

# TRAINING ON THE JOB

## CERTIFIED INDUSTRIAL CHANGE AGENT



# OUR MISSION

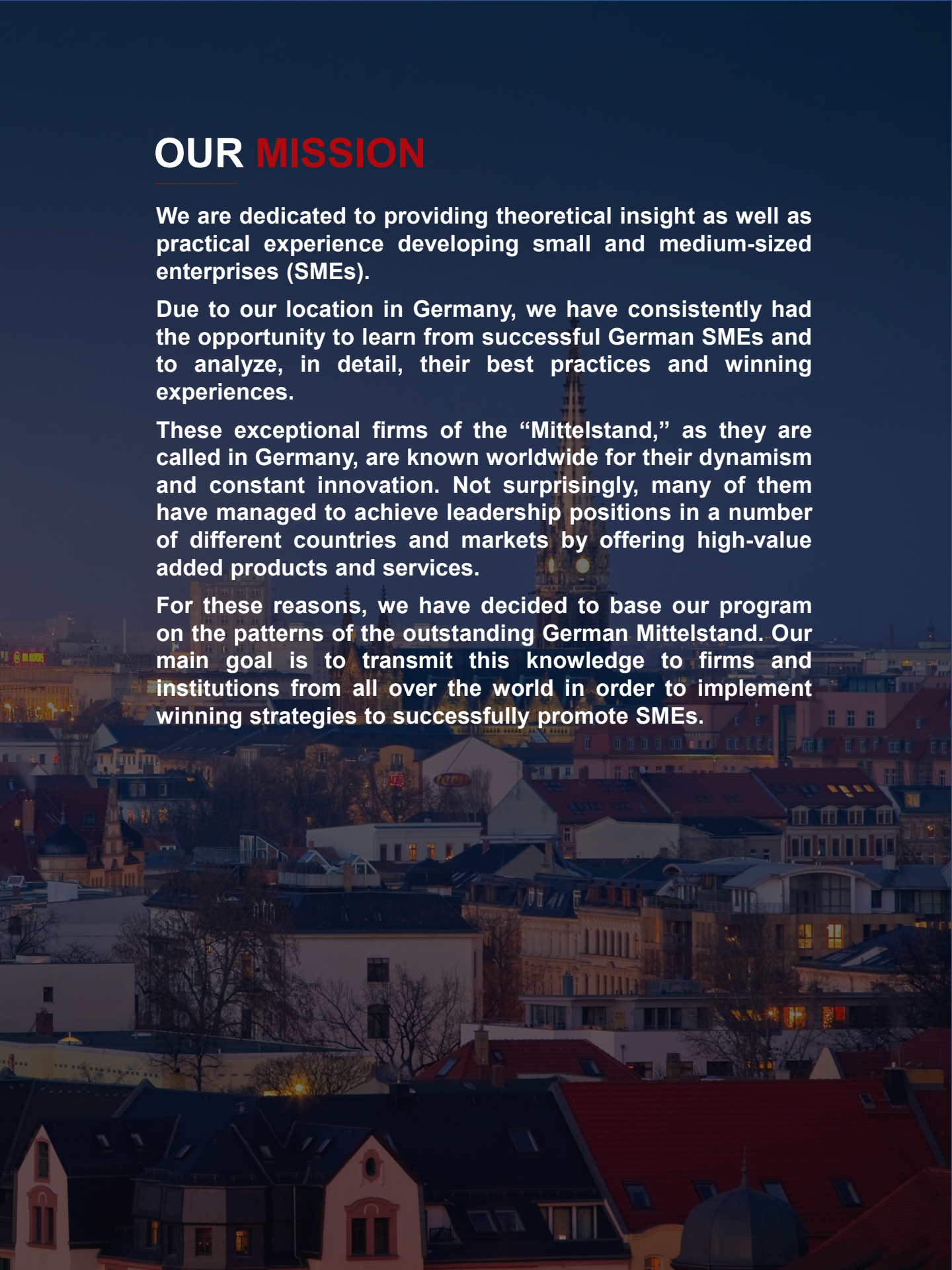
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We are dedicated to providing theoretical insight as well as practical experience developing small and medium-sized enterprises (SMEs).

Due to our location in Germany, we have consistently had the opportunity to learn from successful German SMEs and to analyze, in detail, their best practices and winning experiences.

These exceptional firms of the “Mittelstand,” as they are called in Germany, are known worldwide for their dynamism and constant innovation. Not surprisingly, many of them have managed to achieve leadership positions in a number of different countries and markets by offering high-value added products and services.

For these reasons, we have decided to base our program on the patterns of the outstanding German Mittelstand. Our main goal is to transmit this knowledge to firms and institutions from all over the world in order to implement winning strategies to successfully promote SMEs.





# CONCEPT INDUSTRIAL CHANGE AGENT

The world is changing and so does today's fast-paced business market all the time. A company's capability to be flexible and to adopt their environmental changes is more crucial today than a few years ago. To meet those challenges with the purpose to improve a company's performance, to innovate internal processes, workflow and reinvigorate competitiveness or product development it needs proactive change management.

Industrial Change Agents (ICA) play a unique role in driving successful change in a company's development across industries. Not only do they support the specific solution development and expertise but they are often a key player in the change management activities that support innovation in the implementation process.

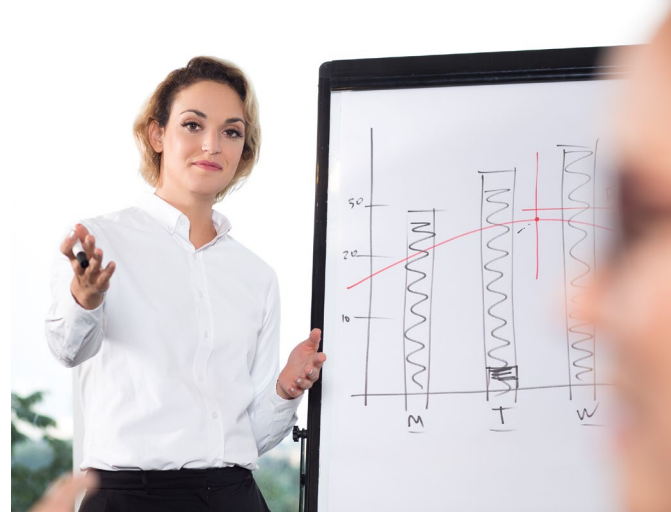
Industrial Change Agents are in-company process innovators who drive changes through improvement projects. The purpose of an Industrial Change Agents is to enhance manufacturing or service quality (technical side) and additionally lead ongoing improvement processes in the day-to-day practices within the company (management side).

The Training is dedicated to managerial staff and employees (Production, Planning, Marketing, Office, Processing, Administration) who are responsible for process efficiency improvement projects and would like to acquire necessary skills of Lean Management and Smart Production, for instance:

- Middle-Management Executives
- Staff Members
- Process Owners
- Team leaders
- Shop-floor Managers

in the private and public business sector.

The course is offered by the Small Enterprise Promotion and Training Program (SEPT) of Leipzig University and the specialized consultancy firm CONOSCOPE GmbH, both from Germany.

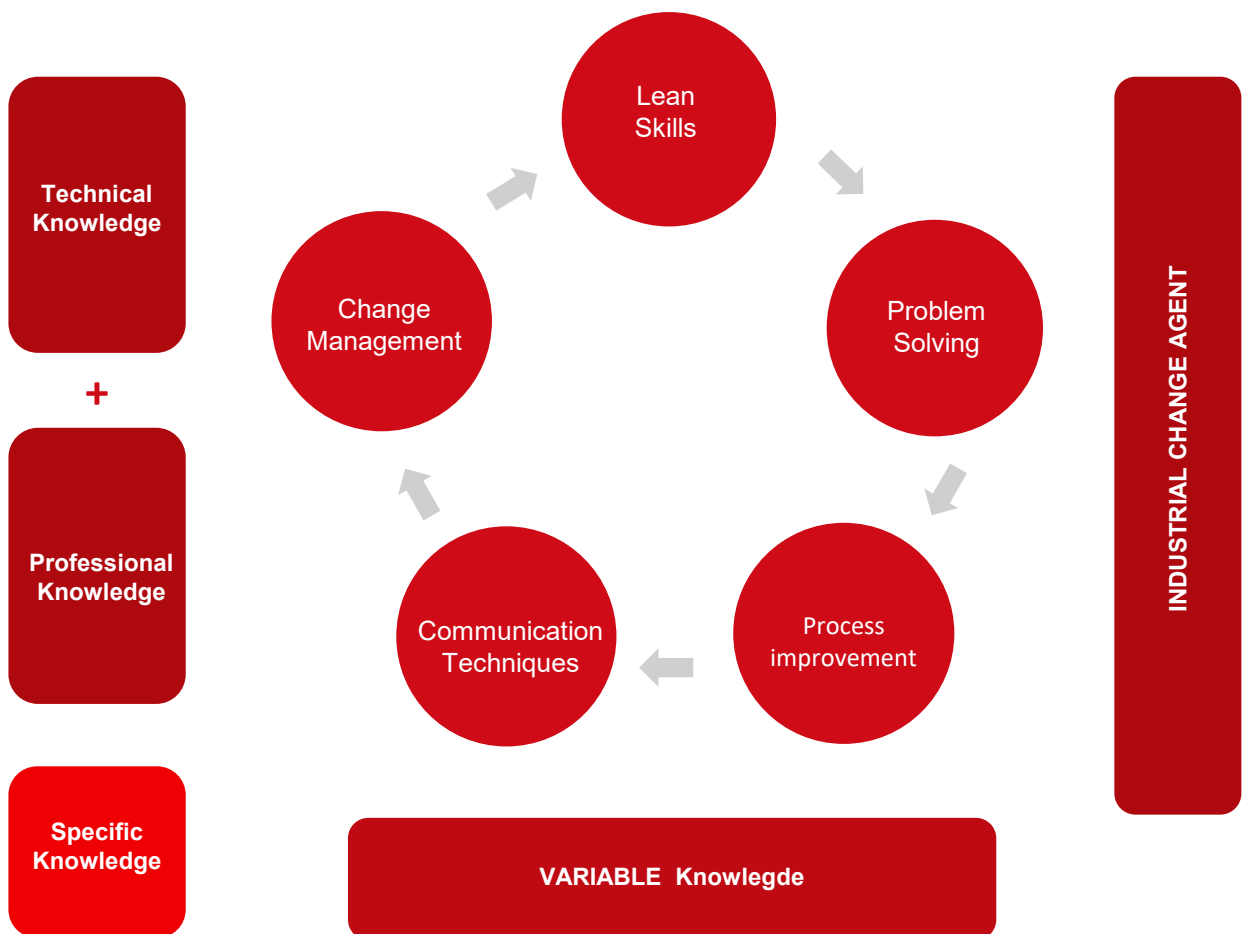


# INDUSTRIAL CHANGE AGENT **DESIGN**

**Industrial Change Agents** are high skilled employees  
and internal process innovators

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## Process Innovation and Management competencies



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# METHODOLOGY OF THE TRAINING COURSE

The objective of the course is to make the participants familiar with the application of the different concepts and tools in Process Improvement and Lean Manufacturing in their organizations.

The Certified Industrial Change Agent course combines business management techniques (Customer Added Value) and state of the art process innovation know-how (Process Added Value) for production or service related companies from different industry sectors.

**The training course comes with two options:**

**a) Certified Industrial Change Agent:**

Four days Training on in-depth knowledge of Lean Manufacturing methods, techniques and tools used in the introduction of sustainable change activities and process improvement.

**b) On-site Operational Excellence (Optional):**

Additionally to the training activities participants take part on a Best Practice-Tour in Germany to have a firsthand experience how companies have introduced innovation processes to achieve operational excellence.



**PROCESS  
IMPROVEMENT  
+ LEAN  
MANUFACTURING**

# INDUSTRIAL CHANGE AGENT TRAINING BENEFITS

**“DRIVE CHANGE,  
ENSURE  
SUSTAINABLE  
IMPROVEMENT”**



- ✓ Increases productivity and service in all the departments in a company.
- ✓ Improves the current quality, cost and delivery performance of companies.
- ✓ Drive change and ensure sustainable improvement.
- ✓ Embeds structured and sustainable continuous improvement in companies.
- ✓ Transmit skills and techniques that can be rolled out throughout the whole company.
- ✓ Supports the achievement of organization's strategy and objectives.
- ✓ Embeds the 'culture of change' within companies.

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# INDUSTRIAL CHANGE AGENT

## TRAINING CONTENT

MODULE 1	SESSIONS	TOPICS	TOOLS/METHODS
Operational Excellence	1 Lean Thinking	Context of lean thinking in manufacturing and services	<ul style="list-style-type: none"> <li>• Introduction to Lean Philosophy</li> <li>• Toyota Production System (TPS)</li> <li>• 5 Principles of Lean Manufacturing</li> <li>• PDCA</li> </ul>
	2 Value and Waste Analysis	Waste elimination strategies	<ul style="list-style-type: none"> <li>• Muda and 7+1 forms of waste</li> <li>• 5S Workplace Audit</li> <li>• Gemba Walk</li> <li>• Red Tag Technique</li> </ul>

MODULE 2	SESSIONS	TOPICS	TOOLS/METHODS
Process Improvement	3 Technical Thinking	Lean Measures and Calculations	<ul style="list-style-type: none"> <li>• Takt Time</li> <li>• Q7</li> <li>• Little 's Law</li> </ul>
	4 Process Analysis	Process Analysis and Visual Management	<ul style="list-style-type: none"> <li>• Process Mapping</li> <li>• Value Stream Mapping</li> <li>• SIPOC</li> <li>• VOC</li> <li>• Service Blueprinting</li> </ul>

# INDUSTRIAL CHANGE AGENT

## TRAINING CONTENT

MODULE 3	SESSIONS	TOPICS	TOOLS/METHODS
Continuous Flow and Problem Solving	5 Continuous Flow	Intelligent automation and production leveling	<ul style="list-style-type: none"> <li>• JIT</li> <li>• Quick Change Over</li> <li>• SMED</li> <li>• One Piece Flow</li> <li>• Kanban</li> </ul>
	6 Quick Problem Solving	Problem solving techniques	<ul style="list-style-type: none"> <li>• A3 Report</li> <li>• Creativity Techniques</li> <li>• Root Cause Analysis</li> <li>• SCAMPER</li> <li>• SMART Goals</li> </ul>

MODULE 4	SESSIONS	TOPICS	TOOLS/METHODS
Lean Shop Floor Management	7 Lean Management	Initiating, planning and executing improvement projects	<ul style="list-style-type: none"> <li>• Kaizen</li> <li>• Gant Charts</li> <li>• Activity Plan</li> <li>• Risk Management Plan</li> <li>• Focus Groups</li> </ul>
	8 Lean Transformation	Establishing a Change Management Plan	<ul style="list-style-type: none"> <li>• Change-Management Plan</li> <li>• Behavior Management</li> <li>• Effective Communication</li> </ul>

MODULE 5	SESSIONS	TOPICS	TOOLS/METHODS
Best Practice-Tour (optional)	9 Company Visits	Firsthand experience how German companies introduce process innovation to achieve operational excellence.	<ul style="list-style-type: none"> <li>• Guided Tour</li> <li>• Discussion</li> </ul>



# PROFILE OF THE TRAINERS



## PROF. DR. UTZ DORNBERGER

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He is the Director of the International SEPT Program of Leipzig University. This program especially focuses on the promotion of innovation and entrepreneurship in Germany as well as in others countries around the world. His academic and professional focus is especially on innovation and entrepreneurship management. He is also the Co-Founder of Conoscope GmbH, a consulting firm specialized in the fields of innovation management and internationalization. He has international experience in 5 continents and over 35 countries.



## PHILIP FRIEBEL

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He is a research fellow and lecturer at the SEPT International Program of Leipzig University, Germany. He coordinates international knowledge transfer projects and is responsible for developing and managing knowledge transfer, exchanging experiences, and furthering the development of business for international enterprises. His research primarily focuses on international knowledge, innovation, and technology. He managed and supported projects with more than 20 companies from 4 continents. His lectures include instruction on topics such as Lean Management, Process Innovation, Business development.



## ALIREZA ANSARI

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He is a researcher at Leipzig University and active as a coach and a consultant in entrepreneurship promotion, innovation management and internationalization topics. He has bachelor degree in engineering and studied MBA. Has conducted different international projects for public and private sector in Germany and abroad. He also supported several enterprises in field of Business Development and Innovation Management.



## ADDITIONAL INFORMATION

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### PLACE

The training course is normally organized with a local partner, who provides the physical structure. But we also offer in-house seminars.



### LANGUAGE INSTRUCTION

OF

The training course can be held in German, English, Spanish, Farsi and Arabic.



### DURATION PARTICIPANTS

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The training course is planned for 4 days (all together 32 training hours). The maximum number of participants is 25.



### CERTIFICATE

A certificate for the training course is provided. This certificate will be issued by Leipzig University and CONOSCOPE GmbH.

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# GLOBAL ACTIVITIES

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More than **50 Innovation Management trainings**, Industrial Change Agent trainings, Business Start-up workshops and SME development programs.

Projects on incubator development, technology transfer, entrepreneurship promotion and university-business linkages in more than **10 countries worldwide**.

More than **10 years of experience in innovation** and entrepreneurship promotion.

Experience in more than **20 countries in 4 continents**.

**25 member institutions:** 22 partner universities and 3 private business development institutions



Please go to [in4in.net](http://in4in.net) to get more information.



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