Key Performance Indicators for Continuous Improvement
  - 5.2 Analyze Data to Evaluate Improvement Outcomes
  - 5.3 Develop Action Plans Based on Evaluation Findings
  - 5.4 Implement Strategies to Sustain Continuous Improvements
  - 5.5 Foster a Culture of Continuous Improvement within Teams
  - 5.6 Review and Reflect on the Continuous Improvement Process
- **11 Selecting and Scoping the Capstone Project** — 10 classes
  - 11.1 Finding a Workplace Improvement Topic
  - 11.2 Gathering Preliminary Data
  - 11.3 Writing a Project Statement
  - 11.4 Defining Goals and Measures
  - 11.5 Scoping What Is In and Out
  - 11.6 Identifying Stakeholders
  - 11.7 Risks to Project Success
  - 11.8 Resource and Time Plan
  - 11.9 Gaining Management Approval
  - 11.10 Project Kick Off Meeting
- **12 Analysing the Current State for the Project** — 10 classes
  - 12.1 Mapping the Current Process
  - 12.2 Collecting Baseline Data
  - 12.3 Finding Waste in the Process
  - 12.4 Pareto Analysis of Problems
  - 12.5 Cause and Effect Analysis
  - 12.6 Verifying Causes with Evidence
  - 12.7 Customer Voice Feedback
  - 12.8 Choosing Priority Problems
  - 12.9 Documenting the Current State
  - 12.10 Reviewing Findings with Sponsor
- **13 Designing and Testing Solutions** — 10 classes
  - 13.1 Generating Many Solution Ideas
  - 13.2 Selection Matrix for Solutions
  - 13.3 Designing the Future Process
  - 13.4 Writing Revised Standards
  - 13.5 Planning a Trial
  - 13.6 Running the Pilot
  - 13.7 Collecting Pilot Data
  - 13.8 Reviewing Pilot Results with Staff
  - 13.9 Adjusting the Solution
  - 13.10 Approval for Full Implementation
- **14 Implementation and Change Support** — 10 classes
  - 14.1 Implementation Plan and Timeline
  - 14.2 Training Staff on New Methods
  - 14.3 Communicating the Change
  - 14.4 Supporting People Through Change
  - 14.5 Handling Resistance
  - 14.6 Updating Documents and Records
  - 14.7 Early Results Monitoring
  - 14.8 Troubleshooting Rollout Issues
  - 14.9 Recognising Contributors
  - 14.10 Formal Handover to the Process Owner
- **15 Control and Sustaining Mechanisms** — 10 classes
  - 15.1 Control Plans for New Methods
  - 15.2 Monitoring Charts and Dashboards
  - 15.3 Audit Schedules
  - 15.4 Reaction Plans for Slipping Results
  - 15.5 Embedding Standards into Training
  - 15.6 Linking to Performance Reviews
  - 15.7 Reviewing Savings After Three Months
  - 15.8 Sustaining Through Leader Routines

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UKPRN 10067351 • Company 4984798
Curriculum current at the date of issue.