

COURSE OVERVIEW TM1118

Certificate in Operational Excellence and Continuous Improvement

Course Title

Certificate in Operational Excellence and Continuous Improvement

Course Date/Venue

Session 1: October 11-15, 2026/Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE

Session 2: December 13-17, 2026/Crowne Meeting Room, Crowne Plaza Al Khobar, an IHG Hotel, Al Khobar, KSA



Course Reference

TM1118

Course Duration/Credits

Five days/3.0 CEUs/30 PDHs



Course Description



This practical and highly-interactive course includes real-life case studies and exercises where participants will be engaged in a series of interactive small groups and class workshops.

This course is designed to provide participants with a detailed and up-to-date overview of Operational Excellence. It covers the foundational principles of OpEx, operational excellence frameworks, organizational culture for OpEx, strategy deployment (HOSHIN Kanri) and voice of the customer (VOC); the process mapping and analysis, and value stream mapping (VSM); the lean tools for waste elimination, Six Sigma and DMAIC methodology, root cause analysis (RCA), problem solving and decision making; and the key performance indicators (KPIs) and operational metrics and benchmarking.



During this interactive course, participants will learn the performance management systems, daily management system (DMS), Kaizen and continuous improvement culture and digital tools for operational excellence; the leadership for operational excellence, cultural transformation, change management and OpEx initiatives; the risk-based thinking, operational risk management, compliance monitoring and audits; the policies and standard operating procedures and continuous improvement of governance practices; the sustainability in operational excellence, operational excellence roadmap and OpEx assessments; the project governance and tracking tools, control plans and monitoring systems; and the knowledge transfer, documentation and preventing regression.



Course Objectives/Outcomes & Benefits for the Participants

Upon the successful completion of the course, each participant will be able to:-

- Apply and gain a good working knowledge on operational excellence
- Discuss the foundational principles of OpEx, operational excellence frameworks, organizational culture for OpEx, strategy deployment (HOSHIN Kanri) and voice of the customer (VOC)
- Illustrate process mapping and analysis, and value stream mapping (VSM)
- Apply lean tools for waste elimination, Six Sigma and DMAIC methodology, root cause analysis (RCA), problem solving and decision making
- Carryout key performance indicators (KPIs) and operational metrics and benchmarking
- Recognize performance management systems, daily management system (DMS), Kaizen and continuous improvement culture and digital tools for operational excellence
- Apply leadership for operational excellence, cultural transformation, change management and OpEx initiatives
- Employ risk-based thinking and operational risk management, compliance monitoring and audits, policies and standard operating procedures and continuous improvement of governance practices
- Carryout sustainability in operational excellence, operational excellence roadmap and OpEx assessments
- Recognize project governance and tracking tools and apply control plans and monitoring systems, knowledge transfer and documentation and preventing regression

Exclusive Smart Training Kit - H-STK®



*Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of operational excellence for operations managers, plant managers, production managers, quality managers, team leaders and supervisors, business process and performance professionals, functional department heads, project and program managers and those who are involved in improving business performance, streamlining processes, and enhancing quality and efficiency across departments.

Course Certificate(s)

(1) Internationally recognized Competency Certificates will be issued to participants who completed a minimum of 80% of the total tuition hours and successfully passed the exam at the end of the course. Certificates are valid for 5 years.

Recertification is FOC for a Lifetime.

Sample of Certificates

The following are samples of the certificates that will be awarded to course participants:-



- (2) Official Transcript of Records will be provided to the successful delegates with the equivalent number of ANSI/IACET accredited Continuing Education Units (CEUs) earned during the course.

* Haward Technology * CEUs * Haward Technology * CEUs * Haward Technology * CEUs * Haward Technology *



Haward Technology Middle East

Continuing Professional Development (HTME-CPD)

CEUs

CEU Official Transcript of Records

TOR Issuance Date: 14-Nov-25

HTME No. 74851

Participant Name: Waleed Al Habeeb

| Program Ref. | Program Title | Program Date | No. of Contact Hours | CEU's |
|--------------|--|-----------------|----------------------|-------|
| TM1118 | Certificate in Operational Excellence and Continuous Improvement | Nov 10-14, 2025 | 30 | 3.0 |

Total No. of CEU's Earned as of TOR Issuance Date

3.0

TRUE COPY



Jaryl Castillo
Academic Director

Haward Technology has been approved as an Accredited Provider by the International Association for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this approval, Haward Technology has demonstrated that it complies with the ANSI/IACET 1-2018 Standard which is widely recognized as the standard of good practice internationally. As a result of their Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for programs that qualify under the ANSI/IACET 1-2018 Standard.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking Continuing Education Units (CEUs) in accordance with the rules & regulations of the International Association for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology is accredited by











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Certificate Accreditations

Haward's certificates are accredited by the following international accreditation organizations:

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British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

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The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Fee

US\$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



Mr. Douglas Robinson, MBA, BSc (Honors), Dip, is currently the **President of DSR Consulting** and the **Professor of Business Studies Unit (BSU)** at **Durban Institute of Technology (DIT)**, where he is lecturing at **MBA level in Financial & Credit Risk Management, Advanced Commercial Analysis, Analyzing Financial Data, Commercial Management, Commercial Acumen, Commercial Negotiation Techniques, Financial Planning, Financial Management, Materials Inventory Management, Budgeting & Cost Control, Project Accounting, Effective Commercial Negotiation, Suppliers & Contractors Management, Suppliers Assessment & Performance Monitoring, Effective Purchasing & Supplier Selection, Developing & Working with Suppliers, Contractors & Service Level Agreement, Dealing with, Contract Risk Management, E&PD Contracts Policy, Risk Insurance, Contract Management Guidelines & Practices, Contracts Monitoring & Evaluation, Contracts & Suppliers Risk Identification, Contract Terms & Conditions, Contract Terminations, Advanced Suppliers & Contractors Management, Contractor Performance Evaluation, Claim Analysis & Dispute Resolution, Insurance Management, Budgeting & Forecasting, Budget Preparation & Control, Budget Planning & Monitoring, Leadership & Change Management, Project Procurement Management, Human Resources Management (HRM), Presentation Skills, Negotiation Skills, Interpersonal Skills, Communication Skills, Collaboration Skills, Developing Effective Partnership, Project Gate System Procedures, Adaptability & Flexibility, Learning & Self Development, Industrial Relationships, Driving Performance, Performance Measurement, Performance Goal Implementation, Time Management Techniques, Organizing Daily Activities, Handling Difficulties & Pressure, Productivity & Feedback Management, Problem Solving & Decision Making, ISO 9001 Lead Auditor, Competency Based Training & Design Plan, Logistics & Supply Chain Management, Quality Management, Project Management, Contract Management, Operations Management, Procurement Management, Entrepreneurship and International Business.**

Mr. Robinson has over **30 years** of international experience in **Contract Management, Quality Management, ISO Standards, Logistics & Supply Chain Management, Procurement, Purchasing, Outsourcing Strategies, Project Management, Business Systems, Operations Management and Business Re-Organization**. Further, he is a **Registered Assessor of Quality Management, Logistics, Supply Chain Management, Procurement Strategies, Purchasing and Outsourcing**.

As a leader in the **Quality, Procurement and Logistics** fields, Mr. Robinson facilitated in-house skills development programmes in a lot of companies worldwide and has **extensive consulting experience** in both the public and private sectors. His experience includes implementing SAP system in Procurement, financial, sales, distribution, materials management and costing.

During his long career life, Mr. Robinson worked for many **International companies** such as Tiger Brands, Nestle's, Mondi Manufacturing, Mondi Forests, Masonite Africa Ltd., Frame etc. He worked as **General Manager, Quality Manager, Procurement Manager, Financial Manager, Contracts Manager, Logistics Manager, Logistics Superintendent, Project Manager, Purchasing Supervisor, SAP Facilitator**, etc.

Due to his thorough and long experience and knowledge, Mr. Robinson is **recognized internationally** as an **Expert** in **Logistics & Supply Chain Management, Procurement, Purchasing, Outsourcing, Strategic planning, business wellness analysis, Contract management, Project Management, feasibility studies, financial analysis, cash-flow forecasting, Capital investment analysis, risk analysis, Business process analysis, and Quality Management Systems**.

Mr. Robinson has a **Master degree in Business Administration (MBA)** from the **University of Durban-Westville**, a **Bachelor degree with Honors in Business Management and Administration** and **Diplomas in Medical Technology, Marketing Management, Business Management and Project Management** from the **University of Rhodesia** and from the **Damelin Management School** respectively. Further, he is a **Certified Instructor/Trainer**, a **Certified Trainer/Assessor** by the **Institute of Leadership & Management (ILM)**, an active member of international professional affiliations and delivered innumerable trainings, courses, workshops and seminars globally.

Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Learning Design & Customization

This course can be customized to the exact requirements of clients. Haward Technology is so proud of our huge capabilities in tailoring our courses to the training needs of our valued clients.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the workshop for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1

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|-------------|---|
| 0730 – 0800 | <i>Registration & Coffee</i> |
| 0800 – 0815 | <i>Welcome & Introduction</i> |
| 0815 – 0830 | PRE-TEST |
| 0830 – 0930 | Overview of Operational Excellence <i>Definition and Objectives of OpEx • Historical Evolution of Operational Excellence • Importance in Today's Competitive Environment • Key Success Factors</i> |
| 0930 – 0945 | <i>Break</i> |
| 0945 – 1030 | Foundational Principles of OpEx <i>Lean Thinking and Six Sigma Integration • Continuous Improvement (Kaizen) • Elimination of Waste (Muda) • Customer Value Orientation</i> |
| 1030 – 1130 | Operational Excellence Frameworks <i>The Shingo Model™ • Baldrige Excellence Framework • EFQM (European Foundation for Quality Management) • Toyota Production System</i> |
| 1130 – 1230 | Organizational Culture for OpEx <i>Building a Culture of Accountability • Employee Engagement Strategies • OpEx Leadership and Management Roles • Change Management Fundamentals</i> |
| 1230 – 1245 | <i>Break</i> |
| 1245 - 1330 | Strategy Deployment (Hoshin Kanri) <i>Definition and Purpose of Hoshin Planning • Aligning Strategic Goals with Operational Activities • Catchball Process and Deployment Matrix • Monitoring and Adjusting Plans</i> |



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| 1330 – 1420 | Voice of the Customer (VOC) Capturing VOC Data • Translating VOC into CTQs (Critical to Quality) • Customer Segmentation and Needs Analysis • Enhancing Customer Satisfaction through OpEx |
| 1420 – 1430 | Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow |
| 1430 | Lunch & End of Day One |

Day 2

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|-------------|--|
| 0730 - 0830 | Process Mapping & Analysis SIPOC (Supplier, Input, Process, Output, Customer) • Process Flowcharts and Swimlane Diagrams • Identifying Bottlenecks and Inefficiencies • Process Documentation Best Practices |
| 0830 - 0930 | Value Stream Mapping (VSM) VSM Concepts and Benefits • Current-State Mapping Techniques • Identifying Value-Added versus Non-Value-Added Activities • Creating Future-State Maps |
| 0930 – 0945 | Break |
| 0945 - 1100 | Lean Tools for Waste Elimination 5S (Sort, Set in Order, Shine, Standardize, Sustain) • Standard Work • Visual Management Systems • Poka-Yoke (Error-Proofing) |
| 1100 – 1230 | Six Sigma & DMAIC Methodology Define-Measure-Analyze-Improve-Control Framework • Roles: Champion, Black Belt, Green Belt • Key Statistical Tools Used in Six Sigma • Project Selection and Scoping |
| 1230 - 1245 | Break |
| 1245 - 1330 | Root Cause Analysis (RCA) Fishbone (Ishikawa) Diagrams • 5 Whys Technique • Failure Modes and Effects Analysis (FMEA) • Pareto Analysis |
| 1330 – 1420 | Problem Solving & Decision Making A3 Thinking • PDCA (Plan-Do-Check-Act) Cycle • Brainstorming and Prioritization Tools • Multivoting and Decision Matrices |
| 1420 – 1430 | Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow |
| 1430 | Lunch & End of Day Two |

Day 3

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| 0730 - 0830 | Key Performance Indicators (KPIs) Characteristics of Effective KPIs • Leading versus Lagging Indicators • KPI Dashboards and Scorecards • Aligning KPIs with Strategic Goals |
| 0830 - 0930 | Operational Metrics & Benchmarking OEE (Overall Equipment Effectiveness) • Productivity and Efficiency Ratios • Internal and External Benchmarking • Competitive Performance Analysis |
| 0930 – 0945 | Break |
| 0945 - 1100 | Performance Management Systems Performance Review Cycles • Balanced Scorecard Approach • Data Collection and Integrity • Setting Targets and Incentives |



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| 1100 – 1230 | Daily Management System (DMS) Daily Accountability Meetings • Tiered Visual Performance Boards • Daily Problem Solving and Escalation • Leader Standard Work |
| 1230 - 1245 | Break |
| 1245 - 1330 | Kaizen & Continuous Improvement Culture Kaizen Events and Blitzes • Small Improvement Cycles • Empowering Front-Line Workers • Recognition and Reward Systems |
| 1330 – 1420 | Digital Tools for Operational Excellence Real-Time Analytics and Dashboards • ERP and MES Systems Integration • Digital Twins and Process Simulation • Mobile and Cloud-Based OpEx Tools |
| 1420 – 1430 | Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow |
| 1430 | Lunch & End of Day Three |

Day 4

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| 0730 - 0830 | Leadership for Operational Excellence Servant Leadership Mindset • Building Trust and Transparency • Gemba Walks and Active Observation • Developing High-Performance Teams |
| 0830 - 0930 | Cultural Transformation Defining a Vision for Culture • Aligning Behaviors with Values • Storytelling and Symbols of Change • Measuring Cultural Maturity |
| 0930 – 0945 | Break |
| 0945 - 1100 | Change Management & OpEx Initiatives ADKAR Model for Individual Change • Stakeholder Mapping and Engagement • Managing Resistance to Change • Communication Strategies |
| 1100 – 1230 | Risk-Based Thinking & Operational Risk Management Introduction to Risk-Based Thinking • Proactive versus Reactive Approaches • Risk Registers and Heat Maps • Integration with ISO 9001 and ISO 31000 |
| 1230 - 1245 | Break |
| 1245 - 1330 | Governance & Compliance Roles and Responsibilities in Governance • Compliance Monitoring and Audits • Policies and Standard Operating Procedures • Continuous Improvement of Governance Practices |
| 1330 – 1420 | Sustainability in Operational Excellence Triple Bottom Line: People, Planet, Profit • Green Manufacturing and Lean Sustainability • Circular Economy Principles • Measuring and Reporting Sustainability Performance |
| 1420 – 1430 | Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow |
| 1430 | Lunch & End of Day Four |

Day 5

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| 0730 – 0830 | Operational Excellence Roadmap Assessing Current State Maturity • Phased Implementation Plan • Milestones and Checkpoints • Budgeting and Resource Planning |
| 0830 – 0930 | Case Studies & Best Practices Global Industry Case Reviews (Toyota, GE, etc.) • Success Factors and Lessons Learned • Real-World Examples of Waste Elimination • Cross-Industry Innovation |

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| 0930 – 0945 | Break |
| 0945 – 1030 | Conducting OpEx Assessments Gap Analysis Tools and Checklists • Internal Audits and Self-Assessments • Performance Benchmarking • Maturity Model Evaluations |
| 1030 – 1130 | Project Execution & Sustaining Gains Project Governance and Tracking Tools • Control Plans and Monitoring Systems • Knowledge Transfer and Documentation • Preventing Regression |
| 1130 - 1215 | Workshop: Identifying Improvement Opportunities Team-Based Exercises Using Real Scenarios • Problem-Solving Simulations • VSM and RCA Practice • KPI and Dashboard Design |
| 1215 – 1230 | Break |
| 1230 - 1300 | Action Planning & Next Steps Individual Improvement Action Plans • Organizational Rollout Strategies • Coaching and Mentoring Needs • Closing Discussion and Feedback |
| 1300 – 1315 | Course Conclusion Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course |
| 1315 – 1415 | COMPETENCY EXAM |
| 1415 – 1430 | Presentation of Course Certificates |
| 1430 | Lunch & End of Course |

Practical Sessions

This practical and highly-interactive course includes real-life case studies and exercises:-



Course Coordinator

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