



# LEAN4GAIN COMPANY PROFILE

FOUNDED IN 2013

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Lean4Gain is a global people-first process improvement company that strengthens culture, elevates leadership, and drives sustainable performance through its H.E.A.L.™ Framework and Lean-based development programs.



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# ABOUT COMPANY

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Lean4Gain is a global people-first transformation partner dedicated to helping organizations develop their talent, strengthen leadership capability, and build systems that support long term operational excellence. We believe that sustainable improvement begins with people, and our work centers on equipping teams with the clarity, skills, and alignment needed to thrive in a rapidly changing world. Guided by the H.E.A.L. Framework, we help organizations hire with purpose, elevate leadership, activate Lean thinking, and lead with strategic alignment so culture, capability, and performance move forward together.

As part of our commitment to accessible learning, we also host the **Lean4Gain Learning Community**, a free global platform where professionals connect, learn, and solve real-world challenges together. Through workshops, eLearning, discussions, and shared problem solving, members gain practical tools and support to grow as leaders and continuous improvement practitioners. Across all we do, our mission is to build organizations where people feel valued, leaders elevate others, and excellence becomes a natural way of working, thinking, and leading.





# WELCOME MESSAGE

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Thank you for taking the time to learn about Lean4Gain. I founded this organization with a simple belief: when people grow, organizations grow. Every service we offer and every framework we build is designed to help leaders strengthen their teams, improve systems with confidence, and create workplaces where purpose, clarity, and continuous improvement come to life.

At Lean4Gain, we partner with organizations that want to elevate leadership, activate Lean capability, and align strategy with long term success. Through the H.E.A.L. Framework and our People Driven Value System, we help teams connect daily work to meaningful goals, build trust, and develop the skills needed to navigate change. My commitment is to support you in creating a culture where people thrive, leaders lead with intention, and excellence becomes a natural outcome of how you work together.

I am grateful for the opportunity to support your journey and look forward to helping you build a stronger, more aligned, and more capable organization.

*Dave Condinho*  
*Founder, Lean4Gain*



# OUR MISSION

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## MISSION

At Lean4Gain, our mission is to transform organizations by developing people, strengthening leadership, activating Lean & Quality capability, and aligning strategy with long-term success. We believe sustainable excellence happens when human potential, leadership behavior, operational skill, and strategic clarity work in harmony. Through our four strategic pillars, we help organizations build cultures where people thrive, leaders elevate others, teams improve systems with confidence, and strategy becomes a lived daily reality.

Across these pillars, we unlock human potential, elevate frontline leadership, activate Lean & Quality skills, and align people systems with strategic goals. By strengthening development pathways, leadership behaviors, problem-solving capability, and organizational alignment, we partner with clients to build adaptable, purpose-driven cultures where excellence becomes a natural way of working, thinking, and leading.





# OUR VISION

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## VISION

At Lean4Gain, our values of Respect, Innovation, Collaboration, and Excellence guide how we develop people and strengthen organizations. Respect means recognizing the worth and potential of every individual and creating environments where people feel safe, supported, and empowered to contribute. Innovation grows when teams are equipped and encouraged to think creatively, challenge assumptions, and turn obstacles into opportunities through continuous learning and Lean thinking.

Collaboration fuels sustainable improvement by connecting leaders and teams in shared problem solving and purposeful action. Excellence reflects our commitment to disciplined growth, high standards, and long term value creation. Together, these values shape cultures where people thrive, leaders elevate others, and organizations achieve meaningful, measurable, and lasting success.



# OUR SERVICES

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The H.E.A.L.™ Framework is Lean4Gain's people centered approach to strengthening culture, leadership, skills, and alignment so organizations can grow and adapt with confidence. By focusing on clarity, capability, and continuous learning, it helps teams perform steadily and thrive through change.

## HARNESS HUMAN POTENTIAL

We help organizations build a People-Driven Value System™ where purpose, clarity, and trust fuel performance. This pillar strengthens communication, improves the employee experience, and creates clear pathways for growth.

## ELEVATE LEADERSHIP

We develop leaders who coach with care, communicate clearly, and build teams grounded in trust and accountability. This pillar equips supervisors to lead with confidence and create psychologically safe, high-performing environments.

## ACTIVATE WITH SKILLS

We empower teams with Lean thinking and Quality excellence, supported by practical tools and real-world problem-solving capability. This pillar strengthens process flow, reduces variation, and builds a culture of continuous improvement and risk-based decision making.

## LEAD WITH ALIGNMENT

We help organizations connect strategy to daily action so teams can adapt with clarity and resilience. This pillar ensures people, leadership behaviors, and long-term goals stay aligned for sustained performance.



# THE H.E.A.L.<sup>TM</sup> FRAMEWORK

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## WHAT IS IT?

The H.E.A.L.<sup>TM</sup> Framework is a strategic people first system that helps organizations grow people, align leadership, and adapt with confidence in a changing world. Built on four core pillars, it provides a clear and practical path to harnessing human potential, elevate leadership, activate with skills, and lead with alignment.

## PURPOSE OF H.E.A.L.<sup>TM</sup>

The H.E.A.L.<sup>TM</sup> Framework is a people first system designed to help organizations attract, grow, and empower individuals through four integrated pillars: hiring with purpose, elevating leadership, activating skills, and aligning strategy.

From onboarding to leadership development, the framework creates a scalable journey that connects personal growth with organizational success. It equips teams to build trust, solve problems, and lead with clarity, ensuring every person has a meaningful path to contribute.

The H.E.A.L.<sup>TM</sup> Framework provides a repeatable structure to:

- Attract and onboard individuals aligned with values and vision
- Develop human first leaders who foster trust and accountability
- Empower teams with Lean & Quality skills for sustained performance
- Align daily actions with long term strategic goals

Rooted in the belief that every person has value, H.E.A.L. helps organizations build cultures where people thrive and performance follows.



# PILLAR #1

## HARNESS HUMAN POTENTIAL

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You hired good people. You trained them. And they're still leaving.

Not dramatically but quietly. A shift missed, a sick day, then a resignation email you didn't see coming. The problem isn't your people. It's the relational gap between them and the person directly above them, and nobody trained your supervisors to close it.

In today's economic climate and competitive marketplace, workforce stability and risks are becoming increasingly important to achieve business success. The ability to minimize workforce disruptions (turnover, absenteeism, stress/burnout leaves, disengagement, labor/skill shortages...) and their impacts financially, operationally and in client satisfaction can be the difference between achieving strong performance and growth results or falling short of expectations, with missed goals and profit targets. H.E.A.L. Pillar #1 program is designed to help organizations prevent these issues and cultivate a high-performance culture.

### THE PEOPLE-DRIVEN VALUE SYSTEM™

Pillar #1 is built on a simple, proven truth: when supervisors develop the relational capacity to lead across generational lines, retention follows. The People-Driven Value System™ gives them the micro-skills to make that happen, not in theory, but in the actual conversations happening on your floor every day.

### WHY THIS PILLAR IS CRITICAL

Organizations cannot improve performance if employees are unclear, disconnected, unsupported, or leaving faster than they can be developed. When leaders build clarity, trust, psychological safety, and stronger relationships, organizations see faster onboarding, better retention, stronger accountability, and more consistent results.

- Retention lives on the floor, not in HR. The decision to leave is made weeks before the resignation letter, in a moment when someone felt invisible, corrected in public, or just not worth the effort of developing.
- Technical competence is not enough. Your best supervisors were promoted for what they know. They need support for how they lead.
- Generational difference is real and workable. Ignoring it doesn't make it go away. Naming it, and giving supervisors practical language for it, changes everything.



# PILLAR #1

## HARNESS HUMAN POTENTIAL

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### THE 10-WEEK JOURNEY

Three phases. Compounding results. Built into the real work, not delivered beside it.

**Phase 1 – Foundation (Weeks 1–3)** Supervisors understand where the relational climate currently stands and why it matters. Generational context is introduced not as theory, but as practical insight for their specific team. The first micro-skill, *Connect before you correct*, is introduced and practised.

**Phase 2 – Application (Weeks 4–7)** The remaining C.L.E.A.R. skills are introduced in sequence: listening for what isn't being said, engaging across generational difference, acknowledging difficulty without lowering the bar, and reinforcing with consistency. Supervisors practise in real situations, then debrief what they noticed.

**Phase 3 – Integration (Weeks 8–10)** The full C.L.E.A.R. sequence is applied, reviewed, and refined. Remaining friction points are identified. The final week is about permanence: how do we make this the way we lead, not a programme we once did?

### WHAT YOU CAN EXPECT

- Within 30 days: Supervisors are having different conversations. The tone on the floor shifts noticeably.
- Within 90 days: Early retention indicators, including attendance patterns, peer conflict rates, and informal feedback, begin to move.
- By week 10: Your supervisors aren't in a training programme anymore. They're leading differently. And the people under them know it.

### COMMON PITFALLS THIS PILLAR ADDRESSES

- Training that doesn't stick. Most programmes happen in a room and fade by Thursday. The C.L.E.A.R. Commitment Process is applied in context: real situations, structured reflection, compounding skill.
- Waiting until it's too late. The Early Signal Inventory gives supervisors a practical tool for catching disengagement before it becomes a resignation.

### PART OF SOMETHING LARGER

Pillar #1 doesn't stand alone. It is the human foundation that makes every other pillar possible. When your people feel seen, capable, and connected, the Lean processes of Pillar #2, the pathways of Pillar #3, and the FORESIGHT™ of Pillar #4 have something real to build on. That's the H.E.A.L. system. And it starts here.



# PILLAR #2

## ELEVATE LEADERSHIP

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### THE CAREFULL SUPERVISOR

#### WHAT THIS PILLAR MEANS

Most frontline supervisors get promoted for technical skills—not leadership ability. Pillar #2 transforms them from experts into trusted guides who coach with care, build genuine relationships, and create teams that look out for each other.

#### WHY IT'S CRITICAL TO H.E.A.L.

You can hire right, train well, and align executives—but if frontline supervisors can't lead, none of it sticks. Frontline supervisors set the daily tone. When they lead well, everything gets easier.

#### THE CAREFULL SUPERVISOR CONNECTION

For 30 years, I've watched companies buy safety programs that don't work. What does work: develop your frontline supervisors first. The CareFull approach teaches them to work FOR their teams, not manage them. When frontline supervisors build real relationships, people speak up, watch out for each other, and take pride in their work.

### CASE STUDY

#### HOW A MUNICIPAL UTILITY BUILT LEADERSHIP INFRASTRUCTURE THROUGH SUSTAINED SUPERVISOR DEVELOPMENT

New Braunfels Utilities' Safety Manager, Billy Shearer, saw what many miss: you can't build a safety culture without developing frontline supervisors. He brought the PeopleWork Supervisor Academy to his 400-employee utility as a long-term infrastructure investment, not a one-time event.

Supervisors went through the 58-week virtual program with daily micro-learning (under 10 minutes) that fits into operations. They learned better conversation skills, how to build trust, and how to create environments where people speak up about safety.



# PILLAR #2

## ELEVATE LEADERSHIP

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### THE RESULTS

After five years, NBU's employee survey generated 1,413 responses. The participation rates told the story: 85% on retention factors, 80% on positive changes, 78% on leadership support. Those numbers don't happen without genuine trust.

What changed? Employees cited "better leadership," "training and development programs," and "positive changes in department leadership."

The real indicator: after five years, employees asked for MORE development. Billy just committed to three more years—because supervisor effectiveness is the foundation of safety culture.

### ACTIONABLE STRATEGIES

#### 3 WAYS TO START BUILDING CAREFULL SUPERVISORS TODAY:

1. Change how supervisors think about their role. Flip the script: supervisors work FOR their teams, not the other way around. When they start each day asking, "Does my team have what they need to succeed?" instead of "What do I need from them?" the relationship shifts.
2. Make daily connection non-negotiable. Have supervisors greet each person by name every morning. When they take 30 seconds to acknowledge each person and follow up on something personal, they build a relationship foundation where safety and productivity grow.
3. Coach, don't solve. When someone brings a problem to the supervisor, teach them to ask, "What do you think we should do?" before offering answers. This develops problem-solvers, not followers.

#### COMMON PITFALLS TO AVOID

- Treating supervisor development as a one-time event instead of ongoing learning
- Assuming good technical workers automatically become good people leaders
- Measuring supervisor success only by production numbers while ignoring team burnout



# PILLAR #3

## ACTIVATE WITH SKILLS

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The Lean Certification Pathway is a structured, multi-level training system developed by Cycle Time Management (CTM) that provides individuals with the knowledge and confidence to lead improvement efforts at all levels of the organization. It combines foundational learning with hands-on application to ensure Lean thinking becomes second nature.

From frontline team members to strategic leaders, pillar #3 builds the technical and cultural capabilities required to eliminate waste, improve flow, and drive operational excellence.

### DEVELOPING LEAN CAPABILITY THAT TRANSFORMS PERFORMANCE

#### Lean Awareness & Problem-Solving Confidence

- Builds a shared understanding of Lean principles and strengthens the ability to identify and solve problems, resulting in employees who confidently apply Lean thinking in their daily work.

#### Tactical Tools for Waste Elimination

- Equips teams with practical tools such as VSM, 5S, Jidoka, and Visual Management to remove inefficiencies and improve flow, leading to measurable gains in safety, quality, delivery, and cost.

#### Team-Based Kaizen & Engagement

- Encourages collaboration, daily problem solving, and frontline ownership, creating stronger cross functional teamwork and a workforce that actively eliminates waste.

#### Strategic Alignment & Lean Leadership

- Develops leaders who connect improvement efforts to business strategy and guide cultural transformation, ensuring Lean becomes a sustainable, organization wide practice rather than a short term program.

#### Sustainable Culture of Improvement

- Through shared principles, practical tools, engaged teams, and aligned leadership, organizations build a lasting culture where continuous improvement becomes a natural part of how work gets done.



# PILLAR #3

## ACTIVATE WITH SKILLS

### LEAN CERTIFICATION PATHWAY

#### "Building the Foundation for Lean Thinking"

**The Bronze level** is perfect for anyone new to Lean. It builds a solid foundation in Lean philosophy, basic tools, and key terminology. Participants learn how to spot waste, understand what customers truly value, and start applying simple Lean improvements in their everyday work. It's ideal for operators, office staff, new hires, and team members who need an accessible introduction to Lean Thinking.

The Bronze level includes three introductory belt courses:

- **Lean White Belt** gives a high-level overview of Lean principles and shows how Lean Thinking can create personal and professional benefits.
- **Lean Yellow Belt** introduces the 5 Lean Principles and the 7 Wastes, helping participants remove non-value-added activities and improve process flow.
- **Lean Green Belt** teaches how to use the A3 Methodology and PDCA Cycle to lead small improvement projects and support team alignment.

Together, these courses help individuals build confidence, develop practical skills, and contribute to continuous improvement.

#### "Applying Lean Tools to Improve Flow, Quality, and Stability"

**The Silver level** strengthens Lean capability by teaching practical tools that improve daily operations. Participants learn how to map value streams, organize workspaces, create visual systems, standardize processes, and improve flow. These skills help teams boost quality, safety, productivity, and cost performance. It's ideal for frontline leaders, CI practitioners, supervisors, quality staff, engineers, and Lean team members ready to advance their Lean practice.

The Silver level includes several skill-building courses:

- **Value Stream Mapping** teaches how to identify waste in current processes and design a more efficient future state that delivers greater value to customers.
- **5S** provides a structured method for organizing and standardizing the workplace to improve efficiency, safety, and cleanliness.
- **Visual Controls** shows how to make process status visible at a glance using visual aids, displays, and metrics that improve communication and flow.



# PILLAR #3

## ACTIVATE WITH SKILLS

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- **Standard Work** explains how to document and stabilize processes to support consistency, knowledge sharing, and continuous improvement.
- **Jidoka** introduces methods for building quality into processes by detecting and stopping errors early, preventing defects from moving downstream.
- **Just in Time** teaches how to align production with customer demand, reduce excess inventory, and create smoother, more efficient operations.

Together, these courses equip participants with the tools and confidence to support sustainable improvement and stronger operational performance.

### "Leading Enterprise Transformation and Coaching Future Leaders"

**The Gold level** develops advanced Lean leaders who can connect business strategy with enterprise-wide operational excellence. It focuses on systems thinking, coaching, cultural transformation, and leading large-scale Lean deployment. Lean Champions at this level become change agents who guide teams, mentor future leaders, and build sustainable Lean organizations. It's ideal for site leaders, directors, CI managers, Lean consultants, plant managers, executives, and enterprise Lean coaches.

The Gold level includes two leadership-focused courses:

- **Lean Black Belt** equips leaders with the tools to drive Lean through people, processes, and quality. Using the Lean Management System and TWI, participants learn how to improve delivery, customer satisfaction, efficiency, and cost by eliminating waste. They gain hands-on skills in Job Instructions, Job Methods, Job Relations, and Program Development.
- **Lean Master Black Belt** develops leaders who coach, challenge the status quo, and strengthen the Lean Management System. Participants learn how to lead cultural change, teach Lean Thinking, and build organizations rooted in respect, learning, and continuous improvement.

Together, these courses prepare leaders to guide enterprise transformation and develop the next generation of Lean thinkers.



# PILLAR #3

## ACTIVATE WITH SKILLS

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The Quality Pathway represents the essential counterpart to the Lean Pathway within Pillar #3 of the Lean and Quality Framework. While Lean activates skills that drive flow, efficiency, and waste reduction, the Quality Pathway elevates expertise to ensure that every process, product, and decision meets the highest standards of performance and reliability. Together, they form the foundation of operational excellence where continuous improvement and risk-based thinking converge to create sustainable results.

Quality is not a separate discipline; it is the structure that supports Lean thinking. By integrating Quality tools and standards with Lean methods, organizations achieve a balanced system that anticipates failure, prevents defects, and strengthens customer confidence. This alignment ensures that improvement efforts are not only efficient but also effective, compliant, and enduring.

### CORE COMPONENTS OF THE QUALITY PATHWAY

#### 1. APQP, FMEA & CONTROL PLANS

Advanced Product Quality Planning (APQP) and Failure Modes and Effects Analysis (FMEA) provide the framework for proactive risk management. Control Plans translate these insights into actionable process controls that guarantee product integrity. These tools empower cross-functional teams to design quality into every stage of development.

#### 2. SPC, MSA & ROOT CAUSE ANALYSIS

Statistical Process Control (SPC) and Measurement Systems Analysis (MSA) enable data-driven decisions by revealing process variation and measurement reliability. Root Cause Analysis ensures that problems are permanently resolved through disciplined investigation and corrective action.

#### 3. ISO 9001, IATF 16949, ISO 14001 & ISO 45001

These international standards define the structure for quality, environmental, and occupational health and safety management systems. They establish accountability, leadership, and risk-based approaches that align organizational goals with global best practices.



# PILLAR #3

## ACTIVATE WITH SKILLS

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### 4. INTERNAL AUDITING & RISK MANAGEMENT

Internal audits validate the effectiveness of systems and processes, ensuring compliance and continuous improvement. Risk management integrates preventive thinking into daily operations, reinforcing a culture of foresight and resilience.

### THE CONNECTION TO LEAN SKILLS

Lean focuses on eliminating waste and improving flow; Quality ensures that what flows is reliable, safe, and value-driven. When Lean and Quality are practiced together:

- Processes are stable and predictable.
- Teams make decisions based on data and risk.
- Improvement projects deliver measurable, lasting results.
- Customer satisfaction becomes the natural outcome of disciplined process control.

This synergy between Lean and Quality transforms organizations from reactive to proactive; from managing problems to preventing them.

### KEY TAKEAWAY

Pillar #3 unites Lean and Quality as two sides of the same coin: Flow and Excellence. Lean activates performance; Quality sustains it. Together, they create a culture where improvement is continuous, risk is managed, and excellence is the standard.

When organizations embrace the Quality Pathway, they move beyond compliance to leadership. Teams become capable of predicting outcomes, preventing failures, and driving innovation through disciplined systems thinking. This integration builds trust across every level — from operators to executives — and positions the organization as a benchmark for excellence in both process and culture.



# PILLAR #4

## ALIGN WITH LEADERSHIP

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Pillar 4 helps organizations lead with purpose and confidence in times of change. It translates strategy into clear expectations, aligned behaviors, and consistent action so teams understand where the organization is going and how their work supports long-term success. By creating clarity at every level, organizations reduce confusion, speed up decision making, and build the stability needed to navigate uncertainty.

### WHY IT MATTERS

Companies today need more than just tools... they need vision, alignment, and engagement at every level. FORESIGHT™ bridges the gap between strategy and execution by:

- Anticipating future needs and external pressures
- Creating clarity of purpose and leadership alignment
- Connecting strategy to frontline operations
- Embedding learning, feedback, and continuous improvement
- Aligning people and processes for high performance

### WHO'S IT FOR

FORESIGHT™ is ideal for:

- Organizations undergoing Lean or cultural transformation
- Leadership teams seeking strategic clarity and execution discipline
- HR and L&D professionals aiming to connect development with strategy
- Operations teams looking to turn daily work into strategic progress

### BREAKDOWN OF FORESIGHT™

#### **F – Focus on Future Needs**

Stay ahead by scanning the external environment for shifts in markets, technology, workforce, and customer behavior. Proactive thinking helps align people and strategy with what's coming next, not just what's happening now.

#### **O – Operate with Purpose**

Purpose isn't just a poster on the wall, it's a strategic compass. FORESIGHT™ ensures your organization's purpose is clearly defined, lived by your leaders, and connected to team goals and daily work.



# PILLAR #4

## ALIGN WITH LEADERSHIP

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### **R – Realign Leadership Behaviors**

Great strategy fails without aligned leadership. This step helps define, model, and measure the behaviors your leaders need to drive transformation and embody your company values.

### **E – Engage the Frontline**

People doing the work should help shape how the work improves. FORESIGHT™ brings frontline voices into decision-making and continuous improvement, increasing buy-in, innovation, and ownership.

### **S – Structure Feedback Loops**

Change is only sustainable if you learn from it. Build mechanisms to regularly gather input, share progress, and act on what you hear; through daily huddles, Gemba walks, surveys, and visual management.

### **I – Integrate Continuous Learning**

Organizations that grow are those that learn. FORESIGHT™ embeds learning into operations, leadership routines, and project work; so teams are always improving, experimenting, and applying new knowledge.

### **G – Grow Through Strategy Deployment**

Cascading goals and KPIs through all levels of the business ensures everyone knows how they contribute to the mission. This pillar links directly to tools like Hoshin Kanri and the Balanced Scorecard to track progress and maintain focus.

### **H – Harmonize People & Process**

Success requires both high-performing systems and empowered people. FORESIGHT™ ensures Lean tools are applied alongside people development practices to build a culture of excellence and respect.

### **T – Translate Strategy into Daily Action**

Make strategy visible where it matters most... on the floor, in the office, and in routines. This final step ensures your long-term goals come alive in daily work through leader standard work, visual management, and accountability systems.



# OUR HEAL TEAM



## **Dave Condinho**

*Founder, Pillar #4 Champion & Advisor*

With 30+ years in manufacturing operations, I lead business transformation through a framework that creates a scalable journey linking personal growth with organizational success; equipping teams to build trust, solve problems, and lead with clarity.



## **Douglas Brown**

*Pillar #1 Champion & Advisor*

With 40+ years in leadership, I focus on employee engagement and retention, using assessments, manager training, and tools to build trust, strengthen relationships, and create workplaces where people want to stay and grow.



## **Nicki Straza**

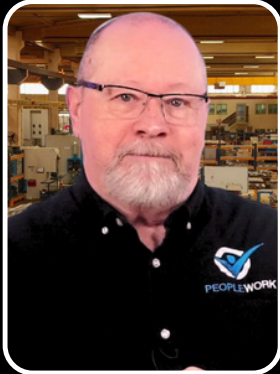
*Pillar #1 Champion & Advisor*

I'm a workplace culture specialist and Certified Flourishing Coach with 25+ years of leadership and development experience, helping organizations build inclusive, trust-based environments where every generation can thrive.



# OUR HEAL TEAM

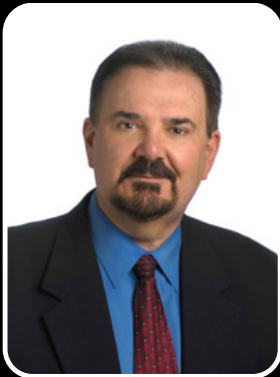
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## **Kevin Burns**

### *Pillar #2 Champion & Advisor*

I help frontline industrial supervisors build the leadership skills that drive operational results, using 25+ years of experience and the PeopleWork Supervisor Academy to develop the key link between leadership and daily operations.



## **William Neeve**

### *Pillar #3 Champion & Advisor*

With 25+ years in Lean manufacturing, I helped shape core cycle time principles and support organizations across North America in improving processes and continuous improvement through Lean and the Toyota Production System.



## **Denis Devos**

### *Pillar #3 Champion & Advisor*

I'm Denis Devos, a quality systems expert in ISO 9001 and IATF 16949. I've spent decades auditing, training, and consulting across North America, earning ASQ Fellowship recognition and leading major advancements in quality management.



# GET IN TOUCH

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We would love to connect with organizations focused on developing people and strengthening operational excellence. Our global team is ready to support your goals and help you take the next step in your transformation journey. Reach out to Lean4Gain to explore how we can partner with you and support your continued growth.

## **Contact Us :**

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