

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 Improvement Champion course is focused on developing the knowledge, skills, and abilities required in this critical continual improvement role (specially selected individuals to lead the effort to embed improvement in the organization). **The curriculum is composed of multiple courses that build upon each other and includes real world application of the training including co-leading a (participant and coach) Kaizen event\* and creating an annual improvement plan, with the leadership team, for the organization.** The applications complete the tell/show/do learning approach and ensures the participant has applied the training correctly and is able to work with teams to achieve measurable improvement results.

*“We reduced our total employee labor time from 575 to 175 hours / grant;  
16,000 hours per year”*

## Benefits:

- Kaizen events provide payback **typically within 1 month - 1 year**. With the co-lead approach, the participant is often prepared to continue using the Kaizen event skills and knowledge to facilitate more teams and create continued benefits. Kaizen events also produce **team pride and ownership, as well as more energy and enthusiasm for more improvement**.
- An annual continual improvement plan that creates focus for the organization by identifying
  - Measurable Outcomes for the organization and customers
  - 3-8 projects, Drivers, to create the needed outcomes
  - Project teams with draft gap, goal, team members, timeline, and approach, e.g., Kaizen events
- **Training** in the continual improvement, annual improvement, and change managements processes and techniques
- Kaizen, data collection/analysis, improvement planning **practice**
- Opportunity to **co-lead a team** through an actual Kaizen improvement event to gain immediate results
- Opportunity to **co-lead a leadership team** through the creation on annual improvement plan to identify organization outcomes and improvement projects
- One-on-one application **coaching** time
- **Membership** into a continual improvement community of practitioners
- 80 hours of continued education

## Course Goal:

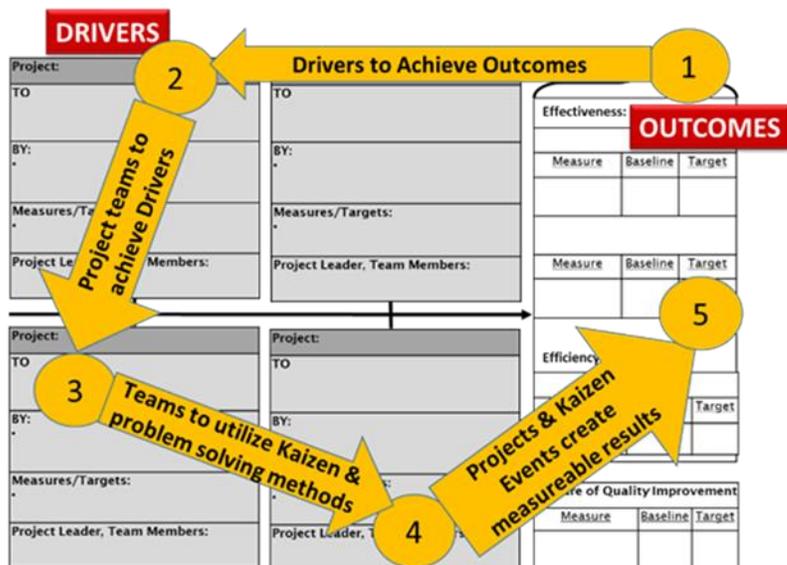
To develop knowledge and skills to **effectively and efficiently lead the organization to a culture of continual improvement** where Kaizen events are led to create measurable improvements by involved teams and where organization and resource priorities are focused on the needed organization outcomes. Participants will **learn and apply ~ 70 improvement, data collection, data analysis, change, and project management job aids and methods** during all the training courses. The course follows 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 methods to solve problems
- Participants can be successful in leading teams through the improvement cycle and steps of a Kaizen event (including what to expect, what skills are needed, what improvement methods to employ)
- Participants and other team members are involved and eager to create more improvement
- Improvement processes and methods are used to install the solutions, measure performance, and continually improve
- The improvement champions and organization leaders have an increased understanding of the organization and customers' improvement wants, needs, and improvement opportunities
- Improvements are focused and resourced to accomplish the organization's goals
- Results are improved at a rate greater than in the past

## Time frame:

- 80 hours classroom training
  - Introduction to Improvement: "Seeing the Possible" – 8 hours
  - Foundational Continual Improvement – 8 hours
  - Process Mapping – 8 hours
  - Problem Solving and Solution Identification – 8 hours
  - Kaizen – 20 hours
  - Improvement Planning – 28 hours
- 5 days of on-site event co-lead with coach
- 2-4 days of on-site improvement planning co-lead with coach
- Up to 16 hours of additional one-on-one coaching

## ANNUAL CONTINUAL IMPROVEMENT PLAN & CYCLE



## 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

*“We reduced our total employee labor time from 415 to 225 minutes / Requisition”*

## Agenda:

<b>Training &amp; Practice - 6 ½ days</b>
1. Introduction to Improvement- “Seeing the Possible”
2. Kaizen Event Process Overview; Foundational Improvement; Confirming the Kaizen; Team member development
3. Process Mapping – Value Stream, Sub-Process, and Value-Waste Analysis
4. Problem Solving (Cause & Effect Analysis)
5. Managing Change; Preparing and Performing for the Kaizen Event
6. Performing the Kaizen Event
7. Installing the improvements; Managing change; and team facilitation
<b>On-site with the team – 5 Days</b>
On-site Kaizen event, with coach as co-lead (real, immediate Application)
<b>Training &amp; Practice- 3 ½ days</b>
1. Introduction to Improvement Planning
2. Preparing data
3. Creating a Plan – confirm outcomes, prioritize projects, identify projects leaders/team members, and draft goals
4. Cascading the Plan to project teams
5. Confirm the Plan can be accomplished
6. Communicating & Achieving the Plan throughout the year
<b>On-site with the leadership team and project teams – 2-4 Days</b>
On-site Improvement plan (create & cascade to project teams), with coach as co-lead (real, immediate Application)

## Recommended Prerequisites:

- A desire to learn, apply and achieve benefits with teams
- Basic understanding of improvement
- Bring an improvement opportunity (problem) to training (for Kaizen application)
- Project team commitment time
- Leadership commitment to resource Improvement planning & resulting projects

## Recommended Next Steps:

- Facilitate additional Kaizen events
- Guide implementation of the organizations improvement plan
- Learn more about improvement (reading, training (additional improvement methods, e.g., 5S), conferences)
- Contact Us:  
Continual Impact LLC  
1-877-252-5804  
www.continualimpact.com

*“Usually we just plan; the best part of this - we did it too, we made the changes.”*

\* 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 create a system for ongoing improvement. As the event progresses, numerous continual improvement and change management methods and techniques are applied. All this work is accomplished in a brief period of time, typically 5 days, with full benefits achieved within 1-3 months.

## Interlocked Goals

