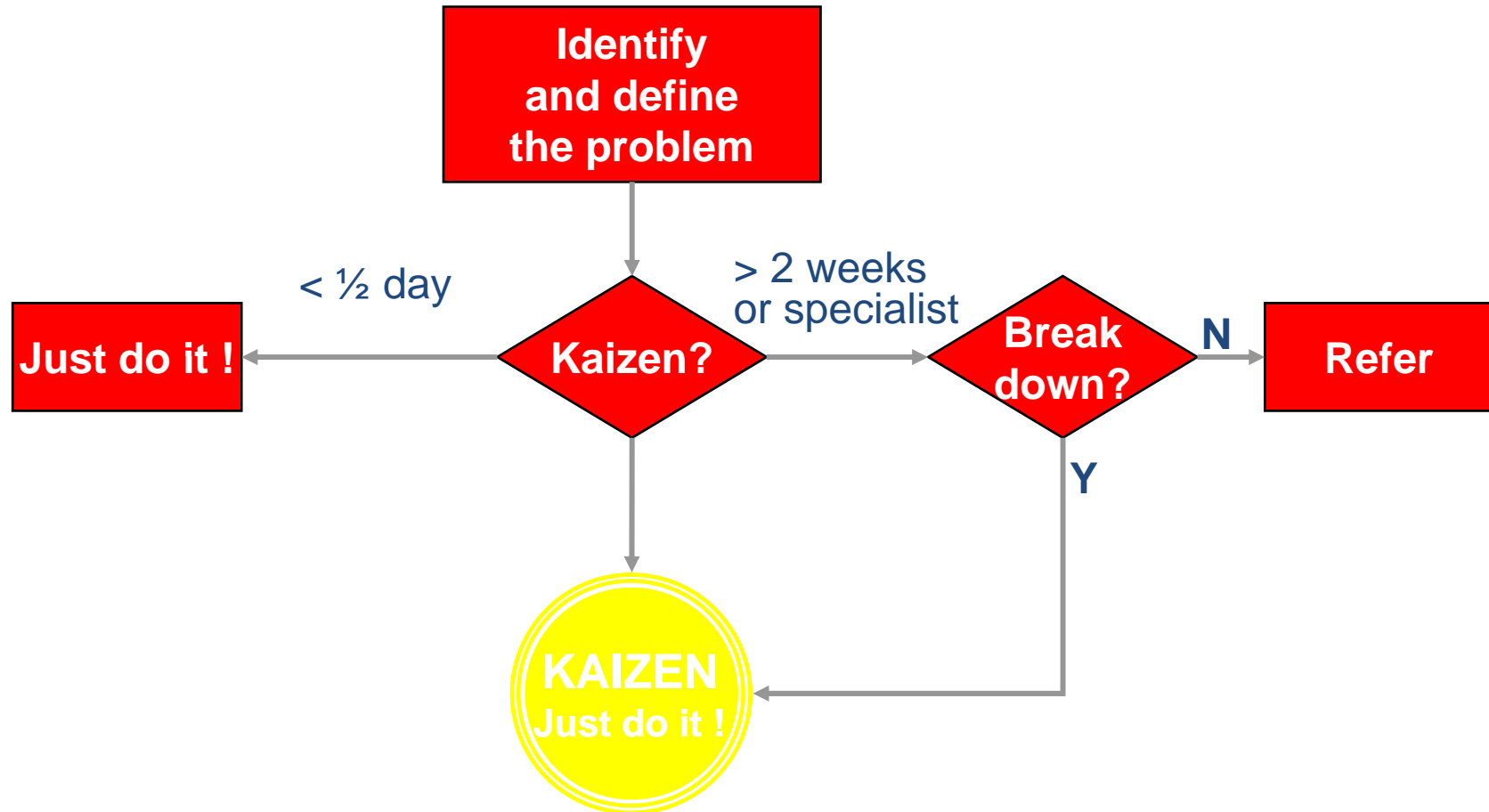


Kaizen Facilitators

Organising and running a workshop

A Kaizen problem or not?



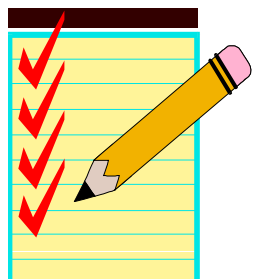
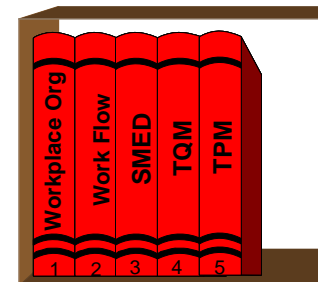
Workshop planning

- When do you want to run the workshop?
- How long will you need?
- Decide on the best team
 - skills & experience relevant to problem
- What other resources will you need
 - see checklist
 - holidays, production schedule, other events?
- Get permission
- Inform relevant people
 - what, when, where, who and what do you want them to do?



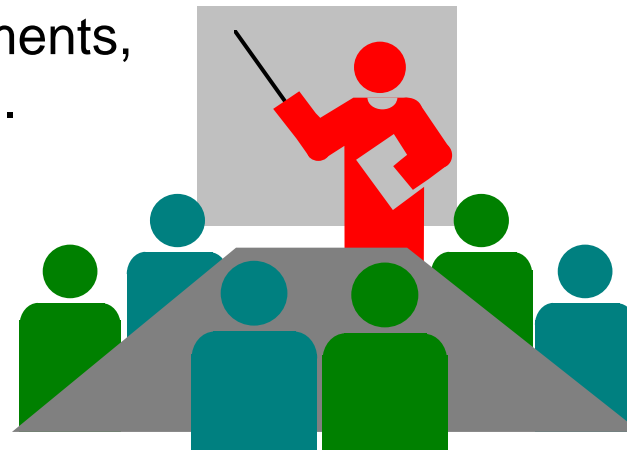
Prepare for the workshop

- Confirm resources
 - team, others, specialists, materials, operators?
- What Kaizen modules will you need – review?
- Prepare Kaizen materials – see checklist
- Check base/room is suitable
- Set the agenda
- What are your expected outcomes?



Day 1 of the workshop

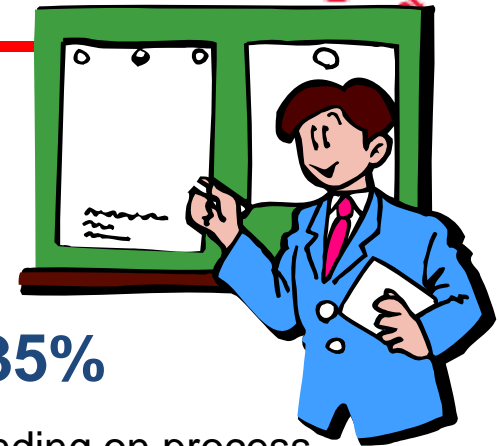
- Arrive early
- Set-up
 - Kaizen box, table, chairs, refreshments, flipchart, (power leads, projector)...
- Greet the team
- Introduce yourselves
- Announce the agenda



A typical workshop agenda



1. Day 1
 - a.m. measure the current situation
 - p.m. ideas & plan for a new situation
2. Day 2
 - a.m. design new situation
 - p.m. make some changes
3. Day 3
 - a.m. make some changes
 - p.m. record the new situation
4. Day 4
 - a.m. complete follow-up action plan
 - Presentation



20-35%

Depending on process and teaching required

40-60%

Depending on what the team can achieve

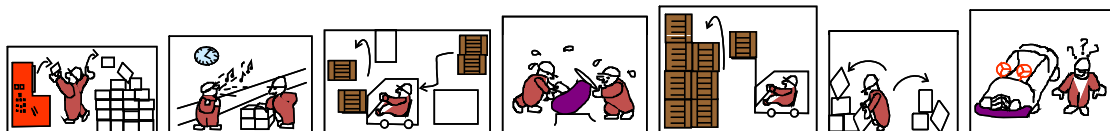
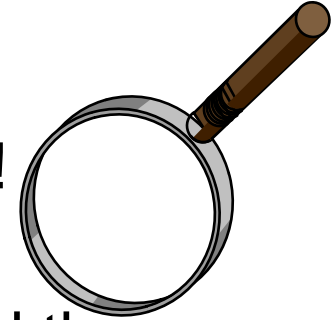
15-25%

Depending on process and what follow-up actions are required

Don't forget to 'teach and act' and then repeat

Measure the current situation

- Don't assume that any data provided is correct!
– see for yourself
- Measure what is relevant to your objectives and the process
- Use a standard format so you can compare results across different workshops – see form
- Divide the work amongst your team – don't try to do it all yourself!
- Coordinate the effort and support others
- Identify the waste in the process



Develop ideas & plan for a new situation

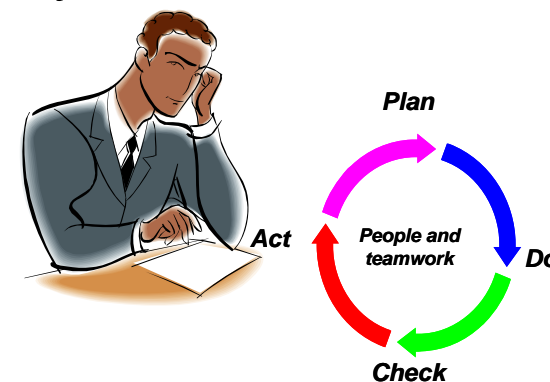


- Collect feedback from the team – what have they measured and observed?
- Brainstorm ideas for improvement
- Rank the ideas – e.g. ‘smilie’ chart 😊 😐 😞
- Allow time for ideas to form – e.g. over night



Design the new situation

- This will come out of the ideas phase but you need to see if it will work
- Use models to test layout
- Do some more measurements
- Try your ideas out on the line/in the cell
- Allow time for designs to mature
- Be prepared to scrap them and start again!!!

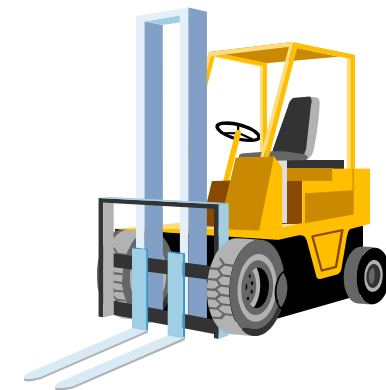
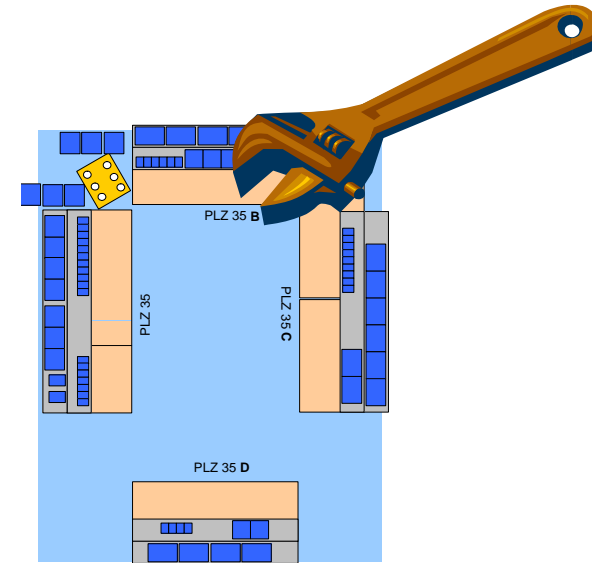


Be prepared for the feeling of failure at this step!

Make some changes

- Make what changes can be made at the time
- Maintenance and specialists may be required
- Involve the line/cell operatives in your plan
- Take actions for other work that has to be completed at a future time

Make sure that the line/cell can operate afterwards!!!



Complete the workshop

- Record the new situation and compare to the old
- Calculate the benefits
- Complete the future action plan
- Prepare a presentation to spread the good news
- Invite management and other departments/lines
- Deliver the presentation – allow/encourage the team to participate
- Tidy the area/room – 5S

THANK THE TEAM !



Pre-Kaizen workshop checklist



People

- Get approval
- Best team available
- Inform:-
- Management
- The team
- Specialists
- Audience for presentation
- Operators & materials to run
- Others?

Facilities / other

- Base/Room available
- Computer & projector (?)
- Flipchart & pens
- Presentation board/stand
- Refreshments

Equipment

- Team name tags
- Kaizen modules
- Kaizen forms
- Paper & pens
- Post-It notes
- Stop watch
- Tape measure
- Camera
- Floor tape
- Marker pens
- Other