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## Services

CV at [www.sapi.co.tz](http://www.sapi.co.tz)

### SUMMARY

Training, Coaching, Mentoring and Implementation of **Lean Six Sigma** (Lean Manufacturing, Lean IT, Lean Supply Chain, Lean Healthcare, Operations Excellence, Kaizen Events, 5S, Six Sigma (DMAIC)...) & **Personal Development** (MS Excel, Personal Finance (Money Matters), Team Leader Training, Team Training...). I have trained more than **5000** employees on different topics in my 10 years of experience.

### PERSONAL DEVELOPMENT PROGRAMS

#### Excel Training

- **Beginner** – For employees who don't have any experience at all with MS Excel, they have never used Excel at all.
- **Basic** – For employees who have very little experience, have written a formula or two, know the interface of Excel to a certain degree.
- **Intermediate** – For experience employees with knowledge of basic formulas
- **Advanced** – For employees that are regular users of Excel in their jobs, have experience with formulas, graphs, pivot tables
- **Expert** – Training involves complex Excel functionalities such as Arrays formula, Macros, Math and trigonometric
- **Customized** – For specific need, example pivot tables training, graph training, Arrays training.
- **Art & Science of combining Excel Formulas** – Special session for learn scenarios and how to combine Excel formulas, trainees have to be at least in the intermediate level.

#### Excel Clinic

- Online support via special Excel Clinic groups for employees, employees get consultation and help on their daily excel problems (groups are usually via WhatsApp, Skype, Teams, Telegram...). This service is charged monthly

#### Money Matters

- Personal Finance training to help employees manage their salaries/money and be productive and happy at work. Training involves getting out of debt, saving, investing and giving.

#### Team and Team leader Training

- Team Training - This training is for people working on team together, covers productive team meetings, role of that team in a bigger business picture, internal & external customers, KPIs... Team leader of the team has to attend the training too
- Team Leader Training – This training is for team leaders, managers who lead teams of any size. It covers role of a team leader, KPIs, how to lead a productive team meeting, Visual Management, Problem solving...

## LEAN SIX SIGMA

We conduct readiness assessments on companies and Lean Six Sigma overview training for Executives to guide them on the decision implementation and what to implement. Services can be offered as training alone or training and assistance in implementation.

### Full Lean Six Sigma Program Implementation

- We conduct a readiness assessment to adapt Continuous Improvement culture and produce a comprehensive report on what pillars to implement and the timeline of the implementation.
- We plan and select pilot areas and training schedules, kaizen events (Quick wins) and 5S.
- We roll out the implementation and other pillars to the whole organization

### Specific Training and Implementation - Lean, Six Sigma or Continuous Improvement tools

Company can decide to pick and implement a few with our help

1. **Introduction to Lean** – An introduction of Lean including definitions, benefits to your company, principles and history.
2. **Gemba (The Real Place)** – A philosophy that reminds us to get out and spend time on the “floor” – the place where real action occurs.
3. **Kaizen (Continuous Improvement)** – A strategy where employees work together proactively to achieve regular, incremental improvements in the process.
4. **KPIs (Key Performance Indicators)** – Metrics designed to track and encourage progress towards critical goals of the organization.
5. **Teamwork and Team Skills** – Team working, reaching consensus, brainstorming, motivation skills, individual and team empowerment.
6. **MUDA (Wastes) / MURA (Fluctuation) / MURI (Overburden)** – the three families of efficiency losses. Muda (Waste) being anything in the creation process that does not add value from the customer’s perspective. MURA (Fluctuation) being waste of unevenness or inconsistency and it works against efficiency, Mura creates many of the seven wastes that we observe, Mura drives Muda! By failing to smooth our demand we put unfair demands on our processes and people and cause the creation of inventory and other wastes. MURI (Overburden) to give unnecessary stress to our employees and our processes.
7. **5S** – Sort (eliminate that which is not needed), Set in Order (organize remaining items), Shine (clean and inspect work area), Standardize (write standards for above), Sustain (regularly apply the standards).
8. **Kano Model** – A theory of customer satisfaction and product development that identifies five categories of product qualities based on how they affect the customer’s perception of the product.
9. **Just-In-Time (JIT)** – Key principle aiming to pull parts through production based on customer demand instead of pushing parts through production based on projected demand. Relies on many lean tools, such as Continuous Flow, Heijunka, Kanban, Standardized Work and Takt Time.
10. **Bottleneck Analysis** – Identify which part of the process limits the overall throughput and improve the performance of that part of the process.
11. **Continuous Flow** – Creation where work-in-process smoothly flows through production with minimal (or no) buffers between steps of the process.

12. **Takt Time** – The pace of production that aligns production with customer demand. Calculated as  $\text{Planned Production Time} / \text{Customer Demand}$ .
13. **Value Stream Mapping** – A tool used to visually map the flow of production. Shows the current and future state of processes in a way that highlights opportunities for improvement.
14. **Flow diagram (or swim-lanes diagram)** – Visual mapping of a transactional / cross-functional process showing tasks sequence for each actor on parallel lanes, to highlight complexity, lost time, irritants, thus showing improvement opportunities and project a target improved process.
15. **Spaghetti diagram** – Visual tool to represent the physical flow of products or movements of persons, highlighting wastes, safety or cross-flow quality risks.
16. **Layout Planning** – Review and discuss different layouts such as product layout, process layout, cellular layout, etc.
17. **Single-Minute Exchange of Dies (SMED)** – Reduce setup (changeover) time. Techniques include: Convert setup steps to be external (performed while the process is running), Simplify internal setup (e.g., replace bolts with knobs and levers), Eliminate non-essential operations, Create Standardized Work instructions.
18. **Heijunka (Level Scheduling)** – A form of production scheduling that purposely produces in much smaller batches by sequencing (mixing) product variants within the same process.
19. **Kanban (Pull System)** – A method of regulating the flow of goods both within the “factory” and with outside suppliers and customers. Based on automatic replenishment through signal cards that indicate when more goods are needed.
20. **Jidoka (Zero Defect Principle)** – Aiming for zero-defect, by preventing their occurrence, signaling, reacting as quick as possible and solving definitively. This relies on various tools and techniques such as Autonomation, Andon, Poka-Yoke, Root-Cause Analysis and Quick Response Quality Control.
21. **Andon** – Visual feedback system for the plant / office “floor” that alerts when assistance is needed, empowers operators to stop the process and organizes the reaction process to solve the issue.
22. **Poka-Yoke (Error Proofing)** – Design error detection and prevention into production processes with the goal of achieving zero defects.
23. **Root Cause Analysis** – A problem solving methodology that focuses on resolving the underlying problem instead of applying quick fixes that only treat immediate symptoms of the problem. A common approach includes use of Ishikawa (fish-bone diagram) and 5 Whys.
24. **Risk Analysis** – Risk of failure in Lean improvements and processes and how we can consider and reduce them to have a successful project. Including the concepts of the FMEA method for products, machines, processes or projects.
25. **Total Productive Maintenance (TPM)** – A holistic approach to maintenance that focuses on proactive and preventative maintenance to maximize the operational time of equipment. TPM blurs the distinction between maintenance and production by placing a strong emphasis on empowering operators to help maintain their equipment.
26. **Six Big Losses** – Six categories of productivity / capacity loss that are almost universally experienced: Breakdowns, Setup/Adjustments, Small Stops, Reduced Speed, Startup Rejects, Production Rejects.
27. **Overall Equipment Effectiveness (OEE)** – Framework for measuring loss for a given process. Three categories of loss are tracked: Availability (e.g., down time), Performance (e.g. slow cycles), Quality (e.g. rejects).

28. **Standardized Work** – Documented procedures for production that capture best practices (including the time to complete each task) in order to avoid variability of practices and favoring sustainability of Kaizen improvements. Must be “living” documentation that is easy to change.
29. **Sustainment** – Discuss importance of maintaining and sustaining results of Lean project after improvement and how it can be monitored through regular meeting and team review and etc.
30. **Visual Management** – Visual indicators, displays and controls used throughout facilities to improve communication of information.
31. **Short Interval Control / Active Supervision** – Set of standardized management rituals to monitor Safety / Quality / Delivery / Cost performances in a timely manner to allow early reaction and daily improvements, involving field actors (in consistence with Gemba and collective intelligence logic): measurements at the workstation, stand-up operational meetings, Gemba walks, shift hand-overs, relying on the Visual Factory.
32. **Hoshin Kanri (Policy Deployment)** – Align the goals of the company (Strategy), with the plans of middle management (Tactics) and the work performed on the plant / office “floor” (Action).
33. **Kaizen task-force workshops** – Also known as “Kaizen Blitz or Kaizen Event”. A structured work group improvement event focused in couple of days (typically 3 to 5), involving field players and following DMAIC logic to deliver rapid, accessible, accepted and demonstrated improvements.
34. **Change management** – Approach and practice to management efficiently the culture change induced by the Lean roll-out within the organization. Relying on adequate communication plan, training program for and coaching of lean key players.
35. **DMAIC (Define, Measure, Analyze, Improve, Control)** – A step-by-step methodology to carry out an improvement initiative answering a clear need for change, based on facts and being put under standard for sustainability.
36. **SMART Goals** – Goals that are: Specific, Measurable, Attainable, Relevant, and Time-Specific. Blooms Taxonomy target level (max): Analyze
37. **Stakeholder Management** – Discuss Stakeholder analysis including communication, presenting, reporting and change management.
38. **PDCA (Plan, Do, Check, Act)** – An iterative methodology for implementing improvements: Plan (establish plan and expected results), Do (implement plan), Check (verify expected results achieved), Act (review and assess; do it again).