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Lean Event Facilitation Guide

A step-by-step guide to facilitating a successful LEAN EVENT

LEANOhio SIMPLER • FASTER • BETTER • LESS COSTLY

1-1-16

Lean Event
Facilitation Guide

Icons in this guide:

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Event Launch Checklist

- ☐ Flipchart paper
- ☐ Butcher-block paper for the process maps
- ☐ Masking tape and transparent tape
- ☐ Sticky notes (3 x 3 notes in green, yellow, blue, purple, orange and pink)
- ☐ Thick flipchart markers and thin Sharpie markers
- ☐ Pencils
- ☐ Name tents
- ☐ Green stickers
- ☐ Scissors
- ☐ Standard pig drawing grid (if you plan to do the “standard pig” exercise)
- ☐ Copies of the scope document (one for each team member)
- ☐ Computer, projector, screen, speakers
- ☐ LeanOhio Tool Kits (one for each team member)

Slide Deck

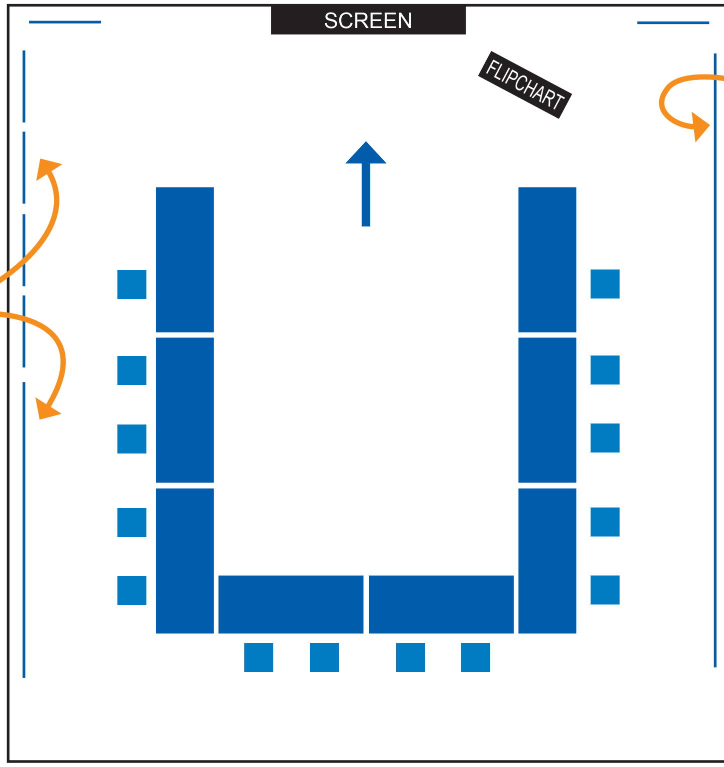
You are encouraged to use the slide deck that has been created by LeanOhio for use during Lean events. Wherever you see the slide icon in this guide, there are companion slides that go with that section. Contact the LeanOhio Office to get the latest version in PowerPoint format.

- Review the slides well in advance of the Lean event.
- Create and add slides that you think need to be included.
- Before any team members arrive for the first session of the event, connect the computer with the projector and confirm that the image is focused and ready to go. Check the audio, confirm that you have an Internet connection, and open tabs for each video clip you plan to use.
- During the Lean event, avoid reading from the slides.

Room Set-Up

The exact room set-up will depend in part on the number of team members and the size/shape of the room. But nearly all rooms can accommodate a horseshoe configuration, which works best.

As the event unfolds and information is put on the flipcharts and butcher-block sheets, tape everything to the wall.



Start with a long piece of butcher-block paper taped to a wall. This is where the team will map out its current-state process.

At the end of each session you may need to pack-up the materials on the walls. Take pictures, number and title sheets and tape if needed.

Time Management

Throughout this guide, times are shown for each of the Lean event segments. These times are based on experience, *but they are only approximations.* Every event is unique, so expect the actual times to vary from one segment to another. Use your judgment, giving more time when needed – and reducing the time when it makes sense. Just be sure to keep pace overall so that the team stays on schedule.

Training Segments

Just-in-time learning is built into the Lean event. This occurs in the form of brief training segments where you as the facilitator, or someone you bring in for this, instructs the team. These segments occur at the point where the information is needed and put to work.

Session 1: Level Setting	Session 2: Current State	Session 3: Clean Sheet Redesign	Session 4: Future State/ Implementation Plans	Session 5: Implementation Plans
Time: Approx. 2 hours	Time: Approx. 4 hours	Time: Approx. 3 hours	Time: Approx. 3 hours	Time: Approx. 3 hours
• Introductions • Scope • Level Setting • Goals • Consensus on Charter • SIPOC	• Training: Process Mapping • Current State • Tim U. Wood (Value Add) • Silent Brainstorming	• Affinitize Brainstormed Ideas • Prioritize Ideas • Clean sheet Redesign • Report out Clean Sheet	• Creation of Future State • Consensus of Future State • Implementation Plans	• Implementation Plans • Informal Report Out

Session 1: Level Setting (Approximately 2 hours)			
1 a.	Welcome and overview: Senior leadership kickoff	Page 10	10 min
1 b.	Team member introduction and expectations	Page 10	15 min
1 c.	Training: What is a Lean event?	Page 11	15 min
1 d.	SIPOC	Page 11	30 min
1 e.	Review of project charter/scope, goals and baseline data	Page 12	30 min
1 f.	Gain consensus of project charter/scope and define any additional baseline data needed	Page 12	10 min
1 g.	Next steps: instructions to gather additional data or materials (forms) needed for next session	Page 12	10 min

The times shown in this guide are approximations based on experience from 50+ Lean events. They are provided here to serve only as a guideline. When you're facilitating an event, use your judgment to determine how much time should be given for each segment. You'll likely devote more time to some segments and less time to other segments, depending on how the team is doing.

Also, you won't see breaks for each session. Use your judgment as a facilitator to call breaks and to schedule lunch when they make the most sense.

Session 1: Level Setting	Session 2: Current State	Session 3: Clean Sheet Redesign	Session 4: Future State/ Implementation Plans	Session 5: Implementation Plans
Time: Approx. 2 hours	Time: Approx. 4 hours	Time: Approx. 3 hours	Time: Approx. 3 hours	Time: Approx. 3 hours
• Introductions • Scope • Level Setting • Goals • Consensus on Charter	• Training: Process Mapping • Current State • Tim U. Wood (Value Add) • Silent Brainstorming	• Affinitize Brainstormed Ideas • Prioritize Ideas • Clean sheet Redesign • Report out Clean Sheet	• Creation of Future State • Consensus of Future State • Implementation Plans	• Implementation Plans • Informal Report Out

Session 2: Current State (Approximately 4 hours)			
2 a.	Welcome back: preview of the session	Page 13	10 min
2 b.	Training: Process Mapping	Page 13	15 min
2 c.	Develop current state process map	Page 13	120 min
2 d.	Training: Tim U. Wood (Value Add)	Page 15	15 min
2 e.	Identify waste and value-added activities	Page 15	30 min
2 f.	Just in time training: Six Sigma, Lean, batching, standard work, brainstorming etc.	Page 16	30 min
2 g.	Silent brainstorm improvement ideas	Page 18	10 min
2 h.	Next Steps: Wrap-up	Page 18	10 min

Session 1: Level Setting	Session 2: Current State	Session 3: Clean Sheet Redesign	Session 4: Future State/ Implementation Plans	Session 5: Implementation Plans
Time: Approx. 2 hours	Time: Approx. 4 hours	Time: Approx. 3 hours	Time: Approx. 3 hours	Time: Approx. 3 hours
• Introductions • Scope • Level Setting • Goals • Consensus on Charter	• Training: Process Mapping • Current State • Tim U. Wood (Value Add) • Silent Brainstorming	• Affinitize Brainstormed Ideas • Prioritize Ideas • Clean sheet Redesign • Report out Clean Sheet	• Creation of Future State • Consensus of Future State • Implementation Plans	• Implementation Plans • Informal Report Out

Session 3: Clean Sheet Redesign (Approximately 3 hours)			
3 a.	Welcome back: preview of the session	Page 19	10 min
3 b.	Review Current State/Tim U. Wood	Page 19	10 min
3 c.	Review/add brainstorm improvement ideas	Page 19	10 min
3 d.	Affinitize (group) the improvement ideas into like categories	Page 19	15 min
3 e.	Small Groups prioritize top ideas and identify the challenges and payoffs of each (report out of top ideas)	Page 20	30 min
3 f.	Training: Clean-sheet redesign, transformation (2-3 groups)	Page 20	15 min
3 g.	Clean Sheet Redesign	Page 21	60 min
3 h.	Clean Sheet Report Out: Common and Unique	Page 21	20 min
3 i.	Next steps	Page 22	10 min

Session 1: Level Setting	Session 2: Current State	Session 3: Clean Sheet Redesign	Session 4: Future State/ Implementation Plans	Session 5: Implementation Plans
Time: Approx. 2 hours	Time: Approx. 4 hours	Time: Approx. 3 hours	Time: Approx. 3 hours	Time: Approx. 3 hours
• Introductions • Scope • Level Setting • Goals • Consensus on Charter	• Training: Process Mapping • Current State • Tim U. Wood (Value Add) • Silent Brainstorming	• Affinitize Brainstormed Ideas • Prioritize Ideas • Clean sheet Redesign • Report out Clean Sheet	• Creation of Future State • Consensus of Future State • Implementation Plans	• Implementation Plans • Informal Report Out

Session 4: Future State/ Implementation plans (Approximately 3 hours)			
4 a.	Welcome back: preview of the session	Page 23	10 min
	Review Common and Unique and Clean Sheet Redesigns		15 min
4 b.	**Futute State** If necessary assignment of subgroups: • Subgroup: Develop future state • Subgroup: Additional subgroup (and size of group) can be formed at this point as determined by the facilitators and team leaders.	Page 23	60 min
4 c.	Subgroup report outs, gain consensus on future state	Page 23	25 min
4 d.	In subgroups: develop implementation plans, Round 1	Page 24	60 min
4 e.	Next steps	Page 25	10 min

Session 1: Level Setting	Session 2: Current State	Session 3: Clean Sheet Redesign	Session 4: Future State/ Implementation Plans	Session 5: Implementation Plans
Time: Approx. 2 hours	Time: Approx. 4 hours	Time: Approx. 3 hours	Time: Approx. 3 hours	Time: Approx. 3 hours
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Session 5: Implementation plans (Approximately 3 hours)			
5 a.	Welcome back: preview of the session	Page 26	15 min
5 b.	Review Future State (final consensus)	Page 26	20 min
5 c.	Continued Subgroup work/implementation plans and report-out (round two and three)	Page 26	60 min
5 d.	Decide on a team name and take team photo	Page 27	15 min
5 e.	Conclude work on future-state process and implementation plans	Page 27	30 min
5 f.	Informal report-out to sponsor	Page 27	30 min
5 g.	Next Steps: schedule follow-up metings	Page 27	10 min

BEGIN SESSION 1
(Level Setting)

Notes

1a. Welcome and overview: Senior leadership kickoff (10 minutes)

- **Welcome the team.**
- **Introduce yourself.** Tell them about your Lean background. If you've been a Lean team member, mention it so they know you've been in their shoes.
- **Provide an overview of Lean.** Emphasize that no one is going to lose their job as a result of changes developed by the team.

LeanOhio's slide deck for Lean events opens with a series of slides for this segment. You can use some of them or all of them. Contact the LeanOhio Office for the most up-to-date slides.

Senior leadership kickoff

Whenever possible, senior leadership and the team sponsor should be on hand to voice support, underscore the importance of the project, and encourage team members to exercise their creativity. Brief comments can go a long way in energizing the team.

- **Hear from the Director and/or Assistant Director and/or another senior leader.**
- **Hear from the Lean event sponsor(s).**

1b. Team member introductions (15 minutes)

- **Have each person introduce themselves. Have each person say their name, agency, job, and their expectations for the event.**
- **Write the expectations on a flipchart sheet.**

1c. Training: What is a Lean event? (15 minutes)

Notes

The Lean event slide deck includes quite a few slides for this segment. Use them to provide an overview of what happens in a Lean Event, weaving in your own experiences and examples to illustrate key points.

1d. SIPOC (30 minutes)

The SIPOC diagram provides a big-picture view of all key elements in the process: suppliers, inputs, the process itself, outputs, and customers. By developing a SIPOC early on, team members establish a common understanding – and they set the stage for development of the current-state process map.

Prepare the flipchart sheets and have them taped to the wall before team members arrive for the first session. Place one flipchart sheet. Write SIPOC across the full width at the top of the sheet.

- **Explain what a SIPOC is and why it's important.**
- **Begin with process (middle column).** If the scope document includes a high-level depiction of the process that numbers 5-8 major steps, put each of these steps on a separate sticky note, and paste them from left to right at the bottom of the SIPOC. If the scope document does not include these, create them from scratch using the team's input. Get consensus on the 5-8 process steps and make any changes needed.
- **Move on to the customer column.** Get input from the team by asking, "Who is on the receiving end of this process?" "Who benefits from the process?" "Who needs what this process delivers?"
- **Fill in the outputs column.** Again, prompt the group. ("What does this process produce?" "What do people get from this process?"). List their responses.
- **Ask the team for the inputs to the process**, and write down what they say. "What do you need for this process?" "What supplies, materials, labor, and other ingredients do you need to get the job done?"
- **Lastly, ask them to identify all the suppliers of these inputs.**
- **Review the SIPOC to confirm that it's complete.**
- **Get consensus on SIPOC**

Notes

See the Appendix for more about SIPOC.

Download the LeanOhio Tool Kit for guidance on using SIPOC and 40 other tools. Go to ***Lean.Ohio.gov/resources.aspx***

1e. Review the project charter/scope, goals and baseline data (30 minutes)

The project charter/scope document is the launch point for the Lean event. It contains so much important information that it often makes sense to have copies ready for handing out at this point to all team members.

- **Review the full project charter/scope document, explaining it and answering questions.**
- **Involve the team leader(s) in reviewing the scope document with the group.** If the facilitator (you) does all the talking here, some might see this as *your* project and not *their* project. So it's important that the team leader is ready to present part of this. Get with them in advance to decide who will explain what.
- Review the project goals and baseline data

1f. Gain consensus of project charter/scope and define any additional baseline data needed (10 minutes)

1g. Next Steps (10 minutes)

- Recap session
- Review Parking Lot
- Give instructions on Action Items or any work needed prior to next meeting, i.e, additional data collection tasks.

END SESSION 1

BEGIN SESSION 2
(Current State)

Notes

2a. Welcome back: preview the session (10 minutes)

- **Welcome the team.**
- **Quickly review the team's progress from the previous session, then provide an overview of today's agenda.**

It's wise to arrive at least 30 minutes before team members arrive. This gives you time to review the session's agenda and organize materials. It's helpful to put the sessions agenda on flipchart paper.

2b. Training: Process Mapping (15 minutes)

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Use any or all of the following slides to provide targeted training before the team develops its current-state process map.

- Why process map?
- Process mapping steps
- Process mapping key
- Process mapping key: arrows
- Example (4 animated slides)

2c. Develop current-state process map (120 minutes)

Tape a stretch of butcher-block paper horizontally on the wall. Do this *before* team members arrive for the session.

Of all the segments in an event, development of the current-state process map will require the most time. The estimated time provided here is just that: an estimate.

- **Reorganize the seating as needed so that everyone is close to the butcher block paper.** This is important because you want everyone to feel involved.
- **Start with a simple question: "Who starts this process?"** Paste the note to the upper left of the butcher-block sheet to create the first swim lane. Assign jobs to team (individuals to write post-it notes)
- **Ask the next question: "What does this person do in the first step of the process?"** Each yellow sticky note should describe an activity in which work is performed in the process.

- **As decision points are identified, write them on blue sticky notes placed sideways in diamond format so they stand out.**
- **To help the group achieve momentum, keep asking, "Okay, *then* what happens?"**
- **When the group seems unclear on a step or decision, ask clarifying questions before finalizing the sticky note.**
- **Create a new swim lane for each new activity that is done by a different function.**

See the Appendix for more about process mapping.

Want more guidance? Here are some proven tips and tricks for guiding a group as they develop a current-state process map:

- **Process mapping can start slowly, so don't by overly concerned if the first 30 or so minutes seem sluggish.** The team will get into a rhythm as long as you keep asking questions to get at what happens next...and next…and next in the process.
- **Have team members do the writing on the sticky notes.** Do this after you've set a precedent for the level of detail on each note. Help them as needed early on so they get it right.
- **If people talk over each other, mention the importance of one voice at a time. Address this problem as soon as it surfaces.**
- **People can jump to solutions when process mapping. Pull them back so they focus on what is currently happening with the process.** Remind them that brainstorming will be done soon – and that they should jot down any ideas for later.
- **If you see people shaking their heads in apparent disagreement with others on the team, kindly ask them to share their perspectives.** This might cause a little discomfort in the short term, but it will ensure that all views are heard – and it will make for a more thorough and accurate current-state process map.

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2d. Training: TIM U WOOD (Value Added) (15 minutes)

- **Review the eight forms of waste.** Weave in any examples you might have, and prompt the group to share examples of their own.

  - Transportation
  - Information, Inventory
  - Motion
  - Underutilization
  - Waiting
  - Overprocessing
  - Overproduction
  - Defects

- **Review the concept of work activities being *valued-added (VA), non-value-added, and non-value-added but necessary*.**

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See the Lean event slide deck for related slides.

See the Appendix for more about the eight forms of waste.

2e. Identify waste and value-added activities (30 min.)

In this hands-on segment, team members put their new knowledge to work by uncovering all occurrences of waste in their current-state process *and* all value-added activities. They literally walk along their process map, tagging each occurrence with an orange post-it note. Orange post-it notes are used to mark waste, while green stickers mark value-added activities.

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The Lean event slide deck includes two optional slides that you can use to explain this activity to the team.

- **Briefly describe the activity, and pass out supplies.** Give three green stickers to customers of the process or “fresh perspectives” from other agencies.

- **Provide additional instructions so everyone is clear:**

- Paste an orange post-it where there’s an occurrence of waste.

- When placing an orange sticker, write one or more initials to show what kind of waste is occurring at that point: T I M U W O O D

- *Everyone* should review the *entire* current-state process.

- Give the group 10 minutes for this activity, then prompt them to leave their chairs and begin.

Notes

- **When the team completes its work, point out their big accomplishment: They have set the stage for improvement by methodically identifying all occurrences of waste *and* by pinpointing those important value-added activities.**

Don't worry if this activity gets off to a somewhat slow start. As people approach the process map and get in gear with the task at hand, engagement will gain strength. Conversations will start. Whatever you do, don't end this activity too soon, and don't push it too hard. Experience shows that when the facilitator steps back and lets this process play out, teams do a great job.

2f. Just in Time Training: Six Sigma, Lean, batching, standard work, etc. (30 minutes)

This training segment lets you provide just-in-time information to the team, on topics that the team most needs at this point in its event. You decide what to teach the team.

Perhaps you've noticed during process mapping that there's an excess of batching – so you decide to talk about the concept of "first in, first out" and having work flow through the process without interruption. Or maybe you see that the process is based on a push system – so you plan to devote some training time to "push" vs. "pull."

See the Appendix for a checklist of possible training topics.

The Lean event slide deck includes slides on the following topics. Use the ones you want, and skip (or hide) the rest.

- What is Six Sigma?
- Variation is Evil!
- What is Lean?
- Push vs. Pull
- Batching
- Standard Work

Activity to illustrate standard work: Pig drawing

The "pig exercise" has become a classic among Lean practitioners, because it does such a good (and funny) job of illustrating what happens when variation runs wild.

The Lean event slide deck includes slides that will help you guide the team through this activity.

Notes

- **Give each person a blank sheet of paper, and instruct them to draw a pig *in 40 seconds* that includes the following.** Tell them that this is what the customer is requesting.
  - Body • Four legs • Tail • Mouth
  - Nose • Two ears • Eye • Nostrils
- **Have everyone hold up their drawings.** People will see some funny-looking pigs – and they'll also see how the outcome can be quite varied when the work process is nonstandard.
- **Hand out a new sheet of paper to each person, this one showing a grid with nine cells. Call up the slide that shows what parts of the pig go where on the grid.** Have the group redraw the pig, following the 13 steps as shown on the screen.
- **Debrief the activity by posing a few key questions:**
  - What made the difference in outcomes? (Emphasize the value of having standard work processes.)
  - How does this relate to your own work and work processes?
  - What insights can you apply in efforts to improve your process?

Training: Error-proofing through poka-yoke

The Lean event slide deck has quite a few slides relating to the mistake-proofing approach known as poka-yoke. Included are photos that show poka-yoke in action. Review these in advance of this segment so you can decide which slides to use.

- **Use your selected slides to explain poka-yoke.** Show how simple solutions can prevent mistakes, defects, and rework.
- **As always, ask people to share their own examples.**
- **Show how poka-yoke applies to government.** One of the biggest poka-yoke opportunities is in the area of forms, where countless form fields and complex instructions lead to inaccuracies, missing information, loopbacks, rework, and delays.
- **Explain how concentration diagrams and Pareto charts can be used to reveal where improvements will have the biggest impact.**
- **Examples from LeanOhio projects.**
- **Ask the group how poka-yoke can be applied in this Lean event.**

2g. Brainstorm improvement ideas (10 minutes)

This segment marks an important transition in the Lean event. Team members turn their focus to possibilities, beginning with an activity in which they brainstorm potential improvement ideas.

Give each team member a thin Sharpie and 10 or so sticky notes. Put the note pads on the tables so people can get extras if needed. Then set up the activity with these instructions:

- "**Work individually on this.** We will compare notes and talk about the ideas soon, but for now, people are to work alone."
- "**Write down one improvement idea (solution) per sticky note.** You can generate as many ideas/notes as you want. The idea here is to generate *all* of the ideas and get them on paper and in the open."
- "**Unleash your creativity.** For this exercise, money isn't an issue. Nor is staffing, IT, or anything else. Don't be constrained. Write down *all* of your ideas, one per sticky note."
- "**Be guided by the big discoveries the team has made about its current-state process.** For example, if you've seen that there are many points of entry that are causing confusion, generate some improvement ideas that are about solving this."
- "**Feel free to get up and look at the current-state map, which shows all occurrences of waste.** You're likely to get improvement ideas as you walk along the mapped process."
- "**When writing each idea, be specific so we'll know what you mean.** For instance, instead of writing one word like *streamline*, write down a specific action that explains how to streamline. Keep it brief, but write enough so that other team members who read your note will understand what you're saying."

Collect all the sticky notes *as they're completed,* and paste them next to each other in no particular order on a nearby wall.

2h. Next Steps (10 minutes)

- Recap session
- Review Parking Lot
- Give instructions on Action Items or any work needed prior to next meeting, i.e, additional data, collection moduals or tasks.

END
SESSION
2

Notes

BEGIN SESSION 3
(Clean Sheet Redesign)

Notes

3a. Welcome back; preview the session (10 minutes)

- **Welcome the team.**
- **Quickly review the team's progress from the previous session, then provide an overview of today's agenda.**

3b. Review Current State/Tim U. Wood (10 minutes)

3c. Review/add brainstorm improvement ideas: (10 minutes)

- To levelset take time to review brainstormed ideas from previous session. Allow the team to add additional brainstorming ideas.

3d. Affinitize (group) the improvement ideas into like categories (15 minutes)

Now it's time for the team to review and sort all of the brainstormed ideas. Have them leave their chairs and walk over to the wall with all of the posted sticky notes, then give these instructions:

- "**Group the ideas into five or so like categories.** Read through each idea, find the ones that are similar, and move/repost them on the wall in their own separate groupings."
- **"Remain silent while grouping the ideas."**
- "**As categories emerge, take a bigger sticky note and write down a one- or two-word category title.** When you're done, there should be approximately five groupings, each with its own title."
- **When the team members have all of their improvement ideas in labeled categories on the wall, ask them to review the results.** As one or more people explain how they arrived at the categories, everyone will get a recap, setting the stage for the next segment.

Be patient as team members gather steam with this activity. Let them do their work, but be there to answer questions – and to intervene if the group seems to be getting off track.

Notes

This grouping process makes use of a tool known as an affinity diagram. For more about this and 40 other tools, download the LeanOhio Tool Kit at **Lean.Ohio.gov/resources.aspx**

3e. Small Groups prioritize top ideas and identify the challenges and payoffs of each (report out of top ideas) (30 minutes)

This is the first time in the event in which people work simultaneously in subgroups. For this segment, there is to be one subgroup for each of the categories of improvement ideas.

- **Have team members self-select into one of the subgroups.** Depending on the size of group you may need to combine 2-3 topics per team. Most people will gravitate to the category of ideas that most relates to their work and expertise.
- **Have people move so that each subgroup is sitting together. Each one should have flipchart sheets and a marker.**
- **Make sure the subgroups have approximately the same number of people in each.**
- **Instruct the subgroups to:**
  - Review all of the sticky notes in their category, selecting 3-5 improvement ideas to put forward as recommendations to the team.
  - On a flipchart sheet, list **challenges** on the left and **payoffs** on the right. **Challenges** are possible barriers, pitfalls, or other potential problems relating to implementation of the idea. **Payoffs** are the qualitative and quantitative gains likely if the idea is implemented.
  - Be ready to present their recommendations to the full team, with an explanation of the possible challenges and payoffs.
  - Teams answer questions from the group.

3f. Training: Clean-sheet redesign, transformation (15 minutes)

This segment sets up the clean-sheet redesign activity.

- **Over the next 60 minutes, people will work in 2-3 new subgroups. Each subgroup will create a clean-sheet redesign of the process.** This work pulls together their understanding of the current-state process and the top improvement ideas.

Notes

- **The aim is to be *transformational*.** This is a key point. It means creating a new process that is significantly better than the old one, that sharply reduces process steps and costs, and that cuts the start-to-finish process time by at least 50%.
- **When drafting the clean sheet redesign, subgroups should try to match the level of detail on the current-state process.**
- **Call attention to the design tips listed on the back of their name tents.**

3g. Clean-sheet redesign (60 minutes)

Each subgroup should work in its own breakout room or walled-off area. If this isn't possible, station the subgroups as far apart as possible, to ensure that they work entirely on their own. Tape butcher-block paper horizontally on the wall in each work area. *These important set-up steps should be done in advance.*

Reorganize team members into new subgroups. Talk with the team leader ahead of time to decide who will be in each clean-sheet subgroup. Populate each one with a mix of individuals from the previous subgroups (that worked on challenges and payoffs), but also consider individuals' knowledge of the process, their personalities, whether they're a customer or a fresh-perspective team member, their process-mapping skills, etc.

- **Remind everyone to follow standard process-mapping colors**: yellow sticky notes for *what* (tasks, steps), blue (diamond) for *decision points*, and pink for *functions/who* (swim lanes).
- **Emphasize the expected ouput**: Each subgroup will produce a fully mapped redesign of the process and present it to the team.

Give the subgroups about 60 minutes for this important activity, but *please note that the required time can vary quite a bit.* Adjust accordingly.

3h. Clean Sheet Report Out: Common and Unique (20 minutes)

When all subgroups have finished their work, have each of them explain their newly designed process in detail.

- **If the subgroups have worked in different rooms, have the whole group walk over to the main room for report-outs.** They should bring their newly designed process maps with them.

Notes

- **Prompt the first subgroup to explain its transformed process.** Give 5-10 minutes per report-out. Encourage others in the team to ask questions and share their observations.
- **After the subgroups report-out, ask the team to cite improvements and other features included in the redesigns.** List these on a flipchart sheet titled "In Common."
- **Now ask the team for improvements and other aspects that were unique to each of the subgroup redesigns.** List these on a separate flipchart sheet titled "Unique."
- **As a wrap-up, ask the group, "Are these ideas *transformational?*"** This will generate conversation that can elevate certain clean-sheet ideas to a "must implement" level.

3i. Next Steps (10 minutes)

- Recap session
- Review Parking Lot
- Give instructions on Action Items or any work needed prior to next meeting, i.e, additional data, collection moduals or tasks.

END SESSION 3

BEGIN SESSION 4
(Future State/Implementation Plans)

Notes

4a. Welcome back; preview the session (10 minutes)

- **Welcome the team.**
- **Review progress thus far, then summarize today's agenda.**

Review Clean sheet redesign (30 minutes)

4b. If necessary assign in subgroups (60 minutes)

This segment may use subgroups (depending on size of team):

- **One subgroup is to develop the future-state map.** This subgroup should include people from all previous clean-sheet subgroups – with the facilitator determining who is included.
  - Have them work in a separate room if possible.
  - They are to follow process-mapping conventions.
  - Give them access to all needed materials.
  - Underscore the expected output: They are to develop a map of the future-state process and be ready to present it to the full team.
- **A second subgroup (if needed) can begin working on the implementation plans: like forms or training**.

4c. Subgroup report-outs, consensus on future state if applicable (25 minutes)

Have all subgroups present their findings.

- **Encourage questions and dialogue.** This is especially important when the proposed future-state process is being presented. Many team members will be in favor and ready to move on, but some might have questions, and some might even have differing views. Now is the time to talk it through and build consensus.
- **As the group agrees to refinements to the future-state process, based on the unfolding conversation, make sure that those refinements are added to the process map.**

Notes

4d. In subgroups: Develop implementation plans, Round 1 (30-60 minutes)

In this segment, teams work in subgroups, developing implementation plans that cover every aspect of the rollout.

- **Each subgroup of three or so people focuses on a specific area or topic.** Below is a list of implementation plans that are commonly developed by teams (but there are additional possibilities). As the facilitator, you should be fairly clear at this point on which implementation teams are needed.

  - Communications
  - Human Resources
  - Forms
  - Facilities
  - 60-Day Plan
  - Dashboard, Scorecard
  - Training
  - Technology or IT
  - Checklists
  - Policies/Procedures
  - Backlog

- **Each subgroup (except the dashboard subgroup) is to create an action register for their focus area.**

See the Appendix for an action register template.

WHAT	WHO	WHEN
What task or objective needs to be accomplished?	Who will take the lead to ensure that the team accomplishes it?	When will the task begin, and when it will be completed?

- **Equip each subgroup with flipchart paper and a marker, make sure everyone understands the assignment, and establish a time for the entire team to reconvene and report.**

As the subgroups begin to develop their action registers, ensure that they clearly document what, who, and when.

If a subgroup completes an action register while all the other subgroups are still working, you can assign a new focus area for a new action register.

4e. Next Steps (10 minutes)

Notes

- Recap session
- Review Parking Lot
- Give instructions on Action Items or any work needed prior to next meeting
- Identify SME's needed for next session

END SESSION 4

BEGIN SESSION 5
(Implementation Plans)

Notes

5a. Welcome back; preview the session (15 minutes)

- **Welcome the team.**
- **Review progress thus far, and give the team a well-deserved pep talk.** They've accomplished a lot!
- **Summarize what the team will get done in its final session of the event.** They will finalize their improvement plans and the projected results.

5b. Review Future State (20 minutes)

- **To level set, review future state again.**

5c. Continued Subgroup work/implementation plans and report-outs, Round 2 and 3 (60 minutes)

- **As the rest of the session unfolds, continue to use subgroups to develop implementation plans.** Manage the time accordingly. *Make sure that all subgroups present their action registers to the whole group.*
- **Assign a subgroup to analyze key measures and cost savings based on implementation of the future state.**

MEASURE	CURRENT	FUTURE	CHANGE (%)
Process Steps			
Decision Points			
Handoffs			
Delays			
(Other)			
Process Lead Time			
Cycle Time			

Direct Cost Savings	
Redirected Work Hrs	

Notes

- **Bring in subject-matter experts if needed.** Sometimes when people are developing an implementation plan, they have questions for someone back at the workplace. Encourage them to reach out to the needed source of information. This should be the case throughout the event.

5d. Decide on a team name, and take a team photo (15 minutes)

- **Guide the group in coming up with a name for the team.** Ask team members for ideas, list the potential names on a flipchart, then see which one rises to the top.

- **Gather everyone for a team photo.** The photo will be included as a slide in the team presentation, and it might also be used by the agency(s) involved in the Lean event for their internal communications. Many of the event articles posted at Lean.Ohio.gov include team photos.

5e. Concluding work on the future-state process and implementation plans (30 minutes)

- **If any implementation plans still need to be created, set up additional subgroup(s) and get them working.** You might see the need for another action register following yesteday's work, perhaps after talking things over with the team leader. Now is the last in-event opportunity to get it done.

5f. Informal Report-out to sponsor (30 minutes)

- **Make sure the team leader and others from the involved agency(s) have invited senior leaders and stakeholders to the informal presentation.** This is more than just another presentation – it's a golden opportunity to begin the change process by commucating and promoting the improvements.

- **Have the team sponsor and agency director provide concluding comments.**

- **Enter information to LeanOhio scorecard**.

- **Allow time for questions at the end of the presentation.**

- **Make sure the flipchart and butcher-block output on the walls is careful removed, folded, organized, and secured by the team leader.** The leader (or someone they designate) will be transcribing the output for wider communication and immediate implementation.

5g. Next steps: schedule follow-up meetings

END SESSION 5

Lean Event
Facilitation Guide

APPENDIX

- SIPOC
- Process Mapping
- TIM U WOOD
- Training Topics
- Action Register

SIPOC

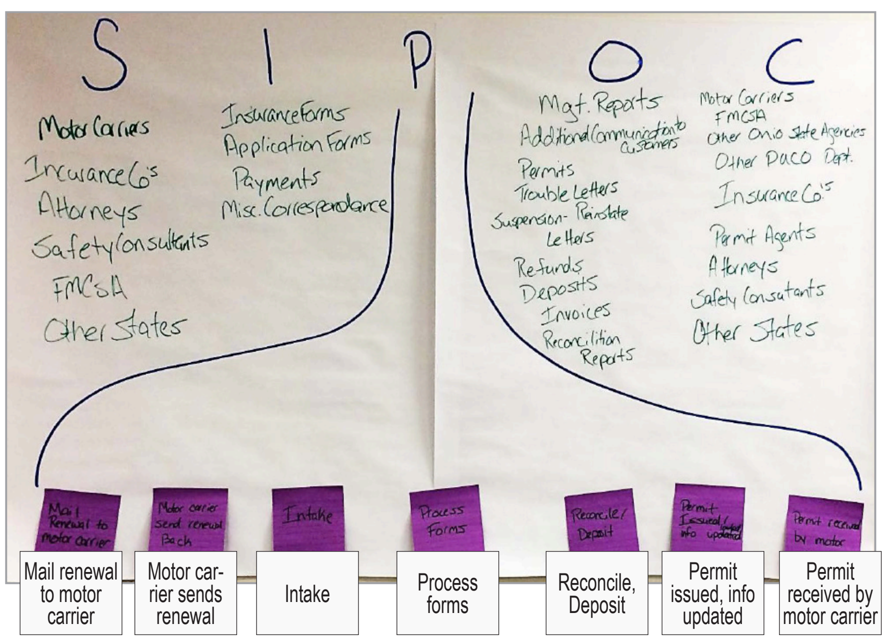
Start here

SUPPLIERS	INPUTS	PROCESS	OUTPUTS	CUSTOMERS
Who provides inputs that are needed to make this process work? *Can include people, other offices, agencies, organizations, etc.*	**What resources do you need to perform this process?** *Can include materials, supplies, information, authorization, services, etc.*	**What are the 5-7 major milestones that make up this process?**	**What is produced by this process?** *Can include services, products, information, decisions, etc.*	**Who benefits from this process?**

Example: **SIPOC in action**

SIPOC stands for ***suppliers***, ***inputs***, ***process***, ***outputs***, and ***customers***. In one of the first steps of every Kaizen event, the team develops a SIPOC to establish a common understanding of the big picture.

The SIPOC shown here was created during a Kaizen event at the Public Utilities Commission of Ohio.



From the Kaizen Event Survival Guide

PROCESS MAPPING is all about **making the invisible visible.**

By creating a process map, you will:

- Get a clear and detailed visual of what is occurring in the process
- Create a common understanding
- Identify all stakeholders involved in the process
- Identify process handoffs and loopbacks
- Identify waste and value-added activities

Process map key:

Different functional areas of process

Beginning and end points of the process

Any activity where work is performed in the process

Decision point: Steps in the process where information is checked against established standards and a decision is made on what to do next (must have two or more different paths)

Delay: Any time information is waiting before the next task or decision occurs in the process (examples: in-baskets, batching, multiple approvals)

Connects tasks performed by the same person or area, but without any physical movement occurring

Indicates physical movement of information, items, etc. from one person or function to another

Indicates electronic movement of information from one person or function to another

Process mapping tips:

- One voice
- Write tasks in “one noun, one verb” format, or “one verb, one noun”
- Stay at a consistent level
- Start by identifying the functional area that starts the process
- Detail the tasks, decisions, and delays in each functional area
- Follow a “swim lane” model
- Draw in your swim lane lines
- Connect steps with arrows

Process mapping questions:

- Who starts this process?
- How does the process start?
- And then what…?
- What happens next…?
- Are we in the weeds?
- If I am the customer, I do…?

T

TRANSPORTATION

- Transport from office to office
- Transport from floor to floor
- Transport from building to building
- Other transportation and travel

I

INFORMATION, INVENTORY

- Finished product
- Storage
- Printed in advance
- Work in process
- In the warehouse
- Requiring unnecessary info on a form

M

MOTION

- Inter-office movement
- Office to office
- Cubicle to cubicle
- Going to the copier or scanner
- Going to the fax
- Going to the storeroom
- Reaching
- Bending

U

UNDERUTILIZATION

- Employees
- Talent
- Office space
- Technology
- Equipment

W

WAITING

- Nonproductive time
- Waiting for:
    - copier
    - scanner
    - delivery
    - catchup
    - person upstream
    - mail/shipper
    - computer

O

OVERPRODUCTION

- Making too many
- Making in advance of requests
- Throwing away the excess
- Things getting outdated
- “We have to be ready”
- Not cautious, but wasteful

O

OVERPROCESSING

- Adding things that nobody wants
- Report that nobody reads
- “Gold plating”
- The best
- Better than good enough
- Beyond meeting customer expectations

D

DEFECTS

- Mistakes
- Broken
- Inaccurate
- Can’t read
- Can’t understand
- Wasted materials
- Returned

LeanOhio

Training Modules Checklist

This checklist will help you identify just-in-time trainings during Kaizen or Lean events. Facilitators should choose from the modules based on the need of the group/process.

SESSIONS THAT SHOULD BE COVERED DURING EVERY EVENT

- [ ] LeanOhio Overview: Introduction to Kaizen Event
- [ ] Scoping Document/Project Charter
- [ ] Baseline Data
- [ ] Introduction to Process Mapping
- [ ] Identifying Waste: TIM U WOOD and Value-Added
- [ ] Brainstorming
- [ ] Clean-Sheet Redesign Speaking Points (Stuck on an Escalator Video)
- [ ] Future State

OPTIONAL SESSIONS BASED ON THE GROUP/PROCESS NEEDS

- [ ] The 4 Voices: Customer Focus
- [ ] 5S + Safety
- [ ] Batching
- [ ] Poka Yoke: Mistake-Proofing your Forms
- [ ] Push vs. Pull
- [ ] Standardization: Pig Exercise
- [ ] Visual Management
- [ ] What is Lean: Overview of Lean (Quality at Source and other Lean Principles)
- [ ] What is Six Sigma: Variation is Evil

LEANOhio SIMPLER • FASTER • BETTER • LESS COSTLY

LEANOhio

Action Register

WHAT	WHO	WHEN
What task or objective needs to be accomplished?	Who will take the lead to ensure that the team accomplishes it?	When will the task begin, and when it will be completed?