TKMG ACADEMY®

Master Classes in Achieving Organizational Excellence

2025 Course Catalog
## Come Learn With Us®

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About TKMG Academy

TKMG Academy offers practical, self-paced learning that helps organizations, work teams, and individuals improve business performance and build cultures that attract and retain top talent.

The content is developed and delivered by recognized thought leaders and practitioners with extensive real-world experience.

Founder Karen Martin has the rare combination of building, managing, and improving rapid growth operations, a background in scientific thinking, and a Master's degree in education (adult learning).

Each course is divided into 5-10-minute microlearning lessons that include progress checks and high-value templates, assessments, and worksheets. The instructional design helps learners grasp and retain the content more quickly and deeply—and enables easier real-world application of the concepts and methods.

After passing a 10-question exam, learners receive a personalized Certificate of Completion and a badge with verified digital credentials that's easy to share on LinkedIn and add to one's profile.

What Our Learners Are Saying

66 **A+ quality. Thoroughly impressive. The best content I've ever seen!**

66 **One of the most inspiring short courses I've taken.
I didn't want to step away.**

66 **This is the best learning experience I have had!!**

66 **Another great course! It provides structure and clarity on so many aspects of this process. I've learned a lot!**

66 **Excellent content and presentation - powerful!**

5S Workplace Organization *
With Brent Loescher

1h 32m | 15 lessons | 5 additional resources

5S—which stands for Sort, Set in Order, Shine, Standardize, and Sustain—is a disciplined management practice that originated in Japan, with a primary goal of creating an efficient, safe, and organized workplace by defining standards and making abnormal conditions stand out.

In this course, Brent Loescher shows how a work environment that adopts and adheres to 5S can transform the organization and provide a strong foundation for ongoing business performance improvement—and offers practical how to's for adopting and sustaining the practice.

Building a Continuous Improvement Culture *
With Brent Loescher

1h 9m | 13 lessons | 4 additional resources

Creating a continuous improvement culture is necessary for organizations to perform at top levels—and to build a vibrant workplace that attracts and retains top talent. But in many organizations, DIScontinuous improvement is more common—if there's improvement at all.

The missing element is culture—the way people work and interact with one another, customers, and others outside the organization. It's the glue that enables continuous improvement to flourish in all areas of an organization.

When organizations build continuous improvement cultures with great intention, there's no limit to what they can achieve. And no limit to how deeply engaged the workforce can become.

Building a Lean Enterprise
With Karen Martin

1h 17m | 12 lessons | 3 additional resources

Lean management is a multi-faceted, holistic, and proven system of excellence-producing management practices. Based on the Toyota Production System, Lean management is being practiced with varying degrees of success by organizations in nearly every industry.

In this course, Karen shares the philosophy and six interconnected components that, when consistently performed, create Lean enterprises that achieve excellence on all fronts.
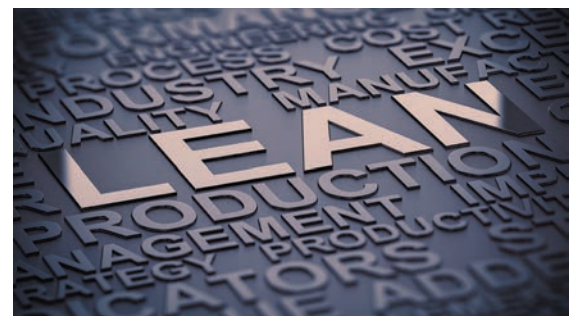
Changeover Reduction
With Mark Minukas

1h 12m | 14 lessons | 6 additional resources

Changeovers occur when shifting from one type of work or set of conditions to another. They typically consist of non-value-adding activities that—while often necessary—consume time and erode productivity.

While changeovers are often top-of-mind in manufacturing operations, they also occur in food service, healthcare, biotechnology, the military, construction, and project and knowledge work. Reducing changeover times produces rapid and significant benefits for an organization, its customers, and its work teams.

Create Value & Eliminate Waste *
With Jennifer Panco

1h 3m | 15 lessons | 2 additional resources

Organizations are continuously looking for ways to increase revenue, market share, and profit. One of the most fundamental ways organizations can improve performance is to adopt a relentless focus on eliminating waste, which increases value for customers, creates a better and safer workplace for employees, and lowers costs.

In this course, Jennifer Panco describes the Eight Wastes (which are the most common types of waste) and the three work conditions to avoid—wastefulness, unevenness, and overburden.

Creating a Visual Workplace *
With Elisabeth Swan

55m | 12 lessons | 2 additional resources

Creating a visual workplace through visual management techniques is one of the most fundamental ways to create a high-performing operation—and lock in the success of continuous improvement efforts—is to create a Visual Workplace.

Visual management guides employees to do the RIGHT thing at the RIGHT time. It reinforces best practices and promotes adherence to process standards, which leads to fewer errors, reduced risk of injury, and more consistent output quality.

Well-designed visuals also make work easier to learn and perform, less costly, and more joyful to accomplish. And—because answers to workers' questions are built into the workspace—it gives workers confidence.
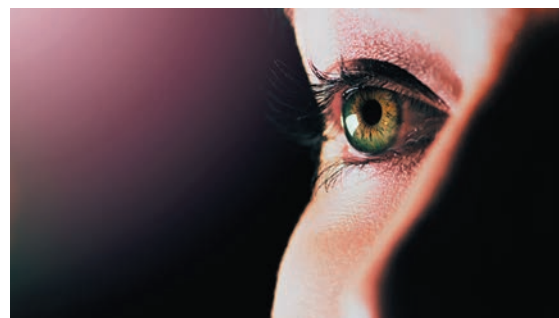
Creating A3 Reports *
With Mike Osterling

58m | 14 lessons | 4 additional resources

A3 Reports are a succinct and powerful way to communicate more effectively and develop people, whether the reports are being used to propose a new idea, manage a project, or solve a problem.

This course focuses on problem-solving A3 Reports and their ability to build deep problem-solving capabilities in individuals and across entire organizations. The course uses a real-world case study to teach the step-by-step process for creating effective A3 Reports.

Daily Management Systems *
With Jennifer Panco

1h 13m | 14 lessons | 2 additional resources

Daily Management Systems (DMS) are essential for aligning the organization on goals and priorities, escalating problems, and measuring work system performance.

This seemingly simple management practice is often glossed over in organizations as nothing more than daily team huddles. In reality, it's a powerful practice that ensures processes perform as intended and barriers to success are quickly removed.

This course breaks DMS into four components: standard work, DMS boards and daily huddles, checking, and escalation. Instructor Jennifer Panco delves into each one, providing real-life examples and offering direction for DMS rollouts in a variety of work environments.

Data Analysis: Clarity First
With Karen Martin

45m | 10 lessons | 2 additional resources

Data is the lifeblood of every organization. Data analysis is necessary to scope and manage projects, solve problems well, determine priorities, and spend capital wisely, to name a few. It converts opinions into fact.

The growing awareness of data's importance has highlighted the need for organizations to build strong analytical capabilities. BUT . . . there's a lot more to data analysis than the analysis itself.

Many people don't gain sufficient clarity about the specific data they need and review what they receive to be sure the data accurately reflects reality. Without this vital step, analyses can lead to flawed and dangerous conclusions. This course covers this vital upfront step that leads to high-quality analyses. You'll add tremendous value to your organization by building these data-related practices and skills.

* Course is available in Latin Spanish.

Facilitating Improvement Teams

With Jennifer Panco

1h 36m | 16 lessons | 8 additional resources

Facilitation is one of the most important capabilities you can develop. While this course focuses on facilitating a specific type of work—making business improvements—you'll gain helpful tips that apply to leading meetings and group activities of all types.

This course includes an assessment you can use to discover your "capability score" and develop a development plan to continuously raise your score.

Inventory Management: Storage Strategy

With Brent Loescher

1h 33m | 16 lessons | 2 additional resources

For many organizations, managing the physical supplies, parts, and materials needed to deliver value to customers is an afterthought or poorly done.

The result? Wasted money, the risk of human harm, and unhappy customers. For an organization to perform at top levels, inventory needs to be tightly managed.

This course provides the principles and best practices for establishing and maintaining effective storage areas and inventory management systems—whether large complex warehouses, small closets and cabinets, or your backyard shed.

Inventory Management: Two-Bin Kanban Systems

With Mike Osterling

55m | 11 lessons | 5 additional resources

Organizations are continuously looking for ways to increase revenue, market share, and profit. One of the most fundamental ways organizations can improve performance is to adopt a relentless focus on eliminating waste, which increases value for customers, creates a better and safer workplace for employees, and lowers costs.

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Key Performance Indicators *

With Jennifer Panco

55m | 9 lessons | 2 additional resources

Key Performance Indicators. While it's a term that's commonly used in business, it also evokes a fair amount of confusion. What are they? Why do I need them? How many do I need? And what do I do with them?

Measuring work through the lens of Key Performance Indicators (KPIs) creates a powerful way to improve performance over time—and trigger the need for course correction when performance begins to slip from a desired state. This course shows you how to create and properly use KPIs to achieve excellence.

Leader Standard Work *

With Brent Loescher

1h 59m | 15 lessons | 8 additional resources

Leader Standard Work is a proven, foundational management practice that applies to everyone who manages work and leads teams. Yet very little has been written about it.

This ground-breaking course codifies Leader Standard Work—what it is, why it's a must for leaders, and how to develop it.

Using real-world examples, instructor Brent Loescher delves into common misconceptions about leadership, the Leader Standard Work variants that apply to leaders at all levels, and the myriad benefits this practice holds for work teams, the organization as a whole, and the leader him or herself.

Metrics-Based Process Mapping

With Karen Martin

1h 14m | 13 lessons | 5 additional resources

Metrics-Based Process Mapping (MBPM)—developed by Mike Osterling and Karen Martin—is a tactical-level mapping approach that enables improvement teams to make effective, data-based decisions about designing processes and measuring process performance.

This process mapping technique—often used to drill down from a value stream map or provide the input for developing standard work—integrates the functional orientation of swimlane process maps with key time and quality metrics, which provide teams with an unequivocal way to identify waste and design better workflows. And summary metrics define the degree of improvement that can be expected. Course handouts include a Charter, Improvement Action Plan, Preparation and Kickoff Tips, and more!
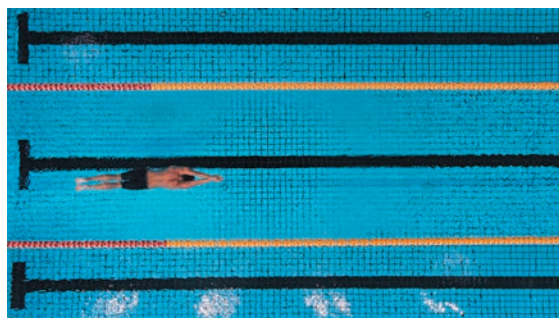
Mistake Proofing *
With Mark Graban

1h 14m | 15 lessons | 4 additional resources

To err is human. While Alexander Pope was correct when he coined this phrase, we don't have to accept mistakes as the norm. Mistakes are costly, can harm an organization's reputation, and can also cause mental stress and physical harm.

Mistake proofing is a powerful management practice that people at all levels of an organization can and should embrace. Processes of all types need to be intentionally designed using mistake-proofing techniques. And organizations need to create cultures and work environments that view mistake detection and prevention as a daily requirement.

Operational Standard Work *
With Mike Osterling

1h 11m | 13 lessons | 5 additional resources

Does your organization have documented processes and defined work instructions for all operations? Are they succinct, visual, and accessible? Do they reflect the current, best-known way to operate?

Standard Work is today's best practice for process documentation. Even processes with high variation or involve judgment and creativity benefit greatly by standardizing those aspects of the work that can and should be performed consistently.

In this course, Mike Osterling shares why standard work is important, the benefits to workers and the organization, the types of standard work, and how to create it. No matter where your organization is on the Standard Work spectrum, this course deepens the understanding and provides practical applications to reap the benefits of Standard Work.

Problem-Solving Coaching
With Karen Martin

1h 24m | 14 lessons | 4 additional resources

Building deep problem-solving capabilities is arguably an organization's most urgent developmental need. These capabilities are developed through real-world problem solving with an experienced coach at a problem solver's side.

In this course, Karen Martin covers the role problem-solving coaches play in developing people to become proficient problem solvers, the skills and traits coaches need, the pivotal role problem-solving A3 reports play, and ways to manage coaching sessions. She uses a real-world example to illustrate the relationship between a coach and problem solver—and specific coaching techniques.

* Course is available in Latin Spanish.

Process Walks *
With Tracy O'Rourke

55m | 13 lessons | 5 additional resources

Process Walks—a type of Gemba Walks (going to where the work is done)—are highly structured ways for improvement teams to "go and see" how a process ACTUALLY functions. This powerful discovery is often in stark contrast to how a process has been documented or how people believe the process SHOULD work.

Observing a process from end-to-end sets the stage for more effective improvements—and creates stronger working relationships between the various people and work teams involved in the process.

Project Management Essentials
With Amita Sherwood

1h 24m | 16 lessons | 9 additional resources

Whether you manage a call center, oversee an engineering team, own a technology startup, manage a manufacturing plant, or lead a nursing unit, you'll likely need to build strong project management skills.

People who are effective project managers are in demand. They are highly sought after because they help organizations achieve goals and deliver value. They are often the first people to receive job promotions and be offered new opportunities. Strengthening your ability to plan, execute, and close projects will boost your effectiveness, no matter what type of work you do or your level in the organization.

Adhering to project management best practices ensures that you'll successfully complete projects and win the respect of your peers and leaders alike. In this course, we show you how.

Rapid Improvement Events *
With Mike Osterling

1h 14m | 14 lessons | 7 additional resources

Rapid Improvement Events (RIEs)—also referred to as Kaizen Events or Blitzes, Rapid Process Improvement Workshops (RPIWs), and Workouts—are highly structured and narrowly focused improvement activities that generate rapid results.
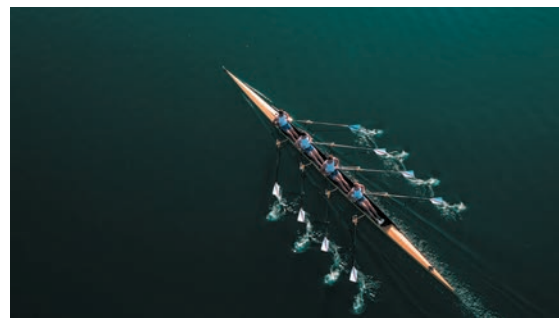
When used in moderation, RIEs are also an effective way to develop organizational agility, build strong cross-functional problem-solving capabilities, demonstrate the power of intense focus, and develop a commitment to process excellence.

Course is available in Latin Spanish.

Root Cause Analysis *
With Mike Osterling

1h 43m | 14 lessons | 4 additional resources

Root cause analysis is a systematic methodology for identifying the true cause or causes for a problem—a gap to be closed—so a proper countermeasure can be selected and tested.

Root cause analysis helps problem solvers avoid operating with biases, making assumptions, and leaping to premature solutions before they have an adequate understanding of the reason for the problem.

Strategy Deployment
With Karen Martin

56m | 14 lessons | 4 additional resources

Strategy Deployment (also known as Hoshin Kanri and Policy Deployment) is a structured approach to narrowing an organization's focus on those activities that truly move its strategy forward. By executing fewer projects at once, managing them better, and learning to say "not yet" or "no," organizations are able to produce far greater results than poorly-focused execution enables.

The resulting strategy deployment plan typically spans an organization's fiscal year, but it can begin reaping the benefits that result from operating with greater clarity, focus, discipline, and organization-wide engagement at any point in a financial cycle.

Structured Problem Solving *
With Karen Martin

1h | 13 lessons | 3 additional resources

Whether you call them projects, opportunities, or gaps to be closed, organizations have problems—and people at every level are expected to be able to solve them. HOW an organization defines and solves problems is a critical success factor.

In this course, Karen Martin explains how to solve problems more effectively by asking and answering clarifying questions during each stage of scientific problem solving. She takes learners through the steps that are common to all structured problem-solving methods, including PDSA: Plan-Do-Study-Adjust.

Whether organizations need game-changing countermeasures or just minor adjustments, consistent, structured problem solving provides the answer. Karen's passion for defining and identifying gaps in performance energizes the course's 13 lessons.

Training Within Industry: Job Instruction *
With Patrick Graupp

1h 48m | 15 lessons | 7 additional resources

Training Within Industry (TWI) Job Instruction is a proven and practical method for training new employees and internal transfers to produce consistent, high-quality work in far shorter time than typical training methods produce.

This rapid development of mastery carries significant organizational benefits, such as the ability to generate more output that's higher quality and costs less to produce.

Value Stream Transformation - Part 1 of 2
With Karen Martin

57m | 9 lessons | 5 additional resources

Too many organizations today suffer from silo-centric behavior and intra-organizational conflict. Yet most don't understand what's holding them back from achieving outstanding performance.

Value stream analysis, design, and management is a customer-centric approach to work system design that helps organizations visualize and resolve disconnects, redundancies, and gaps in their value delivery systems—resulting in higher quality, faster delivery, lower cost, and healthier work environments.

This is the first of two courses on the subject and focuses on the preparation period that's necessary prior to beginning the process of value stream transformation.

Value Stream Transformation - Part 2 of 2
With Karen Martin

1h 5m | 11 lessons | 6 additional resources

In today's rapid-fire business environment, there are too many problems to be solved and too many opportunities to be leveraged to operate without well-designed work systems. Value stream design and management is powerful means for assuring that an organization delivers value to customers in the safest, most effective, and most efficient manner.

In this second of two courses on the subject, instructor Karen Martin (co-author of the award-winning book, Value Stream Mapping) explains how to hold Value Stream Mapping Discovery & Design sessions that result in deep understanding about the way work is currently performed, innovative designs for improving complex work systems, actionable plans for realizing the future state design, and a means for measuring results.

Course is available in Latin Spanish.

TKMG ACADEMY®

Course	Senior Leaders	Leads, Supervisors, Managers	Frontlines	Improvement Professionals
5S Work Organization		●	●	●
Building a Continuous Improvement Culture	●	●		●
Building a Lean Enterprise	●	●		●
Changeover Reduction		●	●	●
Create Value & Eliminate Waste	●	●	●	●
Creating A3 Reports	●	●		●
Creating a Visual Workplace	●	●	●	●
Daily Management Systems	●	●		●
Data Analysis: Clarity First		●		●
Facilitating Improvement Teams		●		●
Inventory Management: Storage Strategy	●	●		●
Inventory Management: Two-Bin Kanban	●	●		●
Key Performance Indicators	●	●		●
Leader Standard Work	●	●		●
Metrics-Based Process Mapping		●	●	●
Mistake Proofing		●	●	●
Operational Standard Work	●	●	●	●
Problem-Solving Coaching	●	●		●
Process Walks		●	●	●
Project Management Essentials		●		●
Rapid Improvement Events		●	●	●
Root Cause Analysis	●	●	●	●
Strategy Deployment	●			●
Structured Problem Solving	●	●		●
Training Within Industry: Job Instruction		●		●
Value Stream Transformation - Part 1	●	●		●
Value Stream Transformation - Part 2	●	●		●
Quantifying Improvement *	●	●		●
Achieving Flow *	●	●		●
Total Productive Maintenance *		●	●	●

* *In Development*

Capabilities	Senior Leaders	Leads, Supervisors, Managers	Frontlines	Improvement Professionals
Fundamentals				
5S Work Organization		●	●	●
Create Value and Eliminate Waste	●	●	●	●
Creating a Visual Workplace	●	●	●	●
Key Performance Indicators	●	●		●
Metrics-Based Process Mapping		●	●	●
Mistake Proofing		●	●	●
Process Walks		●	●	●
Root Cause Analysis	●	●	●	●
Standard Work	●	●	●	●
Achieving Flow *	●	●		●
Leadership & Culture				
Building a Continuous Improvement Culture	●	●		●
Building a Lean Enterprise	●	●		●
Daily Management Systems	●	●		●
Key Performance Indicators	●	●		●
Leader Standard Work	●	●		●
Problem-Solving Coaching	●	●		●
Strategy Deployment	●			●
The Art of Advocating, Delegating & Escalating *	●	●		●
Management Practices				
Building a Continuous Improvement Culture	●	●		●
Creating A3 Reports	●	●		●
Daily Management Systems	●	●		●
Key Performance Indicators	●	●		●
Leader Standard Work	●	●		●
Problem-Solving Coaching	●	●		●
Project Management Essentials		●		●
Standard Work	●	●	●	●
Strategy Deployment	●			●
Structured Problem Solving	●	●		●
Training Within Industry: Job Instruction		●		●
The Art of Advocating, Delegating & Escalating *	●	●		●
Total Productive Maintenance *		●	●	●

*In Development

Capabilities	Senior Leaders	Leads, Supervisors, Managers	Frontlines	Improvement Professionals
Process & Work System Design				
5S Workplace Organization		●	●	●
Create Value and Eliminate Waste	●	●	●	●
Creating a Visual Workplace	●	●	●	●
Inventory Management: Storage Strategy	●	●		●
Inventory Management: Two-Bin Kanban Systems	●	●		●
Metrics-Based Process Mapping		●	●	●
Mistake Proofing		●	●	●
Process Walks		●	●	●
Rapid Improvement Events		●	●	●
Standard Work	●	●	●	●
Value Stream Transformation - Part 1 of 2	●			●
Value Stream Transformation - Part 2 of 2	●			●
Achieving Flow *	●	●		●
Facilitating Improvement *		●		●
Total Productive Maintenance *		●	●	●
Executing Improvement				
Metrics-Based Process Mapping		●	●	●
Project Management Essentials		●		●
Rapid Improvement Events		●	●	●
Standard Work	●	●	●	●
Structured Problem Solving	●	●		●
Training Within Industry: Job Instruction		●		●
Achieving Flow *	●	●		●
Facilitating Improvement *		●		●
Quantifying Improvement *	●	●		●
Problem Solving & Project Management				
Structured Problem Solving	●	●		●
Root Cause Analysis	●	●	●	●
Data Analysis: Clarity First		●		●
Creating A3 Reports	●	●		●
Problem-Solving Coaching	●	●		●
Standard Work	●	●	●	●
Project Management Essentials		●		●
Facilitating Improvement *		●		●
Strategy				
Building a Lean Enterprise	●	●		●
Inventory Management: Storage Strategy	●	●		●
Strategy Deployment	●			●
Value Stream Transformation - Part 1 of 2	●			●
Value Stream Transformation - Part 2 of 2	●			●

*In Development

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Are you ready to accelerate your journey to excellence?

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