Wondering what happens in a Kaizen event?

This slide show will **tell** you and **show** you. 📷

This slideshow has 33 slides.
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or use an arrow key.

KAIZEN is a Japanese word meaning **to change for the better.**

LEANOhio

In a Kaizen event, people work together to **transform** a process.

Their aim is to make it **simpler, faster, better,** and **less costly.**

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TRANSFORMATIONAL:

Create a new process that is **significantly better** than the old one

Reduce process steps, costs, and time by **at least 50%**

Delight the **customers** of the process

Kaizen teams are made up of the **people who work in the process** that's being improved.

Some teams include customers and "fresh perspectives" from other agencies.

What happens **before** and **after** the Kaizen event is crucial to its success.

改善
KAIZEN

1

Before the Kaizen Event:

Scope the Project

Work with leadership and project sponsor(s) to:

- Define the start and end points of the process you want to improve
- Summarize project goals
- Collect and analyze key data and measures
- Identify team members
- Identify potential subject matter experts
- Schedule the Kaizen event and follow-up meetings
- Clarify what is out of scope

2

Kaizen Event:

3

After the Kaizen Event:

Implement and Sustain the Improvements

- Widely communicate the plans and projected results right after the Kaizen event
- Begin full implementation
- 30-day update: Meet with event facilitator to review implementation progress and clarify next steps
- 60-day update: Meet with facilitator to check progress and confirm upcoming actions
- 90-day update: Ensure implementation momentum
- 1-year followup

In Ohio state government, most Kaizen events typically cover **five straight days**, from Monday through Friday.

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5

DAY 1

Meet the team

Review the project scope

Conduct a walk through

Establish a common understanding

Map the current state

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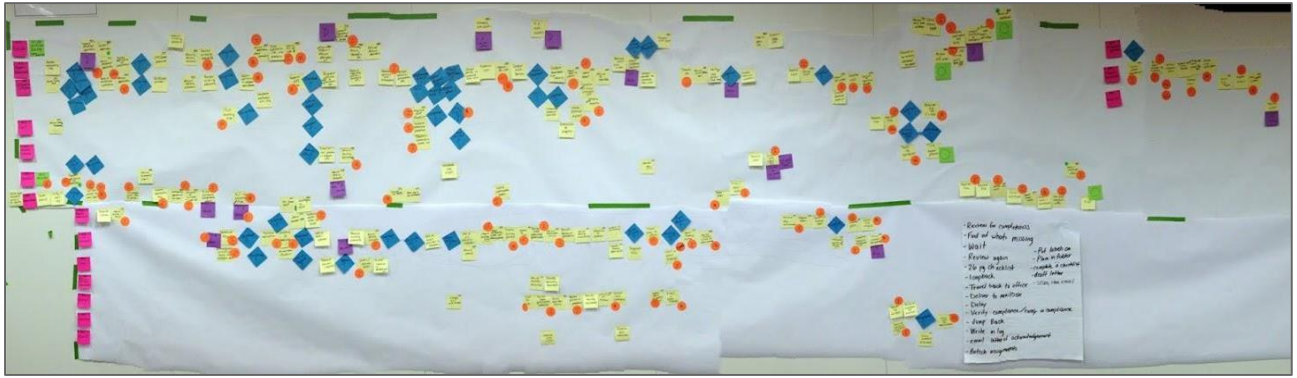

Yes, the “current state” of a process can be this big when it’s fully mapped. But the bigger and more complicated the process, the more room there is for improvement!

DAY 2

Identify all forms of waste in the process

Learn more about Lean and Six Sigma

Brainstorm potential improvements

Evaluate the ideas in terms of impact and control

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TIM U WOOD

is an easy acronym for remembering all the different forms of waste:

Transportation
Information
Motion
Underutilization
Waiting
Overproduction
Overprocessing
Defects

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Evaluate the ideas in terms of impact and control

Improvement ideas are generated, and they all get a fair hearing, no matter how many ideas are put forward.

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Evaluate the ideas in terms of impact and control

Next, the ideas are sorted in terms of **impact** (the degree to which the changes will effect measurable improvement) and **control** (the degree to which the group can bring about implementation).

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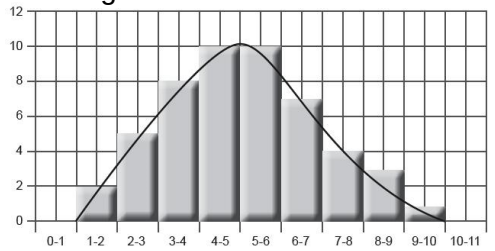
Various tools are then used to analyze the data, in order to determine which "significant few" improvements will have the biggest impact in making the process simpler, faster, better, and less costly. This focus on data, data analysis, and data-based decision-making is integral to Kaizen. It ensures that the highest-impact changes are implemented with the new process.

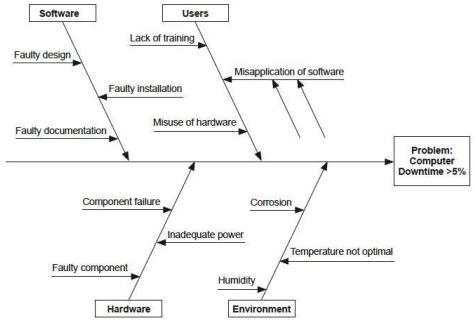
Check Sheet

Problem: Number of callers on hold when calling the help line			Name of data collector:			
Location			Date:			
	Mon	Tues	Wed	Thur	Fri	
8:00 AM - noon	~~IIII~~ II ~~IIII~~	~~IIII~~	III	~~IIII~~ ~~IIII~~	II	32
Noon – 5:00	~~IIII~~ ~~IIII~~	II	I	~~IIII~~	I	19
Totals	22	7	4	15	3	41

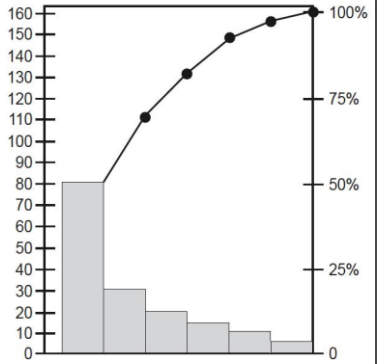
Histogram



Fishbone Diagram



Pareto Chart



DAY 3

Develop clean-sheet redesigns in subgroups

Evaluate and analyze the draft redesigns

Develop the future-state process

Several subgroups work at the same time, with each developing a draft redesign of the process.

Then the whole group gets back together, and the subgroups explain their ideas. This uncovers common ground, setting the stage for development of the future-state process.

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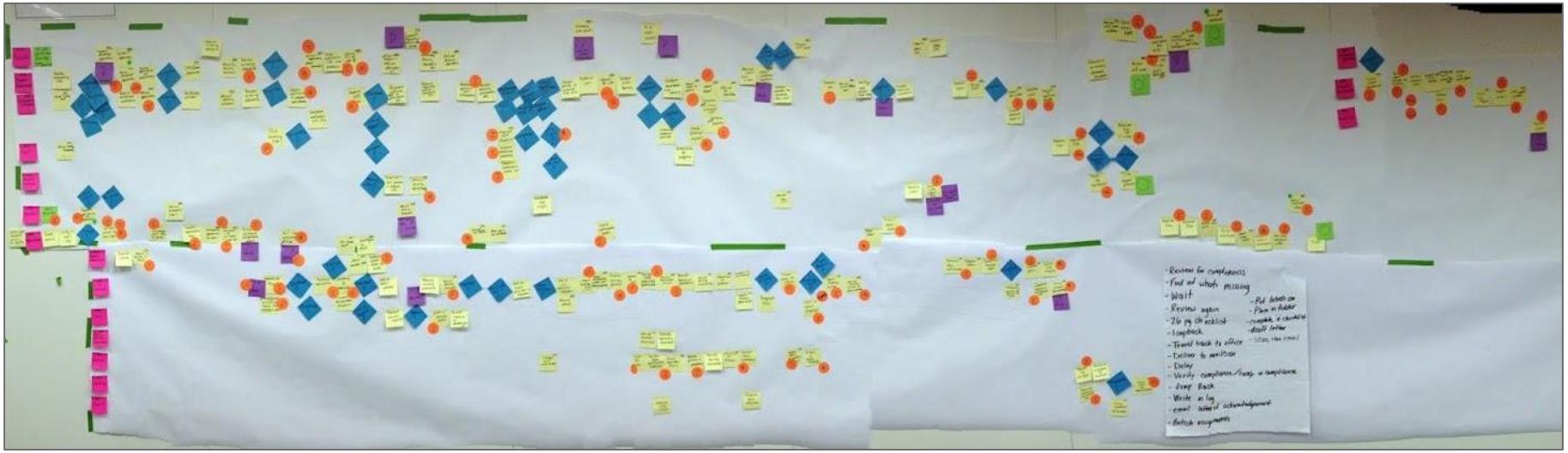
Look at the difference!



Before: Current-state process

After the improvements: Future-state process

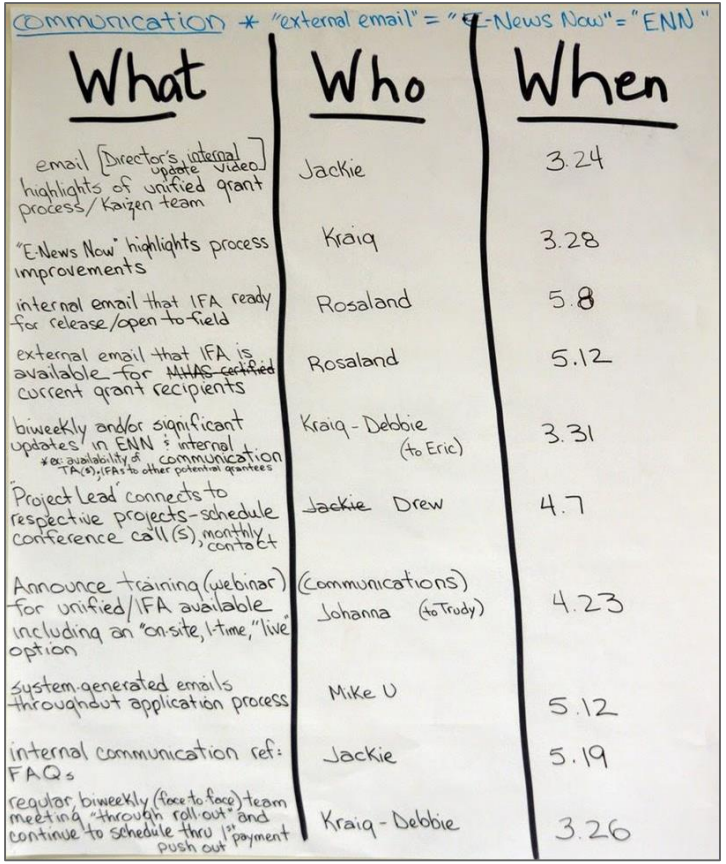
DAY 4

Develop implementation action plans

Work through details and fine-tune the future state

Develop scorecard with key measures, including projected results

Develop draft dashboard



Communication * "external email" = "E-News Now" = "ENN"

What	Who	When
email [Director's, internal update video] highlights of unified grant process / Kaizen team	Jackie	3.24
"E-News Now" highlights process improvements	Kraig	3.28
internal email that IFA ready for release / open to field	Rosaland	5.8
external email that IFA is available ~~for MHAS certified~~ current grant recipients	Rosaland	5.12
biweekly and/or significant updates in ENN & internal communication *ex: availability of TA(s), IFAs to other potential grantees	Kraig - Debbie (to Eric)	3.31
"Project Lead" connects to respective projects - schedule conference call(s), monthly contact	~~Jackie~~ Drew	4.7
Announce training (webinar) for unified / IFA available including an "on-site, 1-time, "live" option	(Communications) Johanna (to Trudy)	4.23
system-generated emails throughout application process	Mike U	5.12
internal communication ref: FAQs	Jackie	5.19
regular, biweekly (face to face) team meeting "through roll out" and continue to schedule thru 1st payment push out	Kraig - Debbie	3.26

This is just one example of an action register. In every Kaizen event, care is taken to identify and document all implementation steps.

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Data and measurement are key to every Kaizen event. At this stage, team members calculate the impact of the changes.

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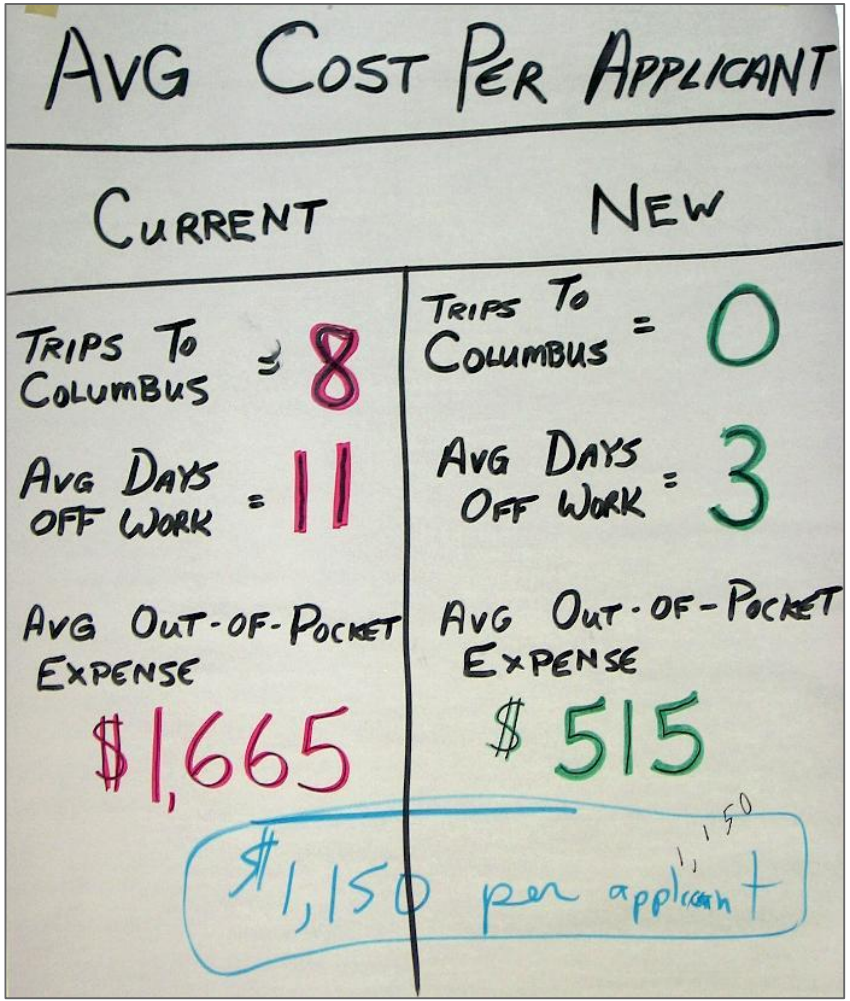

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Measure	Current Level	NEW	Change
Work Flows	4	1	**75%**
Process Steps	183	26	**86%**
Decision Points	39	5	**87%**
Handoffs	29	6	**79%**
Loopbacks	10	2	**80%**
Delays	11	2	**82%**
Waste Points	54	5	**91%**
Process Lead Time	19-51 Days	4.5-10 Days	**76% - 80%**

Each team creates a scorecard of key measures that show actual current-state measures vs. projected future-state measures. In this example, when the improvements are fully implemented, the process will move up to 80% faster.

This example is from a Kaizen event at the Public Utilities Commission of Ohio. Click here to learn more.

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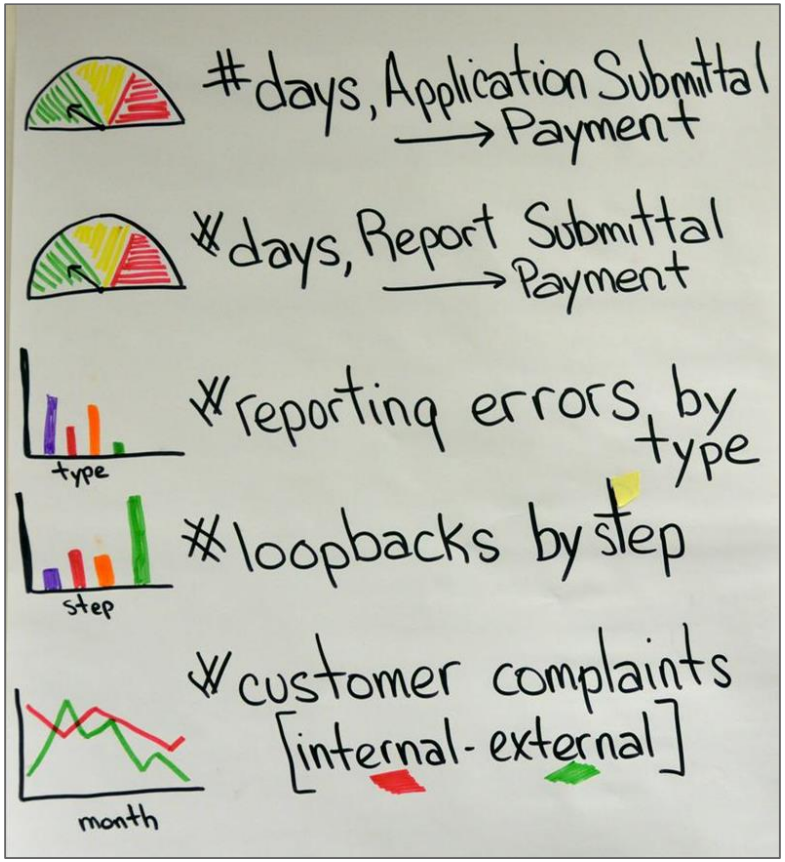
Develop draft dashboard



Teams also create a dashboard to monitor the performance of their process over time. This sets the stage for continuous improvement.

DAY 4

Develop implementation action plans

Work through details and fine-tune the future state

Develop scorecard with key measures, including projected results

Develop draft dashboard

Every Kaizen team presents its plans and projections to colleagues. This marks the end of a very busy week -- and the start of implementation.

DAY 5

Refine
all plans and
projections

Finalize the
report-out
presentation

Conduct the presentation

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Meet the team	Identify all forms of waste in the process	Develop clean-sheet redesigns in subgroups	Develop implementation action plans	Refine all plans and projections
Review the project scope	Learn more about Lean and Six Sigma	Evaluate and analyze the draft redesigns	Work through details and fine-tune the future state	Finalize the report-out presentation
Conduct a walk through	Brainstorm potential improvements	Develop a future-state process	Identify scorecard with key measures,	Conduct the presentation
Establish a common understanding	Evaluate the			
Map the				

It's a lot of work but it's not <u>all</u> work,

as you'll see in the next few slides...

The “energy resupply station” is an integral part of every Kaizen event!

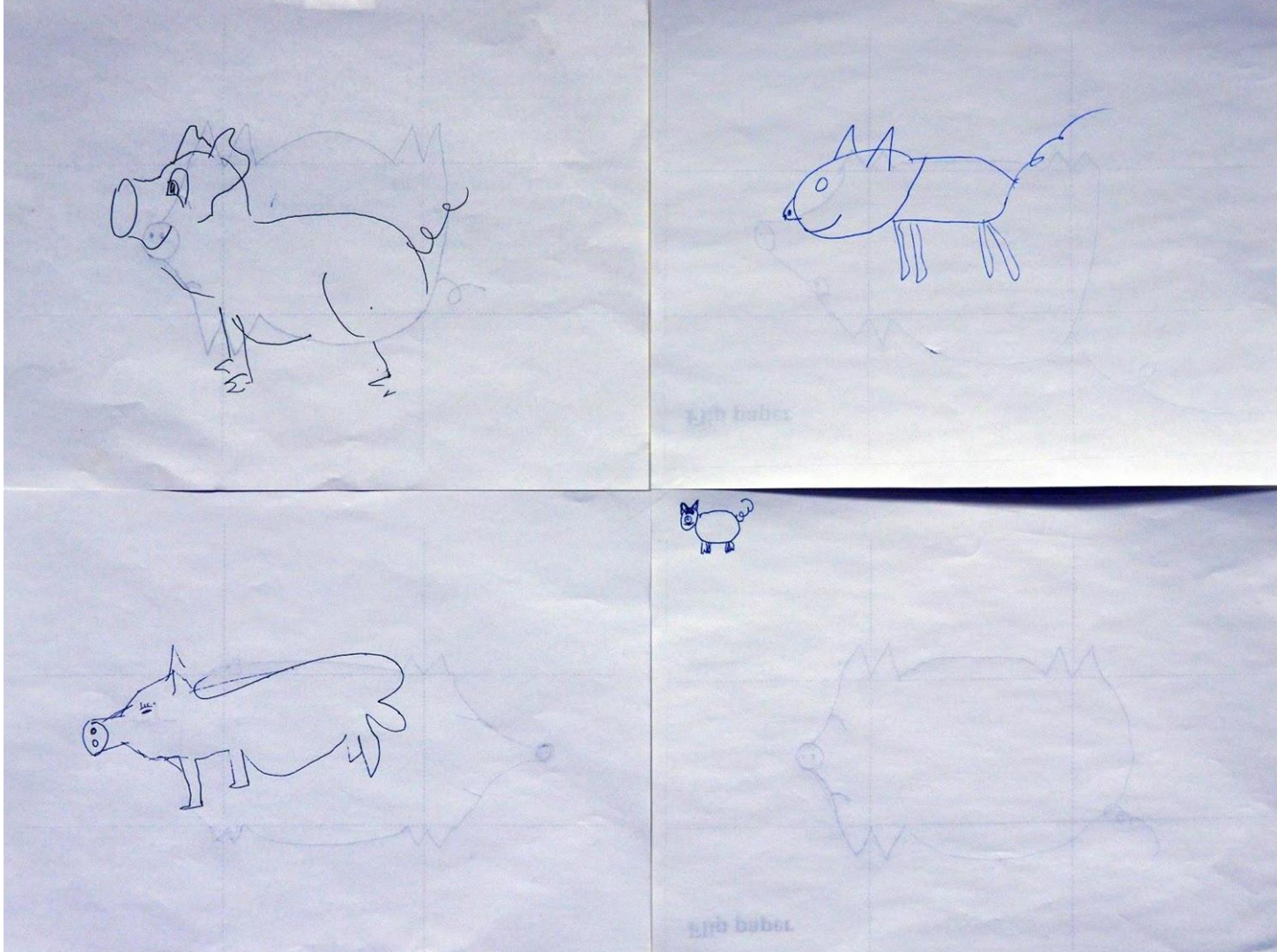
The Tums and “stomach relief” were brought in for comic relief, and not because they were needed -- honest!

This friendly service dog served as an honorary canine Kaizen team member.

With so much going on during a Kaizen event, no one falls asleep. Except in this case.

What’s with the pigs? (Yes, those are supposed to be pigs!) You’ll find out at a Kaizen event.

Hint: It has to do with standard work.



One team marked its final day of the Kaizen event with a well deserved celebration.

Their timing was perfect. They rolled out the cake just before noon, right after their team presentation!

RESULTS

On average since 2011, Kaizen events in Ohio state government have reduced process times by 55% while saving millions of dollars. Here are specific results for 7* of 80+ projects:

Grants for crucial heating and cooling assistance will be processed 10 weeks faster on average

Law enforcement will get crucial crime-scene information up to 43% faster

Motor carriers will receive needed credentials from PUCO up to 80% faster

Streamlined licensing process will allow new nurses to work for their employers up to 19 weeks sooner -- while allowing nurses who already licensed to renew in one-tenth the time

The move to a better home will be easier and faster for nursing home residents who have to relocate

Ohio taxpayers and homeowners will obtain critical tax appeal decisions an average of 245 days faster

Energy Assistance Clients will receive credits for utility bills up to 12 weeks faster – keeping the lights on!

*** Click for more results from 80+ Kaizen events**

Click below to download any of these ready resources:

Kaizen Event Survival Guide 12 pages, PDF

Designed for Kaizen team members, this 12-pager can be used during Kaizen events. Its visual format provides guidance and helps keep people on track. Be sure to check out the back page, which gathers key information in one "at a glance" location.

LeanOhio Project Starter Kit 10 pages, PDF

Use this worksheet-driven help guide to uncover improvement opportunities in your workplace -- and to begin turning the most promising opportunities into projects.

LeanOhio Information Kit 13 pages, PDF

This comprehensive handout covers all aspects of Lean, Kaizen, and Six Sigma in Ohio state government. You can circulate the whole kit or separate sections. It's perfect for communicating with colleagues what Lean is all about.

Click here for more resources

Go to lean.ohio.gov

Return to slide 1

LEANOhio 改善 KAIZEN

KAIZEN EVENT SURVIVAL GUIDE FOR KAIZEN TEAM MEMBERS

Go to lean.ohio.gov for resources, results, and learning opportunities.

The term **KAIZEN** is Japanese, meaning to **change** (kai) for the **better** (zen).

Kaizen teams achieve this by analyzing every part of a work process – then transforming it to be **simpler**, **faster**, **better**, and **less costly**.

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
• Introductions • Scope • Level-Setting • Current State	• Waste Identification • Training • Brainstorming	• Clean-Sheet Redesigns • Analysis • Future State Development	• Implementation Planning • Details • Metrics	• Refine Plans and Projections • Report-Out Presentation

Ground Rules
Everyone participates
Open, honest dialogue
Respect opinions
Consensus
Leave rank at the door

Housekeeping
Silence your cell phones
Minimize interruptions
Be on time
Stand and stretch
It's always snack time
Dress in casual clothes

Expectations
A transformed process
Resource savings
Customers served faster
Less waste in process
Hard work
Post-It Notes
Change (for the better)

Contents
Page 2 – Kaizen Terms
3 – SIPOC
4 – Process Mapping
5 – Notes
6 – TIM U WOOD (waste)
7 – Impact-Control Matrix
8 – Clean-Sheet Redesign
9 – Measures of Success
10 – Action Registers
11 – After the Kaizen Event
12 – Quick-View Reference

This is what transformation looks like!

BEFORE CURRENT STATE

AFTER FUTURE STATE

After a Kaizen event, this redesigned process has **183 fewer steps** (80% reduction), **52 fewer decision points** (84% reduction), and **11 fewer delays** (61%). The fully streamlined process will move **1.5 months faster**.