Kaizen Workshop and Rapid Improvement Event

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5-Day Kaizen Event

The aim of this event is to create a cultural mindset shift within the focus areas and wider organisation to embrace change, which is vital in achieving success and sustainability. Therefore, all of our Lean initiatives are focused not alone on those features that are typically visible – technology, tools, techniques and processes – but also those enablers that are crucial to embedding change and creating sustainable results – strategy and alignment; leadership; behaviour and engagement.

Our approach to Kaizen events is based on the Plan-Do-Check-Act (PDCA) methodology:

Identify the problem or specific area of focus	• Formulate a clear problem statement • Set measurable and attainable goals • Identify stakeholders • Initiate necessary communication with ALL stakeholders • Seek to gain alignment, buy-in and approval
Analyse the problem or specific area of focus	• Divide the overall system into manageable parts • Map and understand the current process • Collect and analyse data to validate root cause • Formulate a hypothesis • Verify or revise the original problem statement where necessary
Create a vision of what is possible – *examples could include the following:*	• Implementing new procedures, processes or systems • Elimination of 75% of the steps in the process • Reduction of hand-offs by 50% • Standardization in 75% of the work methods • Implement visual management in the process
Select tools appropriate at the Plan stage	• Direct observation of the process • Process mapping • Brainstorming • Spaghetti diagrams • Cause and effect diagrams • Pareto analysis
Develop solutions for the future state	• Test out the hypothesis • Get stakeholder approval for chosen solution
Implement the solution on a pilot/trial basis – 'Trystorming'	• Simple trials or tests in a controlled environment
Evaluate the results	• Gather the data from 'trystorming' • Analyze to validate hypothesis
Did it achieve the required results?	• If yes, proceed to the Act stage • If no, revert to the Plan or Do stages
Implement the solution	• Identify any systemic changes needed • Identify and mitigate any risks • Organize training for full implementation • Plan ongoing monitoring • Look out for other improvement opportunities so that you can go through the PDCA cycle internally at a later date

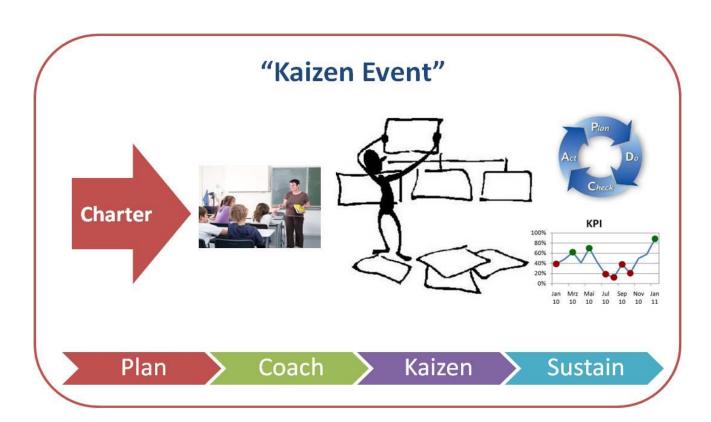| Key Activities	Deliverables
• Build on initial discussions by engaging with stakeholders and sponsors as relevant • Establish a suitable governance team/steering framework for the engagement • Confirm roles and responsibilities for the engagement • Confirm existing Lean/Kaizen knowledge and exposure • Review the current drivers for change • Understand how change is perceived and what engages staff in the target area for Kaizen • Understand customer and stakeholder requirements/prevailing challenges and mindset • Confirm critical to quality requirements • Brief relevant staff regarding aims and objectives • Identify any metrics/data required for Kaizen • Finalize a project charter for the engagement with agreed scope, expectations and deliverables • Finalize logistics, schedule and staff input required for the Kaizen	Full understanding of critical to quality requirements as well as prevailing issues/challenges among staff members Metrics/data confirmed to act as baseline for Kaizen activity Final engagement governance structure, work plan, framework, schedule and logistics
	Required participants Excelledia engagement partner Excelledia facilitator Relevant sponsor and stakeholders
	Methods of Delivery Teleconferences

This graphic outlines our specific approach for Kaizen delivery

Key Activities	Deliverables
Kaizen Event Day 1: Setting the scene and establishing the current state	Successful solution trialed and implemented by staff with action plans to address follow-up items and ensure sustainability
• Meet the teams • Deliver required training/coaching • Finalize baseline data collection (if required) • Set measurable and attainable goals • Review and formalize problem statement and shared need • Agree on the shared vision and translate into action items • Define measures of completion • Finalize initial diagnostic work outcomes – stakeholder feedback, circles of work, spaghetti maps, travel measurement, cycle times, etc. • Commence current state process mapping • Debrief and preview Day 2	Staff with expertise and motivation to build on initial Kaizen approach and sustain improvements
	Required participants Excelledia facilitator Cross functional team Key sponsors/stakeholders
Kaizen Event Day 2: Diagnosing the current process and establishing the improved future state	**Methods of Delivery** Workshop
• Review and reflect on previous day's work • Agree on and finalize a current state process map • Agree on current wastes and root causes • Brainstorm solutions for the future state • Agree on future state process with action items identified and prioritized • Debrief and preview Day 3	
Kaizen Event Day 3: Developing the improved future state process	**Methods of Delivery**
• Review and reflect on previous day's work • Review prioritized action items with each team • Develop a plan for realizing the future state • Coach on specific tools that may be needed to address pilot action items • Commence 'Trystorm' (trial implementation) to address specific prioritized action items • Debrief and preview Day 4	
Kaizen Event Day 4: Piloting improved future state process	
• Review and reflect on previous day's work • Continue 'Trystorm' (trial implementation) to address specific prioritized action items • Deploy the trial and monitor for results against baseline data • Assess performance vs expectations • Modify 'trystorming' approach based on outcomes • Debrief and preview Day 5	

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Kaizen Event Day 5: Implementing and sustaining improvements	Methods of Delivery
• *Review and reflect on previous day's work* • *Review performance vs expectations* • *Deploy a Failure Modes Effect Analysis (FMEA) approach to mitigate any risks* • *Discuss lessons learned* • *Develop a communications plan and elevator speech for those stakeholders affected by change* • *Develop an action plan for next steps including those tools required for sustaining improvements – standard work documents, metrics for success, dashboards/scorecards for ongoing audits, 'successful change' check list* • *Identify necessary training requirements for relevant staff on any process changes* • *Finalize presentation for team report-out* • *Debrief and review/reflect on overall event*	

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