

**SixSigmaTV.Net**  
THE NETWORK FOR SIX SIGMA

# Kaizen Event Overview

SixSigmaTV.Net

# Intro to Kaizen Events

- **Definition:** A Japanese word meaning incremental continuous improvement or “changing for the better” involving everyone working together - *Kai* (change) *Zen* (make better)
- **Kaizen is:**
  - A rapid learn / do approach to continuous improvement; teams learn a concept and then go apply it.
  - Uses a focused workshop format where resources are dedicated full-time for a short period of time to solve an issue
  - Involves the people who do the work to make changes in their work process / area.

# Intro to Kaizen Events (Continued)

- A typical Kaizen is an intense 3 to 5 day event (versus a typical project that spans 3 to 6 months). Participants are dedicated 100% of their time to the event.
- Project is well defined prior to the event for maximizing results.
- Held with subject matter experts to improve an existing process using a certain toolset. At the end of the event, we have a new and improved process that is implemented and the work is complete.
- Unlike a Work Out, a Kaizen concentrates on gathering the data before the event. Putting the data gathering upfront allows the participants to join the event, make decisions and implement on those decisions. Ideally there are no follow-on activities required of the participants after the event, or they are completed within 20-30 days after the event.

# When to Use ....

- To gain immediate results
- Enhancing customer experience
- Improvements in cycle time, quality, throughput or cost are needed
- Development of procedures or an increase cross-functional training is needed
- Communications / implementation of decision rules need to be done

# Why Kaizen? “Show me the Muda!”

- Muda (i.e. waste) comes in many forms:
  - Waiting/Idle Time/Search Time (looking for, or “harvesting” files, waiting for files, instructions, approvals, data, signatures.. )
  - Correction (rework or scrap – doing the same job more than once, incorrect / missing data)
  - Transportation (excess travel distance due to poor layout or product design, handoffs to multiple organizations)
  - Setup Time (long time to changeover between product families, different types of services)
  - Over-Processing (process more than required, exceed customer’s tolerance / requirements, approval routings, signature requirements)
  - Excess Motion (poor ergonomics of workstation, excess forms, paperwork)
  - Storage/Warehousing (excess inventory and/or movement of information or materials, backlogs)

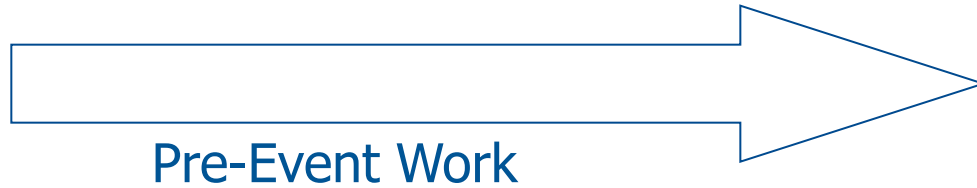
- Less Direct Labor Requirements
- Less Indirect Labor Requirements
- Less Space Requirements
- Increased Flexibility

- Increased Quality
- Increased Responsiveness
- Increased Innovation
- Increased Employee Enthusiasm

# Tools Used During Kaizen

- Any tool may be used to aid the team during a Kaizen event from a Process Map to a Designed Experiment.
- Bottom line is you use any tool that is needed!
  - Pareto
  - Fishbone
  - Process map
  - Spaghetti Diagram
  - Cycle Time/Takt Time
  - NVA Analysis
  - Time Studies
  - Analysis of Variance
  - Kanban
  - C & E matrix
  - 4 Step Set Up Reduction
  - Personnel/Skill set Matrix
  - Total Productive Maintenance
  - WIP Cap
  - SPC (Statistical Process Control)

# High Level Schedule



- Determine Scope**
- Complete Kaizen Charter**
- Collect current process flows**
- Collect cycle times**
- Collect defects**
- Collect rework**
- Map current process**
- Validate process flow & data**
- Update process data**
- Create simulation**
- Complete Value Class Analysis**
- Complete Value Stream Map**



- Validate process flow & data**
- Collect additional process data**
- Update process flow & simulation**
- Complete Value Class Analysis**
- Complete Value Stream Map**



**Kaizen  
Report-Out**

# Master Checklist Example

## Kaizen Preparation

6 weeks prior	5 weeks prior	4 weeks prior	3 weeks prior	2 weeks prior	1 week prior	During	1 week after
<ul style="list-style-type: none"> <li>• Schedule initial meeting with Process Owner</li> <li>• Schedule initial area evaluation with area managers.</li> <li>• Schedule Kaizen meeting room.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold initial meeting with Process Owner</li> <li>• Hold initial area evaluation with managers, including process walk.</li> <li>• Contract with area managers regarding their responsibilities.</li> <li>• Identify target process.</li> <li>• Identify team members.</li> <li>• Schedule core team member process walk.</li> <li>• Invite core team to process walk.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with core team and do process walk.</li> <li>• Identify Kaizen team members.</li> <li>• Set Kaizen agenda.</li> <li>• Write draft Kaizen charter.</li> <li>• Send invitations for kick off, report-outs and training days.</li> <li>• Inform facilities and other needed resources so they can prepare for the Kaizen.</li> </ul>	<ul style="list-style-type: none"> <li>• If necessary, notify the union of Kaizen schedule and event week activities.</li> <li>• Send courtesy notification of Kaizen to appropriate support organizations (HR, Safety, etc.)</li> <li>• Invite Kaizen members in person or by phone.</li> <li>• Begin Kaizen communication plan.</li> <li>• Confirm Kaizen team members.</li> </ul>	<ul style="list-style-type: none"> <li>• With core team plan education agenda.</li> <li>• Core team meets 1-on-1 with Kaizen team members.</li> <li>• Create area layout – make wall chart.</li> <li>• Core team review and sign charter; confirm agenda; name sub-team members and leaders if necessary.</li> <li>• Agree on assignments for room setup.</li> </ul>	<ul style="list-style-type: none"> <li>• Order refreshments for event week.</li> <li>• Verify room.</li> <li>• Gather supplies (easels, pens, pencils, forms, clipboards, etc.)</li> <li>• Hold management briefing.</li> <li>• Schedule a follow up meeting for the week after the Kaizen.</li> </ul>	<ul style="list-style-type: none"> <li>• Team members Sign off on charter</li> <li>• Hold daily and final report out meetings and celebration.</li> <li>• Schedule follow-up walk through with all parties.</li> <li>• Invite Kaizen team to follow-up walk through and meeting.</li> <li>• Make certain Kaizen Newspaper “to do” tasks are assigned.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold a follow up meeting with team to critique Kaizen vent</li> <li>• Complete all Kaizen forms including a one-page summary of improvements and lessons learned</li> <li>• Review open Kaizen newspaper items with Process Owner.</li> </ul>



# Agenda – Days 1 & 2 (Define/Measure)

<b>Day 1-Define</b>	<b>agenda</b>	<b>topic</b>	<b>tool</b>
9:00	Welcome / Introductions		
	Review Pre-work Launch Plan, Kaizen Overview / Training Participants on the Tools & Methodology	Kaizen Process, Roles / Responsibilities, Timeline, Project Expectations & Execution, Charter	Launch Plan Incorporated into Final Charter
	Develop Baseline Metrics	Review Relevant Current State Data	Cpk, DPMO, Sigma, End to End Cycle-time
	Unit Walk	Establish Current State	Detailed Process Map, Value Stream, Pedometer Readings (distance & steps), Cycle Times, Rework Loops, Queuing Delays, WIP & Transportation Times, Financial Performance Template, Spaghetti Diagrams, Takt Time, Cameras, Video, Baseline Load Charts, Product / Process Matrix, Process Simulation Model
<b>Day 2-Measure</b>	<b>agenda</b>	<b>topic</b>	<b>tool</b>
9:00	Unit Walk - Continued	Establish Current State	Detailed Process Map, Value Stream, Pedometer Readings (distance & steps), Cycle Times, Rework Loops, Queuing Delays, WIP & Transportation Times, Financial Performance Template, Spaghetti Diagrams, Takt Time, Cameras, Video, Baseline Load Charts, Product / Process Matrix, Process Simulation Model

# Agenda – Days 3, 4 & 5 (Analyze/ Improve/ Control)

Day 3-Analyze	agenda	topic	tool
9:00	Process Re-design	Re-engineer the Process	Brainstorming, Balancing & Leveling, 5's, Value Stream Analysis, "Should be Map", Action Plans, FMEA, Financial Performance Template, Cross Training Plan Development, KanBan, Visual Management, Implementation Plan, Simulation Models
Day 4-Improve	agenda	topic	tool
9:00	Validating Improvements	Test / Pilot Solutions, Management Presentation	Validate new DPMO, Cpk, Sigma, WIP, Pedometer Reading, Queue Times, Cycle Time, Takt Time, Validate Implementation Plan
	Management Presentation	Proposed Solution / to be Process	Detailed Process Map, Action Plans, FMEA, Financial Performance Template, Cross Training Plan, Implementation Plan
Day 5-Control	agenda	topic	tool
	Team Execute Implementation Plan	Team Execute Implementation Plan	SPC, Poka Yoke, Hypothesis Test, Control Charts, Visual Management, Dashboards, SOP, Control Plan

# Event Leader Selection Criteria

<i>1 - To a very small extent    3 - To a moderate extent    5 - To a very great extent</i>		
Name:	Rating	Explanation / Comments
	1 2 3 4 5	
Demonstrated willingness to question the status quo with a view towards improvement		
Willingness to lead and support change, sets high expectations		
Flexible; can listen and change own ideas based on new information		
Identified or perceived as a leader		
Strong desire to become a Kaizen leader		
Willing and able to commit the time required to plan, conduct, and provide follow-up to the Kaizen process		
Facilitation skills, has successfully coached a team through collaborative decision making		
Demonstrated project management skills		
Management experience, if so, what kind?		
Successfully led a team to an appropriate conclusion, please provide details		
Some teaching / training experience, please provide details		
A solid record of contributing to improvement activities, please provide details		
Collaborates well in a team environment, recognizes the team rather than taking personal credit		

# Contact Us

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