



Master Classes in Achieving
Organizational Excellence



2026 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

- “ A+ quality. Thoroughly impressive. The best content I've ever seen!
- “ One of the most inspiring short courses I've taken. I didn't want to step away.
- “ This is the best learning experience I have had!!
- “ Another great course! It provides structure and clarity on so many aspects of this process. I've learned a lot!
- “ Excellent content and presentation - powerful!

With Brent Loescher

5S—which stands for Sort, Set in Order, Shine, Standardize, and Sustain—is a disciplined management practice that originated in Japan. Its primary goal is to create a safe, efficient, and well-organized workplace by defining standards that make abnormal conditions stand out.

In this course, Brent Loescher shows how a work environment that adopts and adheres to 5S transforms the organization and creates a strong foundation for ongoing business performance improvement—and offers practical how-tos for adopting and sustaining the practice.



With Brent Loescher

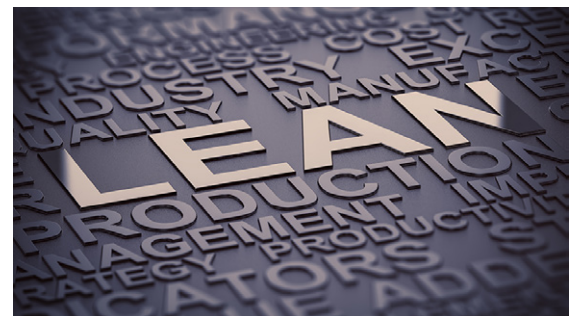
Creating a continuous improvement culture is necessary for organizations to perform at top levels—and to build vibrant workplaces that attract and retain top talent. But in many organizations, DIScontinuous improvement is more common—if there's improvement at all.



In this course, Brent Loescher explains that 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.

With Karen Martin

Lean management is a multi-faceted, holistic, and proven system for achieving organizational excellence on all fronts. “Excellence” includes delivering greater value to customers, developing more efficient and effective work systems, and creating environments that attract and retain top talent—all of which enable an organization to grow profit and market share, consistently meet compliance standards, and reduce harm.



In this course, Karen Martin shares the philosophy and six interconnected components that, when consistently performed, create outstanding organizations.

Changeover Reduction *

With Mark Minukas

1h 12m | 14 lessons | 6 handouts

Changeovers occur when shifting from one type of work or set of conditions to another. They often include 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. They are also referred to as SMED (Single Minute Exchange of Die), setup reduction, make ready, and quick changeover.

In this course, Mark Minukas shows how reducing changeover durations produces significant benefits for an organization, its customers, and its work teams.



Create Value & Eliminate Waste *

With Jennifer Panco

1h 3m | 15 lessons | 2 handouts

Organizations continuously look 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 three work conditions that erode organizational performance—wastefulness, unevenness, and overburden—and the eight common types of waste.



Creating a Visual Workplace *

With Elisabeth Swan

55m | 12 lessons | 2 handouts

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 quality.

In this course, Elisabeth Swan shows how well-designed visuals 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 | 5 handouts

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.

In this course, which focuses on how problem-solving A3 Reports are used to develop deep problem-solving capabilities, Mike Osterling uses a real-world case study to show how these game-changing storyboards are developed.



Daily Management Systems *

With Jennifer Panco

1h 13m | 14 lessons | 4 handouts

Daily Management Systems (DMS) are a proven way for aligning the organization on goals and priorities, escalating problems so they don't remain hidden, and measuring work system performance.

In this course, Jennifer Panco breaks DMS into four components—standard work, visual boards and daily huddles, process checking, and escalation—and provides real-life examples and direction for DMS rollouts in a variety of work environments.



Data Analysis: Clarity First

With Karen Martin

45m | 10 lessons | 2 handouts

Data is the lifeblood of every organization. Data analysis is necessary to scope and manage projects, solve problems well, define priorities, and spend capital wisely. Analyses convert opinions into fact.

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

In this course, Karen Martin shows how to make sure the data being analyzed is correct to begin with and accurately reflects reality, which reduces the risk of flawed analyses and dangerous conclusions.



Facilitating Improvement Teams

With Jennifer Panco

1h 36m | 16 lessons | 8 handouts

Successful 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 team activities of all types.

In this course, Jennifer Panco explains how to help improvement teams achieve significant results through detailed preparation, strong kickoffs, skilled conversation management, and the ability to keep the team focused and engaged.



Frontline Leader Gemba Walks *

With Michael Bremer

1h 5m | 12 lessons | 9 handouts

Conducting effective Gemba walks is one of the most powerful leadership practices frontline leaders can adopt. By regularly going to where work is done, leaders gain firsthand understanding of processes, obstacles to their teams' success, and opportunities for improvement.

They also help their teams build stronger critical thinking and problem-solving capabilities. As a result, trust deepens and work performance strengthens.

In this course, Michael Bremer shares a structured approach to conducting Gemba walks, including what to do before, during, and after each walk—and how to make Gemba walks a lasting leadership habit.



Inventory Management: Storage Strategy

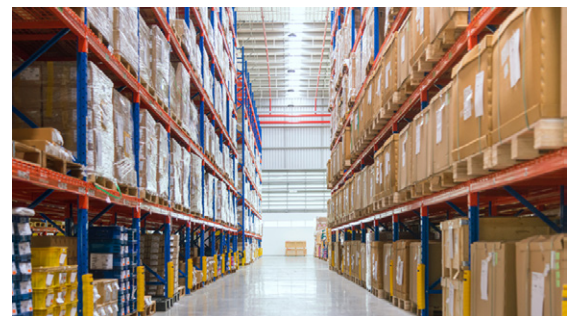
With Brent Loescher

1h 33m | 16 lessons | 2 handouts

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.

In this course, Brent Loescher shares 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 handouts

Achieving excellence in physical goods inventory management is one of the most crucial areas of running a business. Poor inventory management results in:

- Stockouts, which cause delayed service and delivery to customers
- Excess inventory, which creates poor cash flow and wasted money
- Excess labor effort needed to deal with the follow-on problems that stockouts and excess inventory create

In this course, Mike Osterling describes the benefits of and how-to steps for establishing a high-performing two-bin kanban system.



Key Performance Indicators *

With Jennifer Panco

55m | 9 lessons | 3 handouts

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?



Measuring work through the lens of Key Performance Indicators (KPIs) creates a powerful way to improve performance over time—and trigger the need for improvement when performance begins to slip.

In this course, Jennifer Panco shows you how to create and properly use KPIs to achieve excellence.

Leader Standard Work *

With Brent Loescher

1h 59m | 15 lessons | 8 handouts

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, Brent Loescher shares 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, and leaders themselves.

Leading With Psychological Safety *

With Mark Graban

1h 5m | 13 lessons | 5 handouts

Creating a culture with a high degree of psychological safety is essential when building a top-performing organization.

Psychological safety is a person's belief that they can express what they see, share what concerns them, and ask what they need to ask—without being ridiculed, punished, or quietly excluded.

In this course, Mark Graban explores what leaders can do to build psychological safety and create the conditions for an organization and its people to perform at their best.



Metrics-Based Process Mapping *

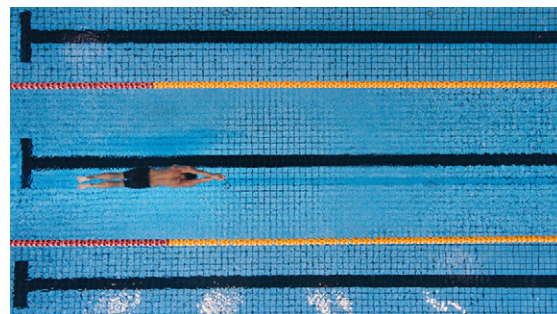
With Karen Martin

1h 14m | 13 lessons | 6 handouts

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 to design more efficient and effective processes and measure ongoing process performance.

This process mapping technique—which is used to drill down from a value stream map or provide the input for developing standard work—integrates the functional orientation of “swim lane” process maps with key time and quality metrics.

In this course, Karen Martin teaches the step-by-step process for using the metrics to identify waste and design better workflows.



Mistake Proofing *

With Mark Graban

1h 14m | 15 lessons | 4 handouts

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

In this course, Mark Graban explains how processes of all types can be intentionally designed using mistake-proofing techniques, and how organizations can 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 | 6 handouts

Does your organization have documented processes and defined work instructions for all operations? Are they succinct, visual, and accessible? Do they reflect the current reality?

Standard Work reflects the current, best-known way to operate and is today's standard for process documentation. Even processes with high variation or involve significant creativity benefit greatly by standardizing those aspects of the work that can and should be performed consistently.

In this course, Mike Osterling shares how standard work benefits workers and the organization alike—and how to create it.



Problem-Solving Coaching *

With Karen Martin

1h 24m | 14 lessons | 5 handouts

Building deep problem-solving capabilities is often an organization's most urgent developmental need—and they're best developed through solving real-world problems with an experienced coach at a problem solver's side.

In this course, Karen Martin covers the skills and traits coaches need and how to manage coaching sessions. She uses a real-world example to illustrate the learning relationship between a coach and problem solver—and specific coaching techniques.



Process Walks *

With Tracy O'Rourke

55m | 13 lessons | 5 handouts

Process Walks—a type of Gemba Walks (going to where the work is done)—are 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 function.

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



Project Management Essentials *

With Amita Sherwood

1h 24m | 16 lessons | 9 handouts

People who are effective project managers are in demand because they help organizations achieve goals and deliver value. They are often the first people to receive job promotions and be offered new opportunities.

Whether you manage a call center, oversee an engineering team, manage a manufacturing plant, or lead a nursing unit, strengthening your ability to manage projects will boost your effectiveness.

In this course, Amita Sherwood will show you how to successfully plan, execute, and close projects—and win the respect of your peers and leaders alike.



Quantifying Improvement - Part 1

With Karen Martin

40m | 9 lessons | 6 handouts

Quantifying improvement outcomes—and the follow-on benefits of those outcomes—is the fastest way for improvement teams to build credibility and trust, reduce resistance to change, and create organization-wide momentum for ongoing improvement.

In Part 1 of our two-part course, Karen Martin shows how to quantify improvement in **operational** terms. She also introduces Success Stories, which demonstrate the degree of improvement achieved and create widespread enthusiasm for more.



Quantifying Improvement - Part 2

With Karen Martin

35m | 7 lessons | 5 handouts

Quantifying Improvement - Part 2 (a continuation of Part 1) covers how to quantify improvements in **financial** terms and communicate the Success Stories developed in Part 1.

In this course, Karen Martin shares the connection between improvements and the flow of money into and out of an organization, common financial metrics, and how to avoid quantification errors.



Rapid Improvement Events *

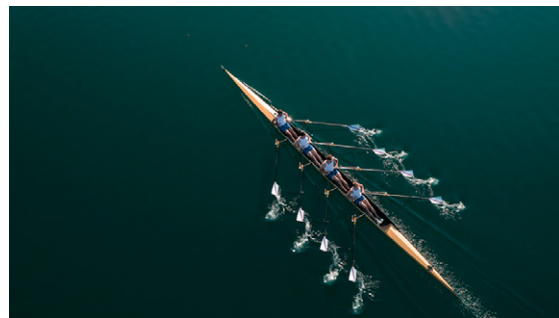
With Mike Osterling

1h 14m | 14 lessons | 8 handouts

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.

In this course, Mike Osterling teaches the step-by-step method for planning and holding successful RIEs—and how to document results and spread the learning.



Root Cause Analysis *

With Mike Osterling

1h 43m | 14 lessons | 5 handouts

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

In this course, Mike Osterling shows how 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(s) for the problem.

** Course is available in Latin Spanish.*



Senior Leader Gemba Walks

With Michael Bremer

1h 19m | 13 lessons | 8 handouts

Senior Leader Gemba Walks provide a powerful way for executives to connect strategy to the reality of day-to-day operations. Rather than relying on reports or presentations, leaders learn how to directly observe work systems, engage teams, and identify key barriers that limit performance.

Well-designed senior leader walks reveal the degree of process and work system effectiveness—and are also used for developing people, triggering mindset shifts, and setting the stage for "cultural reboots," when needed.

In this course, instructor Michael Bremer provides a step-by-step approach for planning, conducting, and following up on Senior Leader Gemba Walks that connect leaders to their teams, drive measurable business results, and make leadership more enjoyable.



** Course is available in Latin Spanish.*

Strategy Deployment

With Karen Martin

56m | 14 lessons | 4 handouts

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 faster and deeper results than poorly-focused execution.

In this course, Karen Martin shows how to develop and manage a fail-proof strategy deployment plan that boosts an organization's ability to stay focused and operate with agility.



Structured Problem Solving *

With Karen Martin

1h | 13 lessons | 3 handouts

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 key differentiator and critical success factor.

In this course, Karen Martin explains how to solve problems more effectively by asking and answering specific questions during each stage of any structured problem-solving method.



Training Within Industry: Job Instruction *

With Patrick Graupp

1h 48m | 15 lessons | 7 handouts

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.

In this course, Pat Graupp from the TWI teaches the step-by-step process for using the TWI Job Instruction method to produce more consistent work output, accelerate mastery, and build confidence, all of which increase productivity.



Value Stream Transformation - Part 1

With Karen Martin

57m | 9 lessons | 6 handouts

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

In this course—which is the first of two courses on the subject—Karen Martin focuses on the preparation period that's necessary prior to mapping value streams.



Value Stream Transformation - Part 2

With Karen Martin

1h 5m | 11 lessons | 8 handouts

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 a powerful means for assuring that an organization delivers value to customers in the safest, most effective, and most efficient manner—while lowering costs.

In this second of two courses on the subject, instructor Karen explains how to hold Value Stream Mapping Discovery & Design sessions and build value stream maps 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	Senior Leaders	Leads, Supervisors, Managers	Frontlines	Improvement Professionals
5S Workplace Management		•	•	•
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		•		•
Frontline Leader Gemba Walks		•		•
Inventory Management: Storage Strategy	•	•		•
Inventory Management: Two-Bin Kanban	•	•		•
Key Performance Indicators	•	•		•
Leader Standard Work	•	•		•
Leading With Psychological Safety	•	•		•
Metrics-Based Process Mapping		•	•	•
Mistake Proofing		•	•	•
Operational Standard Work	•	•	•	•
Problem-Solving Coaching	•	•		•
Process Walks		•	•	•
Project Management Essentials		•		•
Quantifying Improvement - Parts 1 & 2		•		•
Rapid Improvement Events		•	•	•
Root Cause Analysis	•	•	•	•
Senior Leader Gemba Walks	•			•
Strategy Deployment	•			•
Structured Problem Solving	•	•		•
Training Within Industry: Job Instruction		•		•
Value Stream Transformation - Parts 1 & 2	•	•		•

Course	Senior Leaders	Leads, Supervisors, Managers	Frontlines	Improvement Professionals
Fundamentals				
5S Workplace Management		•	•	•
Create Value and Eliminate Waste	•	•	•	•
Creating a Visual Workplace	•	•	•	•
Key Performance Indicators	•	•		•
Metrics-Based Process Mapping		•	•	•
Mistake Proofing		•	•	•
Operational Standard Work	•	•	•	•
Process Walks		•	•	•
Root Cause Analysis	•	•	•	•
Leadership & Culture				
Building a Continuous Improvement Culture	•	•		•
Building a Lean Enterprise	•	•		•
Daily Management Systems	•	•		•
Frontline Leader Gemba Walks		•		•
Key Performance Indicators	•	•		•
Leader Standard Work	•	•		•
Leading With Psychological Safety	•	•		•
Problem-Solving Coaching	•	•		•
Senior Leader Gemba Walks	•			•
Strategy Deployment	•			
Management Practices				
Building a Continuous Improvement Culture	•	•		•
Creating A3 Reports	•	•		•
Daily Management Systems	•	•		•
Frontline Leader Gemba Walks		•		•
Key Performance Indicators	•	•		•
Leader Standard Work	•	•		•
Operational Standard Work	•	•	•	•
Problem-Solving Coaching	•	•		•
Project Management Essentials		•		•
Senior Leader Gemba Walks	•			•
Strategy Deployment	•			•
Structured Problem Solving	•	•		•
Training Within Industry: Job Instruction		•		•

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



Are you ready to
accelerate your
journey to
excellence?

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