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MAKOTO FLOW

GLOBAL OPTIMIZATION EXPERTS | LEAN LEADERSHIP COACHES

Gemba Core Frontline Leadership Workshop Overview

(Imagine Creating Real Behavioral Change w/Leaders)

Date: 10th October 2025

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Why Gemba Core Frontline Leadership?

Critical to any operational excellence transformation is the involvement and alignment of leadership at all levels. Yes, the CEO and their executive team drives the business, makes those hard-financial decisions for shareholders and customers. However, the true champions on the shop floor or in the department are your leaders, supervisors and managers that communicate and execute daily the business value.

- **Strengthening the Backbone** – The key here is *“its not what you do, rather how you do it that matters.”* We focus on engaging the hearts & minds of the frontline leaders to think about work differently. By building a solid shop floor foundation of execution, we strengthen the core of your business by eliminating wasteful efforts, increasing productivity, reducing defects, increasing deliverables while ensuring customer satisfaction.
- **Traditional to Lean Leadership Transformation** – Roughly 80% of leaders are self taught, that means that *“lean thinking” is not a normal part of daily activities.* Our focus is on developing competent & confident lean leaders that generate real value to the business every day.
- **Learning to Lead by Following** – All great leaders were once great followers! With that and other fundamental traits in mind, our focus is *to get people to think and take initiative to make the process or system better.* To achieve this, we implement a standard structure and methodology that supports workforce solutions engagement.



Expected Outcomes During the Two-Week Engagement

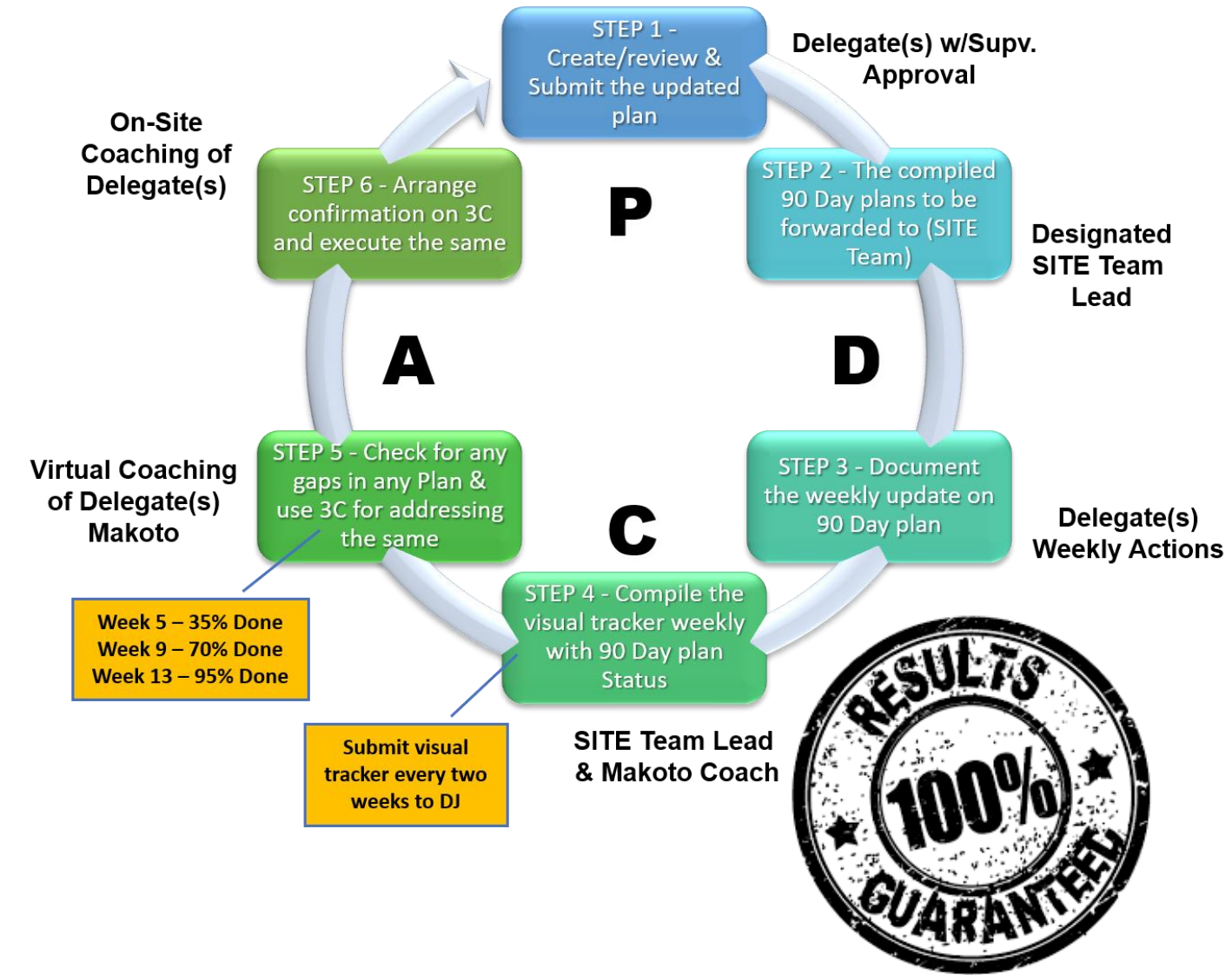
- Become the change agents for optimization sustainability by modeling the 12 Paradigms (behaviors) of lean leaders.
- Know how to develop and drive high performance teams focused on process efficiency & effectiveness.
- Establish the right improvement foundation that generates impactful changes on a daily / weekly basis.
- Learn the power of seeing & understanding how to eliminate “wasteful efforts, overburden of people or machines & unevenness of work elements”
- Follow the 7 Step Model to Standard Work and learn how it can help you to drive & sustain team performance through better communication.
- Establish a systematic & practical problem-solving escalation process that improves work productivity, impacts quality issues, speeds the delivery of services or products and finally, reduces the cost of daily operations.



Follow-on Outcomes thru a 90 Day Implementation Plan

Successful optimization implementation must be practical and deliverable. The following criteria must be demonstrated by the Gemba Core participants within their work centers via a 30-60-90 day implementation plan:

- The daily application of *Leader Standard Work (LSW)* with changes to plans and outcomes including on-the-job training support.
- Clear application of *Standard Work (SW) & Visual Management (VM) Practices* within the work center that delivers consistency in quality and output.
- Daily or at a minimum weekly application of *6S Activities* that highlight problems with a means to track the solutions being implemented.
- Establishment of a living *Daily Communication Cell Board & Meetings* with critical to business area metrics designed around People, Performance and Continuous Improvement.
- Active *Kaizen Improvements* documented with before & after situations that are shared with the team members via *One Point Lessons (OPL)*.



Gemba Core Frontline Leadership Workshop: Creating Sustainability (9-10 Days+3 Heartbeat / Coaching Sessions)

Gemba Core Leadership is an intensive two-week team training event whereby the participants gain a thorough understanding of what, how & why frontline leaders actions matter when trying to drive optimization efforts. Designed specifically to bring about behavioural changes in the way work is done, Gemba Core ensures bottom-up leadership is consistent, practical and sustainable.

The workshop is centered around the formation of 3 or 4 dynamic teams with changing roles as they learn about a process in the business and understand how to improve it lean thinking. Since this is a very “hands-on” workshop we spend more than 60% of the time doing activities in specified areas of the operations. Through understanding and application of ideas, they learn how frontline leaders can design, deliver and grow lean everyday. Here is the goal.

- 1) To deliver a practical and detailed understanding of the behaviours (actions) and a systematic approach that supports the organizations optimization initiative.
- 2) To understand how to plot and implement 3 types of Standard Work supported with daily Leader Standard practices that deliver impactful results more effectively.
- 3) To demonstrate the ability to drive team performance via efficient methods of identifying, reporting and resolving problems at the lowest levels.
- 4) To ensure all participants model Lean Leadership Traits that can easily be transitioned into their work-centers' via a detailed 30-60-90 Day Implementation Plan.



Instruction



Discussion



Presentation



Gemba Time



Simulation



Gain Real Practical Experience – Intensive Two-Week Engagement

What is it? The Gemba Core experience is a unique two-week team training event providing an in-depth understanding of the principles and practices of the Toyota Production System (TPS) and the leadership requirements that support your organizations optimization initiatives.

What to expect? Those selected to experience the Gemba Core Workshop will be transformed from traditional leaders in business into inspired change agents that drive “Lean Activities” with break-through results on the frontlines. This life changing opportunity is very unique and very intense. It challenges the norms of business practices today, stresses the importance of team dynamics and provides real world experiences on the application of lean principles and practices. Each workshop has a 4-week preparation cycle, a 2-week workshop engagement for learning and transforming and finally, a 90 day implementation (execution) plan to cascade the experiences from the workshop into more work-centers.

Why us? Our certified global optimization experts (coaches) have more than 20+ years of experience implementing optimization initiatives in 28 countries & cultures. With more than 60+ Gemba Core workshops facilitated globally to date and with a 98.7% successful implementation rate, we have experienced the adaptation of this workshop into 17 different industries/sectors. Simply stated...IT WORKS!



Gain Real Practical Experience – Intensive Two-Week Engagement

Who Should Attend? This workshop is designed around training, educating and coaching the lowest level leaders (Team Leaders, Group Supervisors and Area Managers) with the main purpose to bring about behavioral changes in the various ways of working. By addressing key business initiatives that impact both people and process within your frontline system, Gemba Core enables sustained breakthrough improvements, knowledge sharing activities and organizational agility essential to competing and in delivering products & services based on the needs of your customers.

What Will Participants Learn? This is a series of “hands-on” sessions designed to develop the practical skills necessary to sustain the behaviors expected of a Lean Leader.

- ❑ How to apply the 7 Steps to Standard Work and achieve new levels of excellence
- ❑ Learn to develop and model the 12 Paradigms (behaviors) of Lean Leaders
- ❑ Align your team to the 14 Lean Principles and achieve simplicity in your operations
- ❑ Develop the capability to drive the “change curve” in any working environment
- ❑ Set the team improvement foundation right with 5 Core Activities
- ❑ Understand the power of Visual Management on the shop floor with a practical means to solve problems quickly



No	HOW WE ARE WIRED	HOW LEAN WORKS
1	Short-term financial results focus	Long-term focus on purpose
2	Get the product out (push)	Market-in (flow & pull)
3	Local optimization (speed things up or increase value)	Overall optimization (reduce waste)
4	Standards limit creativity	Standards enable kaizen (continuous improvement)
5	Hide the problem	Make the problem visible
6	We can't afford to stop the process	Stop and fix the problem
7	People are liabilities	People are assets
8	A leader is a boss	A leader is a teacher
9	Go to reports, dashboards & meetings	Go to <i>gemba</i> (actual workplace)
10	Who is to blame?	Why? Why? Why? Why? Why? Why?
11	Plan quickly, act slowly	Plan slowly, act quickly
12	Experts & specialists solve problems	Everybody solves problems

Experiences in Different Industries – Impacting Your Business

Forbes Most Profitable Industries in 2016 = 19.

Makoto Flow, Ltd. has worked within 17 of those industries.

Here are just a few of our most satisfied customers.

Aerospace / Aviation	Automotive	Consulting	Electronics	Government / Defense
				
				
				
Financial	Heavy Equipment	Hospitality / Retail	Insurance	Logistics
				
				
Off-Shore / Construction	Paper / Wood	Rail / Transportation	Telecom	And Many Others...
				• Casino's • Entertainment • Flavors & Fragrances • FMCG • Healthcare • Material Solutions • Oil & Gas
				



Gemba Core Lean Leadership in a Variety of Global Industries

PHILIPS

sense and simplicity

- Established in 1891 with 114,500 Employees Globally
- Serving 500 Million Customers Globally with Sales of €25 Bil

In 2008/9 we engaged the Philips Consumer Lifestyle Sector CEO on implementing a full lean transformation for all of their Manufacturing & R&D Facilities. Then in 2011 due to the enormous successes with lean delivering results, we expanded into the other two sectors, Lighting (now Signify) & Healthcare. The 5 Phased Manufacturing Approach and the 4 Phased Shared Services Approach with 29-38 defined activities delivered the following results.

- Savings of over €360M (Initial 3 Yrs & more than €120M Year-on-Year)
- Quality improvements of 30% Year-on-Year
- Inventory reductions of >30%
- Floor space reductions typically 20-30%
- Productivity gains of >23% Year-on-Year
- Kaizen implemented >140K Annually

More than 500 high level leaders from 7 continents were engaged in the Gemba Core Frontline Leadership Workshops designed specifically to change their traditional mindsets into “lean thinking”. We also certified 7 Philips professionals as *Gemba Core Frontline Leadership Facilitators* so that each sector could sustain these lean practices on their own.



Gemba Core Workshops in many Global Industries (Continued)



Power and productivity
for a better world™

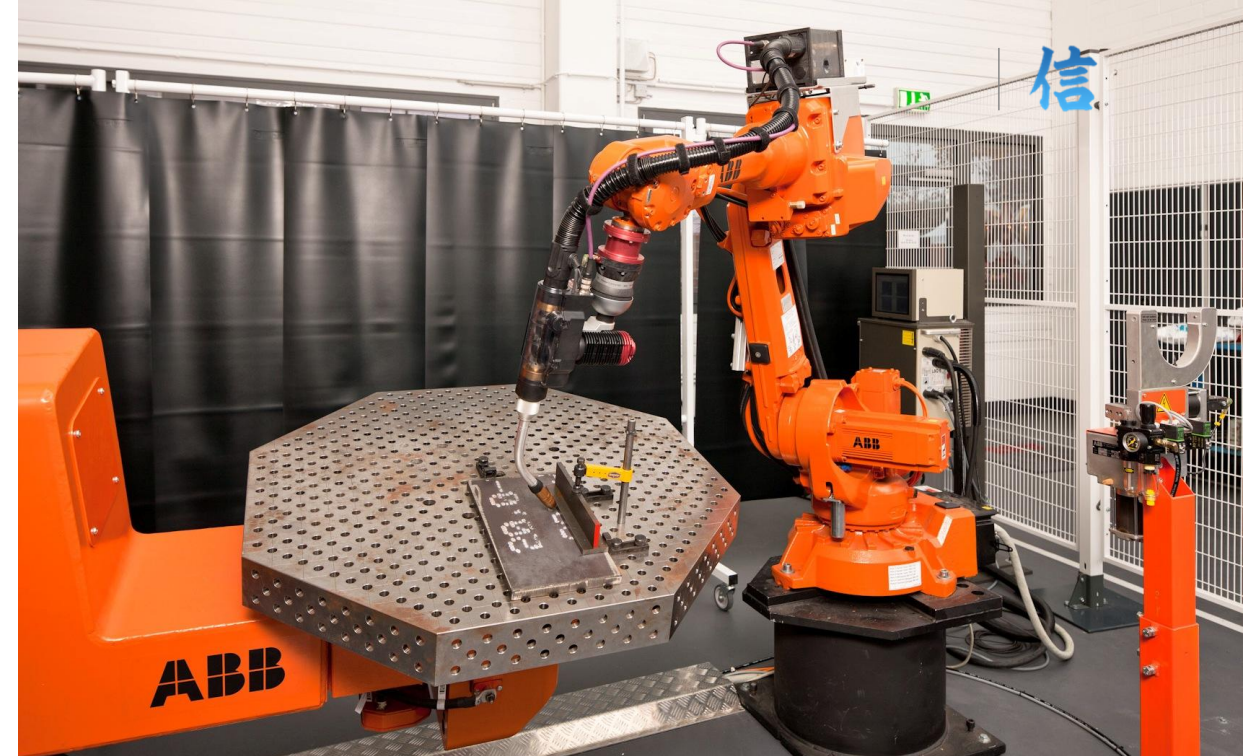
- **Established in 1988 with 147,000 Employees Globally**
- **Installed over 300,000 Robots Worldwide**

ABB is a Swiss-Swedish multinational corporation headquartered in Zurich, Switzerland, operating mainly in robotics, power, heavy electrical equipment and automation technology areas. In 2015/2016 we engaged ABB with several optimization initiatives from 6S + Problem Solving to Just in Time Flow re-designs. Also included were developing frontline leaders with Gemba Core workshops.



- **Established in 1997 with 2,500 Employees within the Middle East**
- **More than 525 Stores in 7 different Countries**

Axiom Telecom is the largest retailer and distributor in the middle east region. They are the major authorized retailer and distributor of some of the world's most recognizable brands including Samsung, Apple, Huawei, Lenovo and Nokia. In 2010, we engaged Axiom with a full lean transformation approach (2yrs) that included 5 Gemba Core workshops in the UAE and Saudi Arabia. More than 125 leaders from distribution centers, retail stores and customer repair facilities around the region transformed the business and won the Dubai Quality Award in Dec 2011.



Gemba Core Workshops in many Global Industries (Continued)



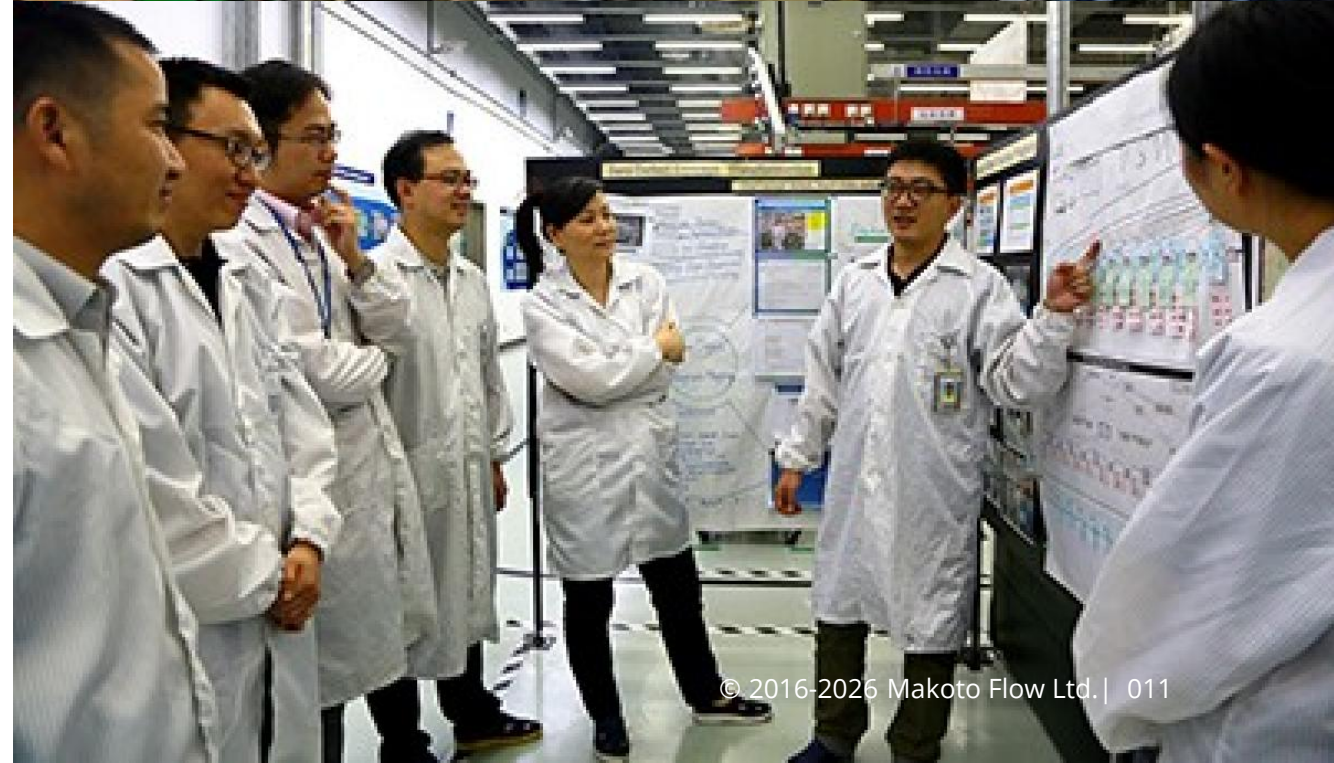
- Established in 1963 with 5,000 Employees in Southern China
- Serving 15 Million Customers Globally

Allan International Holdings Ltd. is a Hong Kong-based company with over 25 years of experience in producing exceptional household electric appliances. They specialize in OEM and ODM projects and provide total solutions for their worldwide clients. We engaged Allan in 2013/14 to deliver the Gemba Core Workshops to more than 120 leaders as they transitioned from traditional practices into a lean management system



- Established in 1966 with 175,000 Employees in 23 Countries
- With 90 Plants Around the World

At Jabil, they empower the brands who empower the world – it's our reason for being and the guiding force that's driving them to become the most technologically advanced manufacturing solutions provider on the planet. Manufacturing agility is the value they offer to customers who need speed, flexibility, efficiency, and nimbleness at a time of geo-political uncertainty, daunting competitive pressures and rising customer expectations. They are instilling the culture of "lean manufacturing" with a spirit of doing intensive kaizen events.



Outline for Gemba Core Frontline Leadership



Week 1

Monday	Tuesday	Wednesday	Thursday	Friday
Registration + coffee TL/GL Opening Welcome/Introductions Safety Brief Why Kenworth is doing Lean	Team Time Team Presentations Team Learning Review	Team Time Team Presentations Team Learning Review Step 1- Process Process Mapping	Team Time Team Presentations Team Learning Review Step 2- Takt Time TT - Fundamentals	Team Time Team Presentations Team Learning Review Step 3- Balance Yamazumi - Impact to Seeing
Coffee	Coffee	Coffee	Coffee	Coffee
Training Introduction / Ground Rules Team Work Team Identity	Introduction To 7 Step Model High Level Standardized Work 7 Step Approach & the Power of 5S	Step 1 Process SIPOC - Critical X's & Y's	Step 2 Takt Time 3 rd Visit to Gemba OBC Exercise Lessons Learned	Step 4 Layout & Sequence Std Work Layout Sheet Std Work Combination Sheet Spaghetti Diagrams
Course photo and lunch	Lunch	Lunch	Lunch	Lunch
Traditional Factory Driving Change Roles & Responsibilities	Factory Flow Simulation Airplane Exercise Lessons Learned	Step 1 Process 2 nd Visit to Gemba Process Map & SIPOC Lessons Learned	Step 2 Takt Time TT - Impacting Operations 50 Sec Rule, FTE & SWIP 4 th Visit to Gemba	Step 4 Layout & Sequence 6 th Visit to the Gemba Lessons Learned
Coffee (informal)	Coffee (informal)	Coffee (informal)	Coffee (informal)	Coffee (informal)
TL/GL SWOT Analysis Feedback Q & A Session Close	Organized 1 st Gemba Visit How to go to the Gemba & Review Q & A Session	Step 1 Process Value Stream Maps Airplane Exercise Q & A Session	Step 3 Balance Yamazumi & Waste 5 th Visit to Gemba Q & A	Step 4 Layout & Sequence Airplane Exercise Review Week 1 5:00 Close
18:00 After Hours Activities	18:00 After Hours Activities	18:00 After Hours Activities	18:00 After Hours Activities	18:00 After Hours Activities

Week 2

Monday	Tuesday	Wednesday	Thursday	Friday
Welcome Back Session Review of Key Points thru Step 5 Team Presentations Team Learning Review	Team Time Team Presentations Team Learning Review Communication Cells 8 th Visit to the Gemba	Team Time Team Presentations Team Learning Review Step 7- Kaizen	Team Time Team Presentations Team Learning Review Step 7- Kaizen Last Run - Creative Exercise	Team Time Team Presentations Team Learning Review Grading of Tests & Selecting Best Teams Final Group Photos
Coffee	Coffee	Coffee	Coffee	Coffee
Step 6 - Sustainment Early Symptoms Identification - ESI 7 th Visit to the Gemba	Step 6 - Sustainment Team Member Development Exercise - 5 Things to Develop	Step 7 - Kaizen Power of Controlled Kaizen - Creative Exercise	Step 7 - Kaizen Practical Problem Solving - PPS Team Exercise	Final Presentation 40 Min - Presentation 45 Min - Q & A by Selected Members
Lunch	Lunch	Lunch	Lunch	Lunch
Step 6 - Sustainment Lessons Learned TWI - Job Instructions	Step 6 - Sustainment Kamishibai 9 th Visit to the Gemba	Step 7 - Kaizen Creative Exercise Lessons Learned	Step 7 - Kaizen Last Run - Airplane Exercise	Awards & Final Comments
Coffee (informal)	Coffee (informal)	Coffee (informal)	Coffee (informal)	Coffee (informal)
Step 6 - Sustainment Six Hats Thinking - CREATIVITY Airplane Exercise Q & A Session	Step 6 - Sustainment Airplane Exercise Q & A Session	Step 7 - Kaizen 10 th Visit to the Gemba Airplane Exercise Q & A Session	90 Day Planning Execution is the Key Final Test (1 hr) Q & A & Final Presentation Prep	
Close	Close	Close	Close	5:00 Close
18:00 After Hours Activities	18:00 After Hours Activities	18:00 After Hours Activities	18:00 After Hours Activities	90 Day Coaching

Gemba Core Testimonials – Impacting Those on the Frontlines!

“This workshop not only teaches us the lean methods to use on a daily basis as a leader, but it also teaches us the right behaviours that we must model as a lean leader. I gained so much confidence to stand out, deliver agreed outcomes on time & to teach/train my team members. Everyone has a “what” part in their mind, Gemba Core teaches us the “How To” part to apply at work and to solve our own problems.”

- Arturo Velazco – Manager, Manufacturing Engineering

“There has been a lot of change since completing this workshop. I have tried my best to apply everything I learned but what was most impactful to me and my work-center is how I changed. If we want to be good leaders, we must be able to change ourselves first before telling our workers to change. Leading by example is critical, especially with Lean. Once the leader changes his or her attitude and actions, all the sub-ordinates will follow the change.”

- Tin Chai Jen – Senior Mechanical Foreman

“It simply makes you a better leader. In fact, Gemba Core helps us to create change plus alignment to company objectives. When we become a capable lean leader, we will be the trend setters in our gemba’s.”

- K.P. Saiju – Regional Head & Retail Area Supervisor



The Gemba Core team leaders are given a minimum number of daily KPI's. As the workshop progresses, they increase based on past performance. This emphasizes the importance of proper goals & metrics on the Shop Floor to drive the right behaviors. Here are the common outcomes of the overall performance during the 2-week workshop:

•	One Point Lessons (OPL's) Created	228
•	Near Misses Resolved (Safety)	196
•	Kaizens Implemented (Before & After)	175
•	3-C's Issues Solved (Problems)	84
•	Powerful Questions Asked (Go See)	294

TOTAL	977
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Meet the Facilitator

DJ Duarte's 35+ years as a Global Optimization Expert & Leadership Coach has enabled him to influence the practical application, facilitation and implementation of business processes and systems as well as the development of leaders with the right mindsets & behaviors to support sustainable change. He has worked in a variety of industries from *manufacturing* (automotive, construction, electronics & medical devices), *service* (resorts, casinos & retail stores), *healthcare* (out-patient care & documentation), *aerospace* (maintenance & servicing), *logistics* and *back office/shared service environments* (finance, HR, IT, & procurement). **His expertise spans 7 continents, 40 different cultures, 17 different industries and several leading global consulting firms**

- Industry experience: Aerospace, Automotive, BPO, Confectionary, Construction, Flavors & Fragrances, Engineering, Healthcare, Hospitality, Logistics, Manufacturing, Medical Devices, Oil & Gas, Shared Services, Shipping, Telecoms, etc.
- DJ previously ran the consulting arm of Makoto Investments & Kaizen Institute here in Asia with 5 different sites. This was preceded by a stint in another management consulting firm Gemba Research as a Sr. Consultant managing and implementing global optimization projects. He started his career with the Department of Defense as the Dir. of Innovation & Improvement managing the implementation of Strategic Initiatives to reduce Costs & improve the Customer Experiences in Japan, Korea & the West Coast of the USA.
- DJ is a very influential coach and mentor to more than 25 global lean management professionals. As a professional speaker, he engages many annual global events as a thought leader on the topics of Lean Management, Leadership & Changing Mindsets & Behaviors with TPS. His extensive experience and certifications include Strategy Facilitation, Leadership, Lean Management, Lean Six Sigma, Total Quality Management and Business Process Re-engineering to name a few.
- DJ holds a BS - Univ. of Arkansas and a AS - Univ. Of Maryland, USA, plus completed the Executive Leadership Development Program from the Dept. of Defense a 1 year global program in 2005.



DJ Duarte
Owner & Founder

Makoto Flow Ltd.
Optimization Experts & Lean Leadership Coaches

Relevant previous roles

- **Since 2016:** Co-Founder and Owner of Makoto Flow Ltd. a Lean Knowledge Sharing Consultancy Firm, Japan
- **2006-2016:** Partner & Sr. Vice Pres. for Gemba Research Ltd. & Kaizen Institute, Japan (a global Lean Management Consultancy with affiliates in 34 countries)
- **1986-2006:** Strategic Management Officer & Director of Innovation & Improvement for a US Defense agency in Japan and the US.
- **Global Clients:** ABB, Achmea, Axiom Telecom, Galaxy Entertainment, Givaudan, Jabil Circuit, Maersk, Melco Resorts, MetLife, Philips, PACCAR, Swiber Off-Shore & The Venetian
- **Global Consulting Support:** Kaizen UAE, Implement Consulting, McKinsey & Co., Tefen Management & Unity

Educational/Professional Qualifications

- **University of Arkansas, USA**
B.S., Business Administration
- **University of Maryland, USA**
A.S., Asian Studies
- **Dept. of Defense, USA**
ELDP, Graduate Class of 2005

DJ helps businesses enhance their competitive edge by providing hands-on and practical solutions to a variety of business challenges

Lean Strategies as a competitive advantage that enables your talent

A UAE Telecom – by adopting this powerful concept that utilized Hoshin Kanri & laser focused improvement initiatives, we achieved break-through market penetration results. **Main enablers were smooth flow of products & transactional services, extra-ordinary customer care and streamlined logistics delivery** that made this organization #1 in its market within an 18 month period.

Ownership breeds empowerment when developing Lean Leaders

A USA Manufacturer - if you are serious about a lean cultural transformation, changing traditional behaviors from using tools to modeling lean leadership behaviors requires an emotional component. **Our unique model deploys 12 distinct lean leadership behaviors** that support the attainment of easier ways of working, higher levels of quality and faster turnaround times.

Impacting operational costs through ERCS actions on business inefficiencies

Singapore Off-Shore - without focusing on the reduction of headcount, **our high-level approach identified and eliminated “pain points” that ate away at hard earned profits.** By establishing strong standards in the way work is done, visualizing the value of the process and eliminating all non-essential work, a reduction of \$250K daily operating vessel cost was achieved per project.

Inform, Engage and Inspire for better sustainable results

Macau Resorts & Entertainment – within the service industry, **in 8 months we deployed a series of kaizen based events while developing 18 Optimization Facilitators.** 16 events later, \$40 mil in hard & soft savings, .8% EBITA, 35% higher team productivity & a 10 point increase in Customer Satisfaction Ratings..

Its 80% about People and 20% about Tools & Visuals

European Financial Services – 70% of our transactional work processes are virtual, engaging the hearts & minds of those performing the work is critical. **Leveraging shared services best practices ensures transparency, simplification and bottom-line results.** Through fact finding activities, value mapping & demand analysis, we've achieved 25-60% end-to-end processes reductions.

Developing an End to End Perspective of Waste

Global Organizations – the value chain must be just like a “spiders web”. Through our unique Lean Immersion Tours, **the last 15yrs I've been afforded the opportunity to work with some of the greatest teachers from Toyota.** Our Thinking People System focuses not on point issues but rather the entire end to end process. This perspective links every aspect of the business to creating value.

A Unique Certification

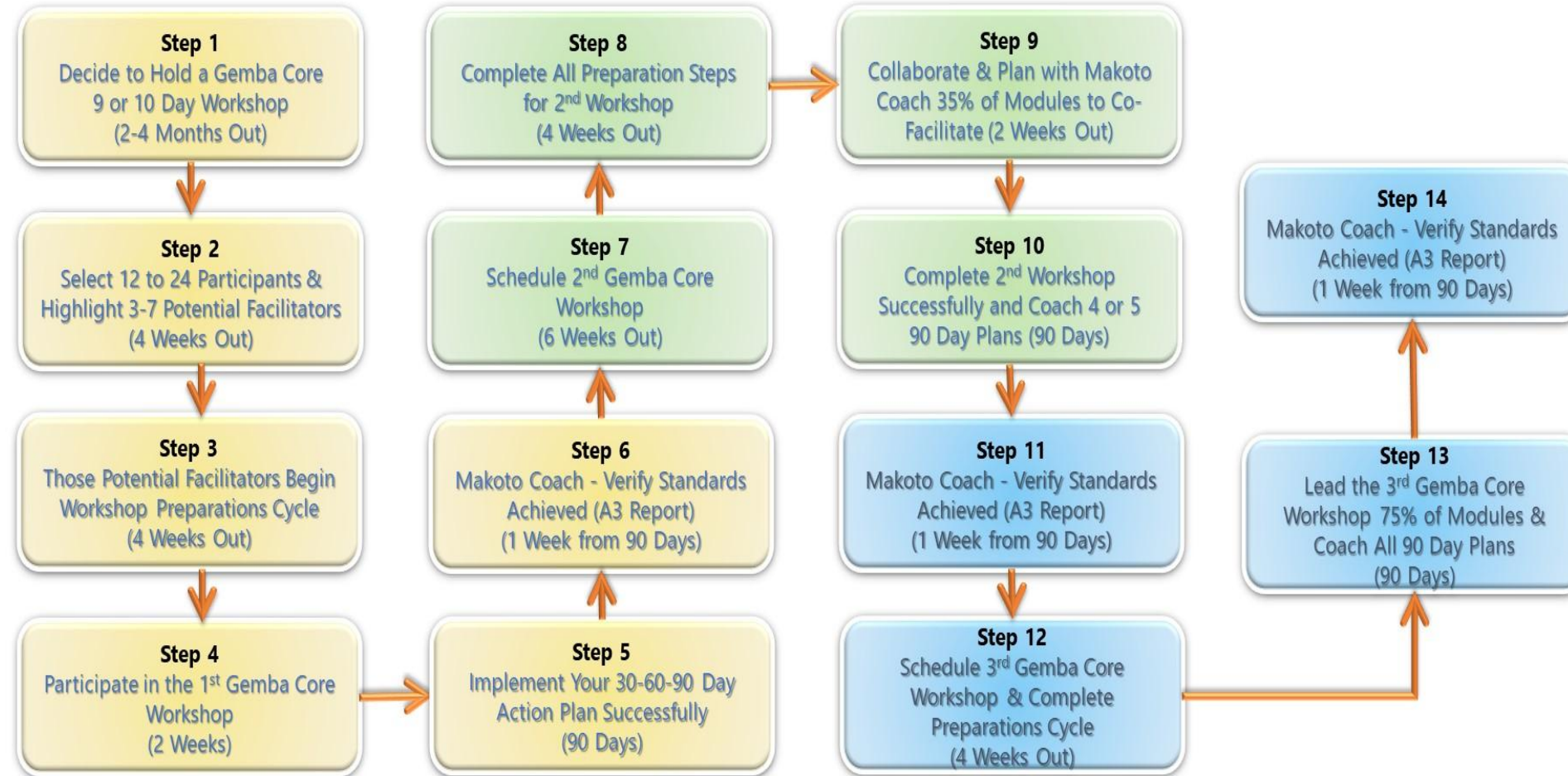
Opportunity for Certification – Internal Gemba Core Facilitator(s)

Why Get This Certification? Most of our clients that decide to follow up with the certification process do so for three common reasons.

- 1) Once businesses experience the power of Gemba Core and see the impact it has on their frontline leaders, it becomes apparent to them that getting two or three team members certified will be in their best interest for sustainability. Usually these are people with an operational background.
- 2) Training & Development professionals see this as a way to revamp their training curriculum and adopt the practices taught in Gemba Core by establishing a new “front-line leaders' course”. Usually these are L&D Trainers.
- 3) HR professionals see this as a way to align all new or prospective leaders creating a continuum for the development of leaders. Typically they establish a standard that requires new or prospective leaders to participate in this workshop, 3 months before their promotion to a leadership position. This is the Toyota Best Practice (TBP) for Team and Group Leader positions and a corner stone of talent development.



Gemba Core Train-the-Trainer Certification Process Outline (Duration 6-12 Months)



Gemba Core Train-the-Trainer Core Certification Details

- 1** All Delegates must attend the 9 or 10 Day version of Gemba Core Leadership workshop, which runs over 2 Weeks. It must be ran by 1 Certified Trainer, at least one which is recognized by Makoto Consulting as a Certified Trainer. If the workshop has more than 20 participants a second trainer is necessary to manage workshop deliverables but is not necessarily certified. The reference for Certification is established via the documentation of the ILU. Upon completion of this training, the Certification Approval sheet and ILU will be used as evidence that the delegate(s) with sponsor/coach have completed in the necessary requirements within their 90 day plans.
- 2** The nominated delegate must Co-Facilitate the Gemba Core Workshop as support for a certified Makoto Consulting Gemba Core Trainer. The delegate must play a substantial part in the training preparation, delivery and follow-up, with substantial being considered to have been part of the 4 Week Preparation cycle for the course, be present for the full duration of the training and deliver 30% of the modules. Upon completion of this training, the Certification Approval sheet must be updated along with the ILU for the delegate as affirmation of their success.
- 3** The delegate must Facilitate 70% of the Gemba Core Workshop Modules as the Lead Instructor. Where the training is given with a fellow candidate, the preparation and delivery methods must be approved by the Certifier. The delegate must play a substantial part in the training preparation, delivery and follow-up, with substantial being considered to have been part of the 4 Week Preparation cycle for the course, present for the full duration of the training, delivered at least a total of 70% of the training and then assured the follow-up of at least 4 of the delegates in their 30/60/90 Day plans. Upon completion of this training, the Certification Approval sheet must be updated along with the ILU for the delegate as affirmation of their success.
- 4** The Delegate's Certifier will evaluate their progress through Steps 2 and 3 in terms of Training Plan/Preparation, 90 Day follow-up of Trainees having been completed and a Pass Rate of greater than 80% of the Delegates. They will also take into account their observation of the delegate during Steps 2 and 3 and, in discussion with the Delegate and their Sponsor/Coach, make a decision on whether they may be certified or whether they need to run a further training to complete the required performance level.

90 Day Plans must attain the following standards: 1) Leader Standard Work is being applied "DAILY". 2) A living Communication Cell is active with all information up to date "WITHIN A WEEK". 3) Kaizen activities are being applied on a "WEEKLY BASIS". 4) 6S is being applied on a "DAILY BASIS".
- 5** Upon agreement by the Certifier that the delegate may be certified as a Gemba Core Trainer, the Certificate will be issued and numbered by Makoto Consulting. A set of Materials and supporting workshop Documents will also be provided to the organization. A Non-Disclosure Agreement (NDA) must also be signed to ensure that this individual understands the value of the product, standards and legal binding authorities.

Contact us today and experience the
“transformation” in your leaders!

“Demonstrating what is possible is the
price of a lean leader.” DJ Duarte



DJ Duarte

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