



CERTIFIED
**Black Belt in
Lean Management**

For State Government





Become a Top Performing Leader by Transforming Your Organization

While earning your Black Belt in Lean Management for Government, you will not only learn the best practices of Lean applied to management, but to complete your certification you must implement what you learn.

Many organizations use Lean tactically to remove waste and improve customer satisfaction, but few apply its principles, practices, and methods to *run* the organization.

What will you learn?

How to design and implement a Lean system of management for your organization, creating a shared sense of purpose, clear alignment and ownership, and daily progress that is driven by fully mobilizing the gifts, talents, experience, and expertise of *every* employee.

What will you implement?

A Lean system of management based on the following management tenets:

- Respect for people
- Customer-Focused
- Process Thinking
- Fact-Driven
- Transparent Accountability



A Lean system of management includes clear processes for:

- Making direction clear and connecting every employee to that direction
- Defining success with measures and targets
- Driving out fear
- Clarifying ownership
- Monitoring performance
- Identifying constraints
- Improving constraining processes
- Coaching for results
- Recognizing and rewarding

Why state government?

State government is incredibly complex and faces challenges unique to the role it plays in our democracy. The Black Belt Program is set in the context of state government and filled with examples from states.

The Lean Management Black Belt is built on modern adult learning theory which teaches that learning is most powerful when put to use. The methodology is known as applied learning and the context for the learning throughout the program is state government.

Is this for you?

To earn a Black Belt in Lean Management for State Government you must work full-time for a state and manage a team or be a manager of managers. You are managing a team, a program, a department, or an agency.

The certification program is ideal if you are committed to a leadership role in state government and are driven by a desire to make a difference by improving how government operates.



What are the benefits of earning the Black Belt in Lean Management?

You will:

- Get great clarity as to what results you want your team to accomplish.
- Thoughtfully and skillfully decide on the most important measures to use to gauge your team's success.
- Know how to manage for results -- in a way that respects the people who you manage.
- Learn the secrets of engaging everyone in improving the organization.
- Be able to prove to all stakeholders using facts -- how much your organization is improving.
- Create a place where everyone wants to work because of the respect people feel and the clear sense of the difference they make.
- To take control of your destiny and achieve the influence that results give you.
- You will stand out from your peers as a leader who gets things done.

What is the certification process?

Certification is achieved when the following are satisfactorily completed:

The Black Belt in Lean Management checklist.

Your implementation portfolio meets the “proof of implementation” evidence requirements.

A score of 80 percent or better is achieved on the online test.

Can a management team work together and all earn Black Belts?

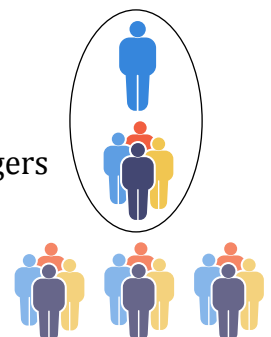
Individual Manager

Yes. A black belt can be earned by an individual manager implementing the lessons with their direct team.



Team of Managers

Yes. All members of a leadership team of managers can work together to implement the lessons and earn their Black Belt.





What does it cost?

Individual Manager

\$2,399

Includes:

- 4 hours of virtual one-on-one coaching
- One-year access to the online lessons and materials
- Certification

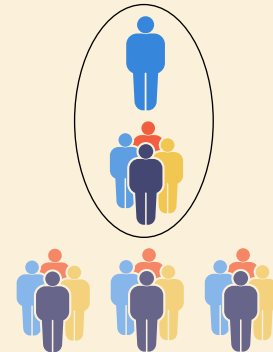


Team of Managers

(Up to 10 participants): \$19,995

Includes:

- 40 hours of virtual facilitation, support, and coaching
- One-year access to the online lessons and materials
- Certification for all participants





Lean Management for Government Black Belt

Certification Requirements Tracking

John M. Bernard's Masterclass

- ☐ Review Certification Criteria
- ☐ Review "The Journey Begins" lesson

Management Principles: MasterClass Module 1

- ☐ Review "Respect for People" lesson
- ☐ Review "Customer Focused" lesson
- ☐ Review "Process Thinking" lesson
- ☐ Review "Fact Driven" lesson
- ☐ Review "Transparent Accountability" lesson
- ☐ Develop a presentation on the Management Principles of Lean
- ☐ Present the Management Principles of Lean to at least 10 people

Getting Aligned: MasterClass Module 2

- ☐ Review "Align with your Governor" lesson
- ☐ Document the Governor's agenda as it applies to your organization/team
- ☐ Read *Failure Proofing Government*
- ☐ Complete Failure Mode Analysis for your organization/team
- ☐ **Present Failure Mode Analysis to supervisor (milestone)**
- ☐ Review "Aligning with your Agency" lessons
- ☐ Gather documents that communicate Agency direction
- ☐ Summarize documents and create a presentation to share Agency direction
- ☐ Present Agency direction to at least 10 people/your team

Building a Lean Management System: MasterClass Module 3

- ☐ Review "Management as a System" lesson
- ☐ Review "Mission, Vision, Values" lesson



- ☐ Develop new Mission or modify existing
- ☐ Develop new Vision or modify existing
- ☐ Develop new Values or modify existing
- ☐ Add the Mission, Vision and Values to organization's Results Map
- ☐ Review "Key Goals" lesson
- ☐ Add the Key Goals to the organization's Results Map
- ☐ Review "Core Processes" lesson
- ☐ Develop Core Processes by completing Core Process Blue Sheet for both operating and supporting processes
- ☐ **Assign Process Owner to each of the Core Processes (milestone)**

Designing Measures: MasterClass Module 4

- ☐ Review "Outcome Measures" lesson
- ☐ Complete Measures Worksheets for each Outcome Measure
- ☐ Assign Owners to each of the Outcome Measures
- ☐ Develop routine for gathering Outcome Measures data and implement it
- ☐ Review "Process Measures" lesson
- ☐ Complete Measures Worksheets for each Process Measure
- ☐ Assign Owners to each of the Process Measures
- ☐ Develop routine for gathering Outcome Measure data and implement it
- ☐ Develop policy for revising Outcome & Process Measures
- ☐ Get policy approved by next-level-up of management
- ☐ Review "Scorecards" lesson
- ☐ Establish dates data is due for all Outcome & Process Measures
- ☐ Determine Scorecard tracking system the organization will use
- ☐ Populate the Scorecards with data
- ☐ **Complete your Results Map (milestone)**
- ☐ Complete first quarter release of scorecard for dress rehearsal QTR
- ☐ Complete second quarter of scorecard (with >50% of measures active)



Managing for Results: MasterClass Module 5

- ☐ Complete “Daily Management” lesson
- ☐ Implement Daily Management with at least one team
- ☐ Document use and sample of a Performance Board
- ☐ Document use and sample of a Flow Board
- ☐ Demonstrate routine use of Improvement Actions Table
- ☐ Complete “Business Reviews” lesson
- ☐ Establish the Business Review Groundrules and Participants
- ☐ Complete QBR Review #1 (the dress rehearsal)(milestone)
- ☐ Document Improvement Actions from the first Business Review
- ☐ Complete Quarterly Business Review #2 (the real thing)(milestone)
- ☐ Document Improvement Actions from the second Business Review
- ☐ Complete “Coaching One-on-One” lesson
- ☐ Demonstrate routine use of Coaching for Results Blue Sheet

Improving Processes: MasterClass Module 6

- ☐ Review “Intro to 7-Step Improvement” lesson
- ☐ Review “The Five Power Tools” lesson
- ☐ Review “Defining the Problem” lesson
- ☐ Complete Charter for a Process Improvement Project
- ☐ Launch Process Improvement Project
- ☐ Review “Mapping the Process” lesson
- ☐ Review “Defining the Solution” lesson
- ☐ Review “Securing the Win” lesson
- ☐ Complete a 7-Step Storyboard on your project
- ☐ Present process improvement project results to >10 people (milestone)
- ☐ Gain approval/resources to implement the project
- ☐ Implement process improvement project
- ☐ Document measurable improvement as a result of the project
- ☐ Document control to ensure the gains are not lost



Communicating and Celebrating: MasterClass Module 7

- ☐ Review “Telling Your Story” lesson
- ☐ Document your organization’s 5 most critical stakeholders
- ☐ **Present completed Results Map and scorecards to >10 stakeholders and document who, where, and when you presented (milestone)**
- ☐ Review “Recognition and Celebration” lesson
- ☐ Document >10 acts of recognition
- ☐ Document >2 team celebrations



Your Instructor and Coach

John M. Bernard

In 1981 John was working in the private sector for Omark Industries, a 4,400-person New York Stock Exchange diversified global manufacturing company. At age 26 he was appointed by the chief operating officer to be a member of the company's Japanese Management System Study Team. The seven-person team's charter was to learn about the best-run companies in Japan, and then guide Omark in putting the lessons learned to work. By 1983, Omark and Hewlett-Packard (HP) were on the cover of Inc. magazine as the first U.S. companies to implement methods pioneered by Shigeo Shingo in his work developing Toyota's "just-in-time" (JIT) manufacturing system, practices that by 1988 would become known as Lean.



In Amazon's description of Shingo's groundbreaking book, *A Study of the Toyota Production System*, it says, "When Omark Industries bought 500 copies and studied it companywide, Omark became the American pioneer in JIT." John studied directly under Shigeo Shingo as well as Drs. W. Edwards Deming and Joseph Juran, the two Americans most credited with Japan's economic rise from World War II. John's education includes more than 50 workshops including Tom Peter's Skunk Camp, Peter Senge's The Fifth Discipline, and the Center for Creative Leadership's top program, Leadership at the Peak.

By the mid-1980s, John brought what he had learned to Oregon's high-tech companies. In addition to launching quality programs, he ran manufacturing for a mid-range class supercomputing maker that was acquired by Sun Microsystems and would go on to be ranked for quality as #1 in the world.

John's high-tech success opened the door to consulting, and led to Arthur Andersen funding him to be executive director of the American Electronics Association (now TechAmerica)



Partnership for Competitiveness national pilot. For three years John developed the content and taught the executive teams of seven small companies that met monthly to learn and use best-practice management methods.

For over 35 years John has developed and tuned the application of Lean principles and methods to the work of management. His management system takes the waste out of management by connecting every employee to measures they choose, own, and improve. The system uses a plan/do/check/act set of organization routines to create and maintain focus on achieving its goals.

John founded World Class Management, Inc. in 1990 and consulted for 10 years in the private sector working with clients including Nike, Gerber Knives, Baxter Healthcare, PacifiCorp, Columbia Forest Products, Planar Systems, Micropump, Dale Carnegie Inc., Boston Scientific, and dozens of others. In the public sector, John advised the Oregon Board of Higher Education, the Portland Public School Board, and Oregon's Department of Human Services.

For the past 15 years, John has and remains focused exclusively on state government. In 2008 he founded his second consulting company, Mass Ingenuity, and has since worked in 10 states with over 100 agencies. John has written hundreds of columns, blogs, and whitepapers, produced dozens of podcasts, and delivered over 20 keynote addresses. John was the lead external advisor consultant for three governor-led Lean efforts including Results Washington, the Arizona Management System, and Michigan's Good Government program.

In 2012 John's first book, *Business at the Speed of Now*, was ranked by Inc. as its #6 bestseller. His second book, *Government That Works, The Results Revolution in the States*, was released in 2014 at the National Governors Association (NGA). The book has forewords by two governors, was endorsed by two more, and is handed out by NGA to every newly elected governor as the most authoritative book on state operations.



For more information, or to talk with John:

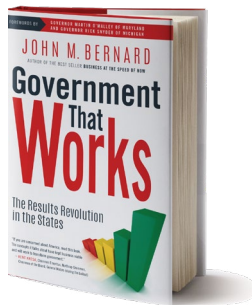
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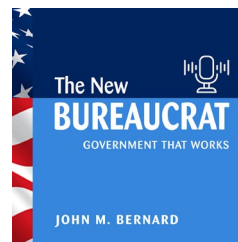
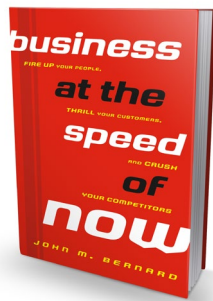
LISTEN TO THE PODCAST: <https://johnmbernard.com/podcasts>

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Government That Works has been endorsed by five Governors and is given to every newly elected Governor by the National Governors Association



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The New Bureaucrat
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