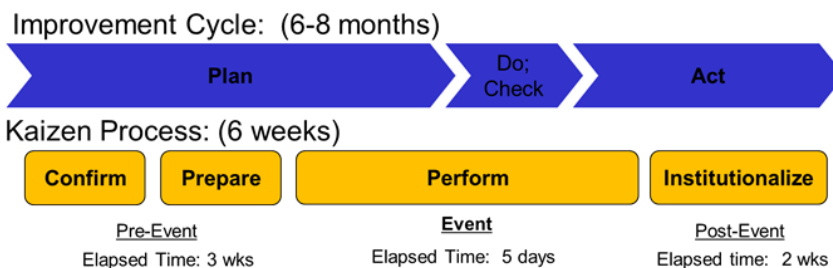


Kaizen Event Skills & Process Course: Essentials for Creating a Culture of Improvement

Continual improvement is all about engaging and empowering all organization members in actively improving their workplace and work processes every day, in order to achieve sustainable success beyond historical norms and what is even thought possible. This Essentials for Creating a Culture of Improvement course, “Kaizen Event Skills and Process” focuses on the Improvement Champion role. Kaizen simply means “change for the better”. Kaizen is a way of life, a management principle, and a method. The kaizen event method is a team-based approach to problem solving that flows through all phases of the improvement cycle effectively and rapidly. Before the event, a kaizen-appropriate problem is identified along with goals in areas such as customer satisfaction, cycle time and labor reduction, and error elimination. The team is then mobilized and a kaizen event begins. A typical event uses a systematic process to identify waste in the targeted work process, to enable the team to understand and analyze the root causes, to identify and test solutions, to learn, to install improvements, and to



KAI=Change
ZEN=Good
KAIZEN
(Continual Improvement)



create a system for ongoing improvement. As the event progresses, numerous QI and change management methods and techniques are applied. All of this work

is accomplished in a brief period of time, typically 5 days, with full benefits achieved within 1-3 months.

Course Goal:

Participants will develop knowledge and skills to effectively and efficiently facilitate the improvement cycle within a kaizen event including the confirming and preparing the scope and team; performing the kaizen event; and institutionalizing the improvements. Participants will learn and apply ~ 40 improvement, change, and project management job aids and techniques. The

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course will follow the Tell/Show/Do/Recycle learning approach (tell you about the skill, show you examples, apply the skill together, and provides feedback).

So that:

- Participants can be successful in applying improvement to problems
- Results are improved at a rate greater than in the past
- Participants and other team members are involved and eager to create more improvement
- Participants are prepared to identify, prepare teams, and perform future events

Time frame:

- 16-20 hours classroom training
- 5 days of on-site event co-lead

“We decreased defective requests from 90% to 0 last month.” Kaizen facilitator during measure review the month following the event

Knowledge and Skills

Gained:

- Understand and prepare to perform a kaizen event - day by day (including what to expect, what skills are needed, what improvement methods to employ)
- Provide a process and methods to install the solutions, measure performance, and continually improve
- Provide approach and templates to effectively managing the change.

Results:

Kaizen events provide payback typically within 1 year. With the co-lead approach, the participant is often prepared to continue using the kaizen event skills and knowledge to facilitate more kaizen events and gain continued benefits.

“Kaizen shocked us, we thought that we were going to spend a week to remove 10 minutes...instead we identified how to remove 190 minutes.” Karen, Process Owner



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Who Should Participate:

- Improvement Champions (those specially selected to lead the effort to embed improvement in the organization)
- Individuals seeking to grow and expand in their role

Agenda:

1. Kaizen Event Process Overview
2. Confirming the Kaizen (Training and Exercise)
3. Preparing for the Kaizen (Training and Exercise)
4. Performing the Kaizen (Training and Exercise)
5. Institutionalizing the Improvements (Training and Exercise)
6. Managing Change (Training and Exercise)

This course is offered in conjunction with other Improvement Champion courses so that participants can learn and immediately apply those learnings to an improvement project. See “Essentials for Creating a Culture of Improvement: Improvement Champion”. The Improvement Champion training includes

- Introduction to Improvement: “Seeing the Possible”
- Foundational Continual Improvement
- Process Mapping
- Problem Solving and Solution Identification
- Kaizen
- And Improvement Planning.

Prerequisites:

- Introduction to Improvement: “Seeing the Possible”
- Foundational Continual Improvement
- Process Mapping
- Problem Solving and Solution Identification



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Recommended Next Steps:

- Co-lead a kaizen event
- Confirm and Prepare for another kaizen event
- Learn more about improvement (reading, training, conferences)
- Receive additional Improvement Champion - Essentials for Creating a Culture of Improvement training
 - Improvement Planning
 - Advanced improvement methods