

**SMED** improvement projects/events are designed to reduce the waste of getting ready to do work or perform value added tasks. Reductions in changeover times of equipment or processes (last piece to next good piece) can **create immediate and significant benefits in labor productivity, cycle time and inventory**. The SMED approach assesses each task of a changeover process to distinguish what can be done externally to the process of changeover and what cannot. The entire work process is then redesigned to eliminate tasks, move external ones out of the changeover process and streamline all remaining activities.

This course focuses on developing the knowledge, skills, and abilities required to effectively and efficiently lead teams through the SMED process and an improvement event (typically in 5 days).

## Course Deliverables:

- **Work process benefits:** SMED events provide payback *typically within 1 month to 1 year*. SMED events also produce *team pride and ownership, as well as more energy and enthusiasm for more improvement*.
- **Training** and practice in the SMED process and essential improvement techniques
- Opportunity to **co-lead a team** through an actual SMED improvement event to gain immediate results
- One-on-one application **coaching** time
- **Certification** based on classroom comprehension, application results, use of method, and team survey.
- And **Membership** (one year free) into a continual improvement community of practitioners



**Documented  
reduction times in  
changeover of 94%  
(from 90 minutes to 5  
minutes)**

## Course Goal:

To develop your knowledge and skills to **effectively and efficiently facilitate the improvement cycle** within a SMED event including confirming and preparing the scope and team; performing the SMED event; and institutionalizing the improvements. The course follows the Tell/Show/Do/Recycle learning approach (tell you about the skill, show you examples, apply the skill together, and provide feedback) so that:

- Participants can be successful in leading teams through the improvement cycle and steps of a SMED event to solve problems
- Results are improved at a rate greater than in the past
- Participants and other team members are involved and eager to create more improvement

## Knowledge and Skills Gained:

- Ability to identify opportunities for the SMED improvement method
- Ability to prepare and perform a SMED event – day by day (including what to expect, and what skills are needed)
- A process to follow, improvement techniques and templates to use for applying the method, installing the solutions, measuring performance, and continually improving including:
  - Identifying and selecting key opportunities for SMED; preparing for the event
  - Work process mapping and documentation to identify all elements of the changeover

- Separating tasks that can be done external to the time the equipment or process is running (e.g., getting material, cleaning)
- Moving the external tasks out of the changeover time and process (preparing in advance, use of jigs, modifying equipment to modularize or enable tasks to be done while running)
- Streamline all remaining process steps to eliminate wastes, need for adjustments, introduce mistake proofing; create the new process
- Testing the improvements, learning, creating standardized work and creating an ongoing system for continual improvement

**Time frame:** 3 days webinar and classroom training (tell, show, do, recycle framework; with simulation/role play/application)

- 4-5 days of on-site event co-lead with coach
- One-on-one coaching during training, event and post event

**Who Should Participate?**

- Continual Improvement Champions - those selected to create significant organization improvements and benefits by leading teams through eliminating specific wastes and problems with targeted improvement methods
- Prerequisites: Individual Contributor & Project Leader certification (or by agreement); Leadership commitment time and resources (Champion’s time to learn and conduct events; team resources); Bring an improvement opportunity (targeted SMED event) to training

***“The entire production process cleanout and changeover was reduced from ~88 hours to ~10. And we eliminated safety risks and exposure associated with current cleanout/tear down activity”***

<b>Agenda:</b>
<b>Webinar</b>
<ul style="list-style-type: none"> <li>▪ The WHAT, WHY and HOW of SMED; Overview of method and positioning with other methods; when to use it, how to identify opportunities; Q&amp;A, starting project selection</li> </ul>
<b>Classroom (3 Days)</b>
<ul style="list-style-type: none"> <li>▪ The role of a Continual Improvement Champion in leading the method</li> <li>▪ How to lead a team through SMED including a) Confirming the opportunity, b) Preparing the team, c) Performing SMED (each day of the event) including techniques used in each step of the SMED process, and d) How to institutionalize the solutions and manage the change</li> <li>▪ Preparing for application; One-on-one coaching to confirm/prepare initial application; Q&amp;A</li> </ul>
<b>Application: 3-5 Days on-site with the team</b>
<ul style="list-style-type: none"> <li>▪ On-site SMED improvement event, with coach as co-lead (real, immediate application)</li> <li>▪ Follow-up one-on-one coaching</li> </ul>
<b>Certification (after completion of additional event of Champion)</b>
<ul style="list-style-type: none"> <li>▪ Pre-event review of next event selection (Confirm/Prepare)</li> <li>▪ Event documentation review and team survey &amp; CERTIFICATION RECOGNITION!</li> </ul>