

The Flow System – On The Job Development (LT-M5)

Syllabus

Description of Course

On The Job Development (OJD) master's course (LT-M5) is a continuation of the content learned in the Lean Thinking Advanced Course (LT-A1). This course is based on the approach used by Toyota to continuously develop their people. Think of this course as Advanced PDCA in developing people.

The OJD approach covers how we identify suitable work for people, how we assign work, how we monitor and lead the completion of work, and how we ensure a sense of achievement and personal growth. This is not the same as Training Within Industry (TWI). OJD is focused on growing and developing people. This course is a great complement to the Team Science masters level courses.

You will learn the importance of Human Resource Development, how to define expectations of management, how to identify the roles of managers, and how to develop your people through the practice of daily work. The outcome is to be able to develop people who can self-reliantly put the tools and techniques and your philosophy into practice. Remember, culture is the product of our behaviors, and OJD is the way to enable the right behaviors so the desired culture can emerge.

This course brings together the Lean Thinking masters concentration by showing you where all the tools learned in previous modules fit and align with the development of people. You will see how this fits in a PDCA cycle for people development.

Duration of Training

On The Job Development (LT-M5) master's course requires 16 hours of training and can be taken as a two-day in-person training session, an online live virtual class, or as an asynchronous self-paced online training using The Flow System's learning management system (LMS). This course can be taught publicly or privately to any organization.

Participants must complete the training before receiving a code allowing them to take the On The Job Development (LT-M5) assessment for accreditation. The fee for the assessment is included in the course fee for training attendees.

At the master's level, participants will demonstrate an ability to apply the new knowledge and complete an online assessment. The master's level courses' application portion will be reviewed by peers and industry experts in their chosen field.

Participants who attend the training will have two attempts at the On The Job Development (LT-M5) assessment. Participants who wish to forgo the training and jump straight to the assessment may do so but must first buy a code and will only have one attempt as opposed to two for people taking the training. You can buy a code below by clicking 'Take Assessment.'

Objectives of Course

This course is a master's course that continues to build on the material learned from both the Foundations (FS-1) and the Lean Thinking Advanced (LT-A1) courses. As a mastery level course, participants will be required to envision applying the material covered in the course to their place of work. After successfully completing this course participants should be able to:

- Explain the importance of the defined approach to developing people.
- Define expectations for management and leadership.
- Define the role of managers.
- Explain how to develop people through the practice of daily work.
- Define MVP (Mission, Value, Pride).
- Exhibit the ability to identify and assign suitable work.
- Explain how to monitor and lead a project to successful work completion.
- Explain how to ensure achievement and personal growth.
- Exhibit the ability to implement the OJD PDCA approach.

Outline of Course

- Introductions
- Overview (What is On the Job Development)
- Differences between TWI and OJD
- The 4 steps of OJD
- How to define work aligned to goals
- Matching work to a career path and personal growth

- Understanding intrinsic motivation
- Define roles for managers and leaders
- Define management expectations
- Bringing all the Lean Thinking tools together for people development

The Flow System Advanced Accreditation

Participants completing the Foundations (FS-1) training (in-person) or the Foundations (FS-1) course (online), or those who wish to only take the Foundations accreditation exam without participating in training or an online course, can take the exam at any time. Participants who complete training (face-to-face or online) will have two attempts at the exam. Participants who wish to forgo any training may do so and pay to take the exam. Participants who skip any training will have one chance to pass the exam. Upon passing the Foundations Exam, participants will receive a Certification of Completion for The Flow System Foundations Course. Once a Certification of Completion for The Flow System Foundations Course has been obtained, participants can continue to any of the Advanced Courses (see Figure 1). The Flow System Training Map can be found in Figure 1 provided below.

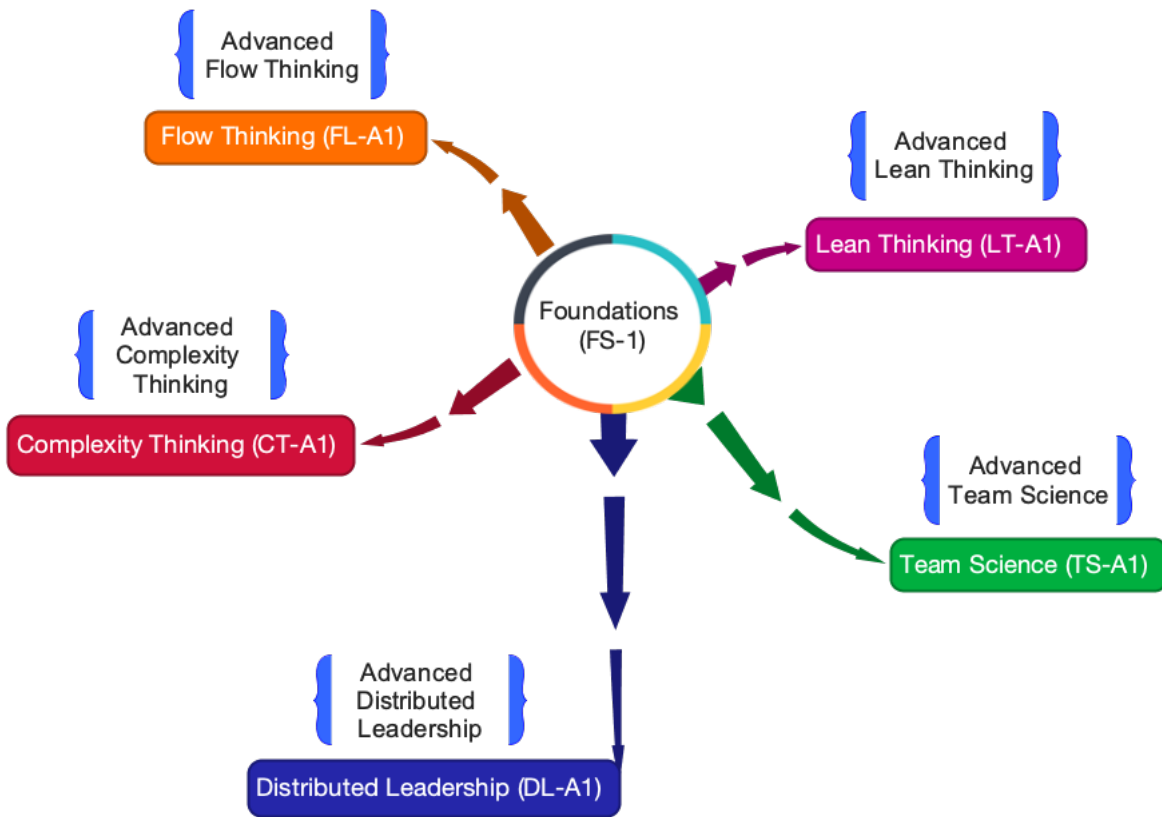


Figure 1: The Flow System Foundations and Advanced Courses

The Flow System Masters Accreditation




There are a total of five master level accreditations to choose from, one to accompany each advanced course. Once the foundations course (FS-1) and the selected advanced course has been successfully completed and the accreditation exam passed, participants can continue to take courses at the master level within the chosen advance track. Participants can only continue to the master level courses after achieving the appropriate advanced accreditation. For example, before taking any of the lean thinking master level courses (LT-M1 through LT-M5), the foundations (FS-1) and lean thinking advanced (LT-A1) courses must first be successfully completed.

The master level courses for the Lean Thinking track include the following courses:

- Toyota Production System (LT-M1)
- Lean Tools & Metrics (LT-M2)
- Ji Kotei Kanketsu (LT-M3)
- A3 Problem Solving (LT-M4)
- On The Job Development (LT-M5)

A master level accreditation in Lean Thinking will include the following path:

1. Mastery Complexity Thinking Accreditation
 - a. Accredited in the Foundations (FS-1) course
 - b. Accredited in the Lean Thinking (LT-A1) Advanced course
 - c. Successful completion of all 5 Mastery Lean Thinking courses
 - i. Toyota Production System (LT-M1)
 - ii. Lean Tools & Metrics (LT-M2)
 - iii. Ji Kotei Kanketsu (LT-M3)
 - iv. A3 Problem Solving (LT-M4)
 - v. On The Job Development (LT-M5)
 - d. Pass Mastery Lean Thinking Accreditation Exam

Courses	Course Completion & Exam	Accreditation
Foundations Course		Foundations Accreditation
Advanced Course Lean Thinking		Advanced Lean Thinking Accreditation
Mastery Lean Courses LT-M1 + LT-M2 + LT-M3 + LT-M4 + LT-M5		Mastery Lean Thinking Accreditation

Trainers

The Flow System Foundations Course (in-person) will be administered by the co-creators of The Flow System and/or by certified TFS trainers. The online courses will only be administered and monitored by the co-creators of The Flow System. All trainers are considered experts in their field of practice/study and have a command of the materials that are presented in The Flow System Foundations Course.

Recommended Readings

The Flow System Reading Materials include 1) *The Flow System: The Evolution of Agile and Lean Thinking in an Age of Complexity*; 2) *The Flow System Guide*; and 3) *The Flow System: Key Principles and Attributes*.

- 1) *The Flow System: The Evolution of Agile and Lean Thinking in an Age of Complexity*
Available from Amazon.

Hardback:

<https://amzn.com/1680400584/>

Kindle:

<https://amzn.com/B08NXPGMSC/>

- 2) *The Flow System Guide*
Available online (free)
<https://flowguides.org/index.php>

Amazon book (print-to-order)

<https://amzn.com/B085KN39FP>

Amazon Kindle Format

<https://amzn.com/B085PQFXFN/>

- 3) *The Flow System: Key Principles and Attributes*

Amazon book (print-to-order)

<https://amzn.com/B085DQB92N/>

Amazon Kindle Format

<https://amzn.com/B085DHFNMT/>