Kaizen Event Facilitation Guide

A step-by-step guide to facilitating a successful KAIZEN EVENT
# Kaizen Event Facilitation Guide

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Event Launch Checklist

Flipchart paper
Butcher-block paper for the process maps
Masking tape
Sticky notes (3 x 3 notes in green, yellow, blue, purple, and pink)
Thick flipchart markers and thin Sharpie markers
Pencils
Name tents
Coin-size round stickers (orange, green)
Scissors
Standard pig drawing grid (if you plan to do the “standard pig” exercise)
Copies of Kaizen Event Survival Guide (one for each team member) →
  • Download at Lean.Ohio.gov/resources.aspx
Copies of the scope document (one for each team member)
Computer, projector, screen, speakers

Slide Deck

You are encouraged to use the slide deck that has been created by LeanOhio for use during Kaizen events. Wherever you see the slide icon in this guide, there are companion slides that go with that section. Contact the LeanOhio Office to get the latest version in PowerPoint format.

• Review the slides well in advance of the Kaizen event.
• Create and add slides that you think need to be included. For instance, you might have a poka-yoke example, and you plan to show the before and after forms on the screen.
• Delete or hide slides that you don’t want to show. Depending on your own facilitation style and your comfort level with the material, you might want to bypass some of the slides. PowerPoint makes it easy to hide a slide for a given presentation.
• Before any team members arrive on the first day of the event, connect the computer with the projector and confirm that the image is focused and ready to go. Check the audio, confirm that you have an Internet connection, and open tabs for each video clip you plan to use.
• During the Kaizen event, avoid reading from the slides.
Room Set-Up

The exact room set-up will depend in part on the number of team members and the size/shape of the room. But nearly all rooms can accommodate a horseshoe configuration, which works best.

![Room Set-Up Diagram]

Time Management

Throughout this guide, times are shown for each of the Kaizen event segments. These times are based on experience from 50+ Kaizen events, but they are only approximations. Every event is unique, so expect the actual times to vary from one segment to another. Use your judgment, giving more time when needed – and reducing the time when it makes sense. Just be sure to keep pace overall so that the team stays on schedule.

Training Segments

Just-in-time learning is built into the Kaizen event. This occurs in the form of brief training segments where you as the facilitator, or someone you bring in for this, instructs the team. These segments occur at the point where the info is needed and put to work. If you don’t consider yourself to be a trainer or you’re worried about your know-how, never fear – the slide deck includes slides for all of the training segments. You can use your spoken words to amplify key points, provide examples, and prompt the group to discuss and share their own examples of the concepts.
Tools, Guides, and Additional Resources

The LeanOhio website at Lean.Ohio.gov gives you the latest Lean-related news, information, results, and success stories — along with a big collection of ready resources.

Below are just a few examples of tools that can help you before, after, and during a Kaizen event. All of these are at the website. Surf over, see what’s there, and start putting it to work.

Every Kaizen team member should have the Kaizen Event Survival Guide. It reinforces the slides and instruction, so it helps the team and the facilitator.
12 pages • PDF
Lean.Ohio.gov/resources.aspx

The LeanOhio Tool Kit gives you clear how-to descriptions of crucial tools to analyze processes, generate ideas, reach consensus, build plans, and more.
92 pages • PDF
Lean.Ohio.gov/resources.aspx

This Kaizen event scope document can be filled and saved in PDF format. It covers everything that needs to be considered when setting up an event for success.
5 pages • PDF
Lean.Ohio.gov/resources.aspx

If you want examples of Kaizen events in Ohio state government, the site is loaded with them. Included is a compilation of results from all major events (left). You’ll also find articles, fact sheets, report-out presentations, photos, and much more.

Wondering what happens in a Kaizen event? This slide show will tell you and show you.

The site includes a variety of slide shows, including this one on “What happens at a Kaizen Event?” Show this to the team on Day 1 when you facilitate a Kaizen event.
Lean.Ohio.gov/KaizenEventSlideshow
### Day 1

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<td><em>(This segment typically continues into Day 2.)</em></td>
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<td>Preview the next day, review the current day (5 minutes)</td>
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The times shown in this guide are approximations based on experience from 50+ Kaizen events. They are provided here to serve only as a guideline. When you’re facilitating an event, use your judgment to determine how much time should be given for each segment. You’ll likely devote more time to some segments and less time to other segments, depending on how the team is doing.

Also, you won’t see breaks or lunch times in the breakdown of what unfolds each day. It’s too difficult to prescribe specific times for these because the dynamic of each team is so different. Use your judgment as a facilitator. Call breaks and schedule lunch when they make the most sense.
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• Scope  
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• Current State | • Waste Identification  
• Training  
• Brainstorming and Analysis | • Clean-Sheet Redesign  
• Analysis  
• Future State Development | • Implementation Planning  
• Details  
• Metrics | • Refine Plans and Projections  
• Report-Out Presentation |

2a. Welcome back; preview the day (5 minutes)  
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2b. Continued: Develop current-state process map (2 hours, 40 minutes)  
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2c. Training: TIM U WOOD (20 minutes)  
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2d. Activity: Identify waste and value-added activities (30 minutes)  
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2e. Training: Six Sigma, Lean, batching, standard work, etc. (20 minutes)  
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2f. Activity to illustrate standard work: Pig drawing (10 minutes)  
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2g. Training: Error-proofing through poka-yoke (15 minutes)  
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2h. Brainstorm improvement ideas (15 minutes)  
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2i. Group (affinitize) the improvement ideas into like categories (30 min.)  
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2j. In Subgroups: Select top three ideas, then identify the challenges and payoffs of each (1 hour)  
(This segment might need to be continued on the next day.)  
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2k. Preview the next day, review the current day (5 minutes)  
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3a. Welcome back; preview the day (5 minutes)  

3b. Subgroups report their top ideas (45 minutes)  

3c. Training: Clean-sheet redesign, transformation (5 minutes)  

3d. In three subgroups: Clean-sheet redesign (2 hours, 10 minutes)  

3e. Subgroup report-outs (10-15 minutes per subgroup)  

3f. Assignments in subgroups (1 hour, 40 minutes):  

*(This segment might need to continue the following day.)*

- Subgroup: Develop future-state process map  
- Subgroup: Calculate and write key measures on the current-state process map  
- Additional subgroups can be formed at this point, as determined by the facilitators and team leader.  

3g. Preview the next day, review the current day (5 minutes)
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4a. Welcome back; preview the day (5 minutes)  
4b. Optional video: Kid President (5 minutes)  
4c. Continued: Subgroup work on future state, key measures, etc. (45 minutes)  
   - Subgroup: Develop future-state process map  
   - Subgroup: Calculate and write key measures on the current-state process map  
   - Additional subgroups can be formed at this point, as determined by the facilitators and team leader.  
4d. Subgroup report-outs, consensus-building (45 minutes)  
4e. In subgroups: Develop implementation plans, Round 1 (1 hour)  
4f. Subgroup report-outs (5-10 minutes each)  
4g. Continued: Subgroup work and report-outs, Round 2 (1+ hours)  
4h. Review the current day, and preview the next day (5 minutes)
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5a. Welcome back; preview the day (5 minutes)  
5b. Optional video: “How to Start a Movement” (5 minutes)  
5c. Decide on a team name, and take a team photo (15 minutes)  
5d. Concluding work on the future-state process and implementation plans (45 minutes)  
5e. In three subgroups: Prepare for the presentation (30 minutes)  
5f. Review, finalize, and assign slides for presentation (30 minutes)  
5g. Give each person a print-out of the slides they will be speaking on during their part of the presentation; rehearse as needed (45 minutes)  
5h. Report-out presentation (1 hour)
Begin Day 1

1a. Welcome and overview (15 minutes)
   • Welcome the team.
   • Introduce yourself. Tell them about your Lean background. If you’ve been a Kaizen team member, mention it so they know you’ve been in their shoes.
   • Provide an overview of Lean. Emphasize that no one is going to lose their job as a result of changes developed by the team.

LeanOhio’s slide deck for Kaizen events opens with a series of slides for this segment. You can use some of them or all of them. Contact the LeanOhio Office for the most up-to-date slides.

1b. Senior leadership kickoff (15 minutes)
Whenever possible, senior leadership and the team sponsor should be on hand to voice support, underscore the importance of the project, and encourage team members to exercise their creativity. (Sometimes the sponsor is a senior leader in the agency, but not always.) Brief comments can go a long way in energizing the team.
   • Hear from the Director and/or Assistant Director and/or another senior leader.
   • Hear from the Kaizen event sponsor(s).

1c. Team member introductions and expectations (20 minutes)
   • Have each person introduce themselves. Go in order from person to person so no one is missed. Have each person say their name, agency, job, and their expectations for the event.
   • Write the expectations on a flipchart sheet.
   • Review all of the expectations after the last introduction.

Consider adding something fun to the intros. If it’s summer, ask people to share their favorite outdoor activity. If you have enough pennies to give one to each person, have them reveal something significant that happened in their lives on the year their penny was minted. There are many possibilities, so be creative.
1d. Training: What is a Kaizen event? (15 minutes)

The Kaizen event slide deck includes quite a few slides for this segment. Use them to provide an overview of what happens in a Kaizen event, weaving in your own experiences and examples to illustrate key points. Here is a summary of available slides:

- Kaizen = Change for the better
- Core principles of a Kaizen event
- Summary of what happens on each day of the event
- Event expectations: Transformed process, resource savings, etc.
- Five fun photos from Kaizen events
- Three examples with before-and-after numbers
- Why are we here?
- Processes tend to be invisible (animated slide)
- Symptoms of a broken process
- Voice of the customer
- Movie exercise (2 slides)
- Voice of the business
- Voice of the process
- Voice of the employees

You should review all of the slides well in advance of the Kaizen event, but this is especially the case with animated slides. As an example, see the slide titled, “Processes tend to be invisible.” As you click through, it shows how processes typically wind around in inefficient ways, looping back and going from one office to the next – something that most team members will be able to relate to. Ideally, you want the process to move efficiently from start to finish – in a straight-line path rather than a winding path.

If you’re not comfortable with a slide, or if you’re concerned that there are too many slides, use PowerPoint’s “Hide Slide” function. Simply highlight the selected slide, then right click, then select “Hide Slide.” The slide will appear on your computer screen but not on the projector screen when you’re in slide-show format.

1e. If logistically possible: Walk-through of the process (1 hour)

In this optional* step, team members visit the work site as a whole group, where they walk through and talk through the process that’s serving as the focus of the Kaizen event. The group starts in the
work area where the process begins – and continues through to the end, walking along and seeing first hand all the work stations, file cabinets, computers, carts, and other physical features of the workplace. For example, if there are overloaded boxes under desks, that leaves a clear impression on the team about batching and backlogs.

*If the Kaizen event is being held in one place and the work area is fairly far away, it might be difficult for the whole group to make the trip in an easy and efficient manner. But if the work area is nearby, a walk-through should definitely be included.

Consider having the team conduct its walk-through the week before.

1f. Review the scope and baseline data (30 minutes)

The scope document is the launch point for the Kaizen event. It contains so much important information that it often makes sense to have copies ready for handing out at this point to all team members.

In addition, consider having the scope document in slide format, so you can focus everyone’s attention as you go from key point to key point. A slide template is available from the LeanOhio Office. Simply fill in the information that's specific to the event, have it reviewed and confirmed by the team sponsor, and you’ll be good to go.

• **Review the full scope document, explaining it and answering questions.**

• **Involve the team leader(s) in reviewing the scope document with the group.** If the facilitator (you) does all the talking here, some might see this as your project and not their project. So it’s important that the team leader is ready to present part of this. Get with them in advance to decide who will explain what.

Sometimes a team member will ask whether the process is too big to be tackled by one group in one week – or too small to be worth it. Bounce back the question and see what others think. If most people agree, look to the team leader and (if present) team sponsor(s), and facilitate the process for discussing this and determining whether the “start” and “end” points should be tightened up.

1g. SIPOC (15 minutes)

The SIPOC diagram provides a big-picture view of all key elements in the process: suppliers, inputs, the process itself, outputs, and
customers. By developing a SIPOC early on, team members establish a common understanding – and they set the stage for development of the current-state process map.

Prepare the flipchart sheets and have them taped to the wall before team members arrive for the first day. Place two flipchart sheets side by side. Write SIPOC across the full width at the top of the two sheets.

- **Explain what a SIPOC is and why it’s important.**
- **Begin with process (middle column).** If the scope document includes a high-level depiction of the process that numbers 5-8 major steps, put each of these steps on a separate sticky note, and paste them from left to right at the bottom of the SIPOC. If the scope document does not include these, create them from scratch using the team’s input.
- **Move on to the customer column.** Get input from the team by asking, “Who is on the receiving end of this process?” “Who benefits from the process?” “Who needs what this process delivers?”
- **Fill in the outputs column.** Again, prompt the group. (“What does this process produce?” “What do people get from this process?”). List their responses.
- **Ask the team for the inputs to the process**, and write down what they say. “What do you need for this process?” “What supplies, materials, labor, and other ingredients do you need to get the job done?”
- **Lastly, ask them to identify all the suppliers of these inputs.**
- **Review the SIPOC to confirm that it’s complete.**

The slide deck includes three slides that show what a SIPOC looks like. Use them if you think they will benefit the team.

See the Appendix for more about SIPOC.

Download the LeanOhio Tool Kit for guidance on using SIPOC and 40 other tools. Go to Lean.Ohio.gov/resources.aspx

**1h. Training: Process Mapping (15 minutes)**

Use any or all of the following slides to provide targeted training before the team develops its current-state process map. All
of these are in the Kaizen event slide deck that’s available from the LeanOhio Office.

• Why process map?
• Process mapping steps
• Survival Guide - page 4
• Process mapping key
• Process mapping key: arrows
• Example (4 animated slides)

Be sure to review the animated slides in this series, so you’ll know what to expect when you click through them during the event. They actively illustrate how a process map is developed.

1i. Develop current-state process map (3 hours, 20 minutes)

Tape a long stretch of butcher-block paper horizontally on the wall. Do this before team members arrive on the first day.

Of all the segments in a Kaizen event, development of the current-state process map will require the most time – and will likely extend into the second day. But please note that the exact amount of time can vary. The estimated time provided here is just that: an estimate.

• Reorganize the seating as needed so that everyone is close to the butcher block paper. This is important because you want everyone to feel involved.

• Start with a simple question: “Who starts this process?”
Look to the team for an answer, and write it on a pink sticky note. Paste the note to the upper left of the butcher-block sheet to create the first swim lane.

• Ask the next question: “What does this person do in the first step of the process?” If the team comes up with a quick answer, write it down on a yellow sticky note and move on. If different responses are heard, highlight the differences and prompt the group to clarify what exactly happens – then write it down when the group is ready to move on. Remember, each yellow sticky note should describe an activity in which work is performed in the process.

• As decision points are identified, write them on blue sticky notes placed sideways in diamond format so they stand out.
• To help the group achieve momentum, keep asking, “Okay, then what happens?”
• When the group seems unclear on a step or decision, ask clarifying questions before finalizing the sticky note.
• Create a new swim lane for each new activity that is done by a different function.

See the Appendix for more about process mapping.

Want more guidance? Here are some proven tips and tricks for guiding a group as they develop a current-state process map:

• Process mapping can start slowly, so don’t be overly concerned if the first 30 or so minutes seem sluggish. The team will get into a rhythm as long as you keep asking questions to get at what happens next...and next...and next in the process.
• Have one or two team members do the writing on the sticky notes. Do this after you’ve set a precedent for the level of detail on each note. Help them as needed early on so they get it right.
• If people talk over each other, mention the importance of one voice at a time. Address this problem as soon as it surfaces.
• People can jump to solutions when process mapping. Pull them back so they focus on what is currently happening with the process. Remind them that brainstorming will be done soon – and that they should jot down any ideas for later.
• If you see people shaking their heads in apparent disagreement with others on the team, kindly ask them to share their perspectives. This might cause a little discomfort in the short term, but it will ensure that all views are heard – and it will make for a more thorough and accurate current-state process map.
• Watch for people sitting apart from the group. You don’t want to call out individuals in front of everyone. But if they continue to sit away from the group, consider talking with them during the break to find out what’s going on.
• Use a thin Sharpie marker so the sticky notes are easy to read.

1j. Preview the next day, review the current day (5 minutes)
• Compliment the team for making tremendous progress. Review the day’s major accomplishments.
• Announce the start time for tomorrow, and provide a summary of the next day’s highlights. Use this to build interest and end the day on a positive note. For example, “Tomorrow morning, we’ll finish the current-state map. Then we’ll move into improvements. So tomorrow is all about building momentum.”

• Ask the team for its end-of-day input on what went very well as the day unfolded, and what they would like to see done differently the next day. Draw two columns on a flipchart, with a plus sign at the top of the left-hand column, and a delta (change) sign on the right. As people cite positives, write them on the left; as they suggest improvements, write those on the right. If the group is hesitant to speak, wait them out, because most groups need a minute or two before they provide this kind of input.

If you want to win over the group, conclude the day’s activities 10 or 15 minutes ahead of schedule. Do this only if the workload will allow it, of course. But it always gets a warm reception.

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As you might have noticed on these pages, there’s no mention of breaks or lunchtime. Yes, you and the team will have them each day, but it’s entirely up to you exactly when they occur.

• 10-15 minutes is usually the right amount of time for a break.
• If the group seems to need a break, call one.
• Look for natural stopping points for breaks and lunch.
• If subgroups are working independently over a fairly long stretch of time, have them take their breaks when they want.
• Have a refreshment table, and encourage team members to get up and grab some food or drink whenever they want.

End Day 1
Begin Day 2

2a. Welcome back; preview the day (5 minutes)
   • Welcome the team.
   • Quickly review the team’s progress from the previous day, then provide an overview of today’s agenda.

   It’s wise to arrive at least 30 minutes before team members arrive. This gives you time to review the day’s agenda, organize materials, revisit the current-state process, and so on.

2b. Continued: Develop current-state process map (2 hours, 40 min.)
   It’s likely that the group will still be working on its process map at the start of Day 2. Simply pick up where you left off.

2c. Training: TIM U WOOD (20 minutes)
   • Review the eight forms of waste. Weave in any examples you might have, and prompt the group to share examples of their own.
     • Transportation
     • Information, Inventory
     • Motion
     • Underutilization
     • Waiting
     • Overprocessing
     • Overproduction
     • Defects
   • Review the concept of work activities being valued-added (VA), non-value-added, and non-value-added but necessary.

   See the Kaizen event slide deck for related slides.

   Ask people to share examples of waste and inefficiency from workplaces other than their own. Everyone has examples – of the long wait in the airport ticket line, of the rework they witnessed when getting a house inspection, of the ten ketchup packets that were tossed in with their small order of fries, etc. Examples will engage the group while bringing the topic to life.

   See the Appendix for more about the eight forms of waste.
2d. Activity: Identify waste and value-added activities (30 min.)

In this hands-on segment, team members put their new knowledge to work by uncovering all occurrences of waste in their current-state process and all value-added activities. They literally walk along their process map, scrutinizing every step and tagging each occurrence with a round sticker. Orange stickers are used to mark waste, while green stickers mark value-added activities.

The Kaizen event slide deck includes two optional slides that you can use to explain this activity to the team.

• **Briefly describe the activity, and pass out the round stickers.** Give ten orange stickers to most team members. Give five green stickers to everyone else, including those who are customers of the process or “fresh perspectives” from other agencies.

• **Provide additional instructions so everyone is clear:**
  - Paste an orange sticker where there’s an occurrence of waste. If the waste relates to a specific work activity, put it directly on the sticky note that marks that step. If it relates to two or more steps next to each other on the map, place the sticker by all of them.
  - When placing an orange sticker, write one or more initials to show what kind of waste is occurring at that point: T I M U W O O D
  - With the team members who are looking for occurrences of waste (orange stickers), have half of the group begin at the start of the process, and have the other half begin at the end and work their way to the left. This will distribute people and prevent traffic jams along the process map.
  - The people who are seeking value-added activities (green stickers) can begin anywhere on the map.
  - **Everyone** should review the entire current-state process.
  - Give the group 30 minutes for this activity, then prompt them to leave their chairs and begin.

• **When the team completes its work, point out their big accomplishment:** They have set the stage for improvement by methodically identifying all occurrences of waste and by pinpointing those important value-added activities.

Don’t worry if this activity gets off to a somewhat slow start. As people approach the process map and get in gear with the task at hand, engagement will gain strength. Conversations will start, people will begin placing stickers, and the process map will soon be covered with orange and green stickers. Whatever you do, don’t end...
this activity too soon, and don’t push it too hard. Experience shows that when the facilitator steps back and lets this process play out, teams do a great job.

2e. Training: Six Sigma, Lean, batching, standard work (20 min.)

This training segment lets you provide just-in-time information to the team, on topics that the team most needs at this point in its Kaizen event. You decide what to teach the team.

Perhaps you’ve noticed during process mapping that there’s an excess of batching – so you decide to talk about the concept of “first in, first out” and having work flow through the process without interruption. Or maybe you see that the process is based on a push system – so you plan to devote some training time to “push” vs. “pull.” Or maybe the group has realized that different staff handle incoming forms in very different ways – which tells you that the team would benefit from an understanding of variation and its dangers.

See the Appendix for a checklist of possible training topics.

The Kaizen event slide deck includes slides on the following topics. Use the ones you want, and skip (or hide) the rest.

- What is Six Sigma?
- Variation is Evil!
- What is Lean?
- Push vs. Pull
- Batching
- Standard Work

2f. Activity to illustrate standard work: Pig drawing (10 minutes)

The “pig exercise” has become a classic among Lean practitioners, because it does such a good (and funny) job of illustrating what happens when variation runs wild.

The Kaizen event slide deck includes slides that will help you guide the team through this activity.

- Give each person a blank sheet of paper, and instruct them to draw a pig in 40 seconds that includes the following. Tell them that this is what the customer is requesting.
  - Body
  - Four legs
  - Tail
  - Mouth
  - Nose
  - Two ears
  - Eye
  - Nostrils
- Have everyone hold up their drawings. People will see some funny-looking pigs – and they’ll also see how the outcome can be
quite varied when the work process is nonstandard.

- **Hand out a new sheet of paper to each person, this one showing a grid with nine cells. Call up the slide that shows what parts of the pig go where on the grid.** Have the group redraw the pig, following the 13 steps as shown on the screen.

- **Debrief the activity by posing a few key questions:**
  - What made the difference in outcomes? (Emphasize the value of having standard work processes.)
  - How does this relate to your own work and work processes?
  - What insights can you apply in efforts to improve your process?
  - *Who had the strangest-looking pig?* (Hey, not all questions have to be serious!)

---

### 2g. Training: Error-proofing through poka-yoke (15 minutes)

The Kaizen event slide deck has quite a few slides relating to the mistake-proofing approach known as poka-yoke. Included are photos that show poka-yoke in action. Review these in advance of this segment so you can decide which slides to use.

- **Use your selected slides to explain poka-yoke.** Show how simple solutions can prevent mistakes, defects, and rework.

- **As always, ask people to share their own examples.**

- **Show how poka-yoke applies to government.** One of the biggest poka-yoke opportunities is in the area of forms, where countless form fields and complex instructions lead to inaccuracies, missing information, loopbacks, rework, and delays.

- **Explain how concentration diagrams and Pareto charts can be used to reveal where improvements will have the biggest impact.**

- **Examples from LeanOhio projects.**

- **Ask the group how poka-yoke can be applied in this Kaizen event.**

---

### 2h. Brainstorm improvement ideas (15 minutes)

This segment marks an important transition in the Kaizen event. Team members turn their focus to possibilities, beginning with an activity in which they brainstorm potential improvement ideas.

- **Give each team member a thin Sharpie and 10 or so sticky notes.** Put the note pads on the tables so people can get
extras if needed. Then set up the activity with these instructions:

• “Work individually on this. We will compare notes and talk about the ideas soon, but for now, people are to work alone.”

• “Write down one improvement idea per sticky note. You can generate as many ideas/notes as you want. The idea here is to generate all of the ideas and get them on paper and in the open.”

• “Unleash your creativity. For this exercise, money isn’t an issue. Nor is staffing, IT, or anything else. Don’t be constrained. Write down all of your ideas, one per sticky note.”

• “Be guided by the big discoveries the team has made about its current-state process. For example, if you’ve seen that there are many points of entry that are causing confusion, generate some improvement ideas that are about solving this.”

• “Feel free to get up and look at the current-state map, which shows all occurrences of waste. You’re likely to get improvement ideas as you walk along the mapped process.”

• “When writing each idea, be specific so we’ll know what you mean. For instance, instead of writing one word like streamline, write down a specific action that explains how to streamline. Keep it brief, but write enough so that other team members who read your note will understand what you’re saying.”

Allow 15 minutes, but give more time if people are still writing.

Collect all the sticky notes as they’re completed, and paste them next to each other in no particular order on a nearby wall.

2i. Group the improvement ideas into like categories (30 min.)

Now it’s time for the team to review and sort all of the brainstormed ideas. Have them leave their chairs and walk over to the wall with all of the posted sticky notes, then give these instructions:

• “Group the ideas into five or so like categories. Read through each idea, find the ones that are similar, and move/repost them on the wall in their own separate groupings.”

• “Remain silent while grouping the ideas.”

• “As categories emerge, take a bigger sticky note and write down a one- or two-word category title. When you’re done, there should be about five groupings, each with its own title.”
• When the team members have all of their improvement ideas in labeled categories on the wall, ask them to review the results. As one or more people explain how they arrived at the categories, everyone will get a recap, setting the stage for the next segment.

Be patient as team members gather steam with this activity. Let them do their work, but be there to answer questions – and to intervene if the group seems to be getting off track.

Allow 30 minutes, but extend the time a bit if needed.

This grouping process makes use of a tool known as an affinity diagram. For more about this and 40 other tools, download the LeanOhio Tool Kit at [Lean.Ohio.gov/resources.aspx](http://Lean.Ohio.gov/resources.aspx)

### 2j. In Subgroups: Select the top three ideas, then identify the challenges and payoffs of each (1 hour)

- **Have team members self-select into one of the subgroups.**
  Most people will gravitate to the category of ideas that most relates to their work and expertise.

- **Have people move so that each subgroup is sitting together.**
  Each one should have flipchart sheets and a marker.

- **Make sure the subgroups have close to the same number of people in each.**

- **Instruct the subgroups to:**
  - Review all of the sticky notes in their category, selecting 3-5 improvement ideas to put forward as recommendations to the team.
  - On a flipchart sheet, list challenges on the left and payoffs on the right. **Challenges** are possible barriers, pitfalls, or other potential problems relating to implementation of the idea. **Payoffs** are the qualitative and quantitative gains likely if the idea is implemented.
  - Be ready to present their recommendations to the full team, with an explanation of the possible challenges and payoffs.
2k. Preview the next day, review the current day (5 minutes)

• Compliment the team for making tremendous progress. Review the day’s major accomplishments.

• Announce the start time for tomorrow, and provide a brief summary of the next day’s highlights. Use this to build interest and end the day on a positive note.

• Get input on what went very well as the day unfolded, and what they think could be done differently the next day. Repeat what you did at the end of day two, listing positives on the left of a flipchart and suggested improvements on the right.

As Day 2 unfolds, and throughout the rest of the Kaizen event, questions might arise that can’t be answered by anyone in the group – questions relating to the process, legal requirements, legislation, IT, human resources, and so on. The team should contact colleagues back at the workplace who can provide the needed information. Think of these people as SMEs: subject matter experts.

This has become a common practice among Kaizen teams in Ohio state government. Questions are often asked and answered by phone, but on quite a few occasions, the needed expert comes over and answers all the team’s questions in person. Some of them have even stayed with the team for the rest of the Kaizen event, essentially become add-on team members.

Throughout the Kaizen event, if issues come up that are unrelated to the work of the team, write them down on a flipchart sheet titled “Parking Lot.” This will keep you and the team from getting diverted. The input can be taken by the team leader at the end of the event, for sharing with the sponsor and others as needed.

End Day 2
Begin Day 3

3a. Welcome back; preview the day (5 minutes)

• Welcome the team.
• Quickly review the team’s progress from the previous day, then provide an overview of today’s agenda.

3b. Subgroups report their top ideas (45 minutes)

If the subgroups need additional time to complete their work on challenges and payoffs, give them an extra 10 or so minutes.

• Have each subgroup present to the full team. Expect questions and fine-tuning as people discuss the ideas. Also expect some common ground from one subgroup to the other, even though they worked with different categories.

• Make clear that these ideas aren’t the final ideas for the future-state process. Rather, the team is surfacing ideas that make a lot of sense at this point – ideas that will be front and center in our thinking as we move on to clean-sheet redesign.

Allow 10-15 minutes per subgroup report-out.
Sometimes when subgroups report to the full team, people hesitate to ask questions. As the facilitator, you can break the ice by posing a couple questions of your own.

3c. Training: Clean-sheet redesign, transformation (5 minutes)

Optional: Begin this segment with a two-minute video that reminds us to avoid getting stuck in comfort zones – something that’s very important as teams start their clean-sheet redesigns. To find the video on YouTube, search on “Trapped on an Escalator.”

This segment sets up the clean-sheet redesign activity. The Kaizen Event Survival Guide includes information on this topic, as does the Kaizen event slide deck. Emphasize:

• Over the next 2+ hours, people will work in three new subgroups. Each subgroup will create a clean-sheet redesign of the process. This work pulls together their understanding of the current-state process and the top improvement ideas.
• **The aim is to be transformational.** This is a key point. It means creating a new process that is significantly better than the old one, that sharply reduces process steps and costs, and that cuts the start-to-finish process time by at least 50%.

• **When drafting the future-state process, subgroups should match the level of detail on the current-state process.**

• **Call attention to the design tips listed in the survival guide:**

  (These tips are in the Kaizen Event Survival Guide and on the name tents.)

  - Design the process around value-added activities
  - Ensure that work is performed where it makes the most sense
  - Provide a single point of contact for customers and suppliers
  - If inputs naturally cluster, create a separate process for each cluster
  - Ensure a continuous flow of the “main sequence”
  - Reduce waiting, moving, and rework time
  - Reduce or eliminate batching
  - Reduce checks and reviews
  - Push decision-making down to the lowest reasonable level
  - Build in quality in order to reduce inspection and rework

---

**3d. In three subgroups: Clean-sheet redesign (2 hours, 10 min.)**

Each subgroup should work in its own breakout room or walled-off area. If this isn’t possible, station the subgroups as far apart as possible, to ensure that they work entirely on their own. Tape butcher-block paper horizontally on the wall in each work area. Have a facilitator for each of the three subgroups. *These important set-up steps should be done in advance.*

Reorganize team members into three new subgroups. Talk with the team leader ahead of time to decide who will be in each clean-sheet subgroup. Populate each one with a mix of individuals from the previous subgroups (that worked on challenges and payoffs), but also consider individuals’ knowledge of the process, their personalities, whether they’re a customer or a fresh-perspective team member, their process-mapping skills, etc.

- **Remind everyone to follow standard process-mapping colors:** yellow sticky notes for *what* (tasks, steps), blue (diamond) for *decision points*, and pink for *functions/who* (swim lanes).
3e. Subgroup report-outs (10-15 minutes per subgroup)

When all three subgroups have finished their work, have each of them explain their newly designed process in detail.

- If the subgroups have worked in different rooms, have the whole group walk over to the main room for report-outs. They should bring their newly designed process maps with them.

- Prompt the first subgroup to explain its transformed process. Give 10-15 minutes per report-out. Encourage others in the team to ask questions and share their observations.

- After the second subgroup does the same, ask the team to cite improvements and other features included in both of the redesigns. List these on a flipchart sheet titled “In Common.”

- Now ask the team for improvements and other aspects that were unique to each of the subgroup redesigns. List these on a separate flipchart sheet titled “Unique.”

- Prompt the third subgroup to report to the full team. Get team input to add to the “In Common” and “Unique” lists.

- As a wrap-up, ask the group, “Are these ideas transformational?” This will generate conversation that can elevate certain clean-sheet ideas to a “must implement” level.

3f. Assignments in subgroups (1 hour, 40 minutes)

The work on this segment will likely extend into the next day.

This segment also uses subgroups:

- One subgroup is to develop the future-state map. This subgroup should include people from all three previous clean-sheet subgroups – with the facilitator determining who is included.
  - Have them work in a separate room if possible.
• They are to follow the process-mapping conventions that have been used throughout the Kaizen event.
• Give them access to all needed materials.
• Underscore the expected output: They are to develop a map of the future-state process and be ready to present it to the full team.

• A second subgroup is to compute and document key measures on the current-state process map – and to add swim-lane lines if needed. The people in this subgroup work directly with the process map, calculating key current-state measures.
  • Key measures include: number of process steps, decision points, handoffs, delays; lead time and cycle time. Additional measures (suggested by the facilitator or subgroup) might be useful as well.
  • In some cases, data will already be available in the scope document or elsewhere. But in many cases, the subgroup will have to do its own counting, calculating, and (as a last resort) estimating.
  • The subgroup might need to be resourceful when compiling these key measures. If needed data isn’t available in the room, they should reach out to someone back at the workplace.
  • The measures can be compiled in a scorecard that will be developed further as the Kaizen event continues. For now, the subgroup should gather measures for the shaded column below.

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<thead>
<tr>
<th>MEASURE</th>
<th>CURRENT</th>
<th>FUTURE</th>
<th>CHANGE (%)</th>
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</thead>
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<td>Process Steps</td>
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<td>Cycle Time</td>
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• One or two additional subgroups might be needed, to work on other aspects of improvement. For example, if there’s a big backlog, several people could be tasked to develop a backlog reduction plan. Or perhaps the culture is resistant to change, so a subgroup will come up with 3-5 action steps for addressing this in the rollout of the new process. As the facilitator, you’ll make a judgment call, determining whether additional subgroups are needed.
3g. Preview the next day, review the current day (5 minutes)

- Compliment the team for its great progress.
- Announce the start time for tomorrow, and summarize what the group will accomplish.

Experience shows that Kaizen teams greatly benefit when the team sponsor visits with the group, typically during the afternoon or at the end of Day 3.*

Some teams explain their early ideas to get sponsor input. Other teams pose questions relating to policies and procedures. Still others raise issues of concern in order to get the sponsor’s perspective.

This mid-event interaction shows the sponsor where the team is heading. If it’s the wrong direction, the sponsor can help the team redirect. If it’s the right direction, the team will know that they can go full steam ahead for the remainder of the week.

In nearly all cases, the sponsor’s visit energizes the team – and the sponsor!

*Sometimes this occurs on Day 4, depending on the sponsor’s schedule and also on where the team is at in its work. Some sponsors will want to visit on Day 3 and Day 4. The bottom line is that you want to keep the sponsor in the loop so there are no surprises late in the Kaizen event.

End Day 3
Begin Day 4

4a. Welcome back; preview the day (5 minutes)
   • Welcome the team.
   • Review progress thus far, then summarize today’s agenda.

4b. Optional video: Kid President (5 minutes)
   If the team could use a day-starting boost of energy, pull up Kid President on YouTube. He’s great at getting people to think in terms of awesome. Search on “A Pep Talk from Kid President.”

4c. Continued:
   Subgroup work on future state, measures, etc. (45 minutes)
   The two (and possibly more) subgroups from yesterday might need more time. Determine how much, establish a time for everyone to reconvene as a full team, then have the subgroups continue.
   If the measures subgroup or another subgroup finishes before the future-state is ready for presentation, set up a new subgroup to address another area. Just be sure that they’re clear on their assignment and that they have enough time.

4d. Subgroup report-outs, consensus-building (45 minutes)
   Have all subgroups present their findings. Devote most of the time (typically at least 30 minutes) to the future-state process.
   • Encourage questions and dialogue. This is especially important when the proposed future-state process is being presented. Many team members will be in favor and ready to move on, but some might have questions, and some might even have differing views. Now is the time to talk it through and build consensus.
   • As the group agrees to refinements to the future-state process, based on the unfolding conversation, make sure that those refinements are added to the process map.
4e. In subgroups: Develop implementation plans, Round 1 (1 hr.)

In this segment, teams work in subgroups, developing implementation plans that cover every aspect of the rollout.

- **Each subgroup of three or so people focuses on a specific area or topic.** Below is a list of implementation plans that are commonly developed by Kaizen teams (but there are additional possibilities). As the facilitator, you should be fairly clear at this point on which implementation teams are needed.
  - Communications*
  - Training*
  - Human Resources
  - Technology or IT
  - Forms
  - Checklists
  - Facilities
  - Policies/Procedures
  - 60-Day Plan
  - Backlog
  - Dashboard, Scorecard

- **Each subgroup (except the dashboard subgroup) is to create an action register for their focus area.**

  ![See the Appendix for an action register template.](image)

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>What task or objective needs to be accomplished?</td>
<td>Who will take the lead to ensure that the team accomplishes it?</td>
<td>When will the task begin, and when will it be completed?</td>
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</tbody>
</table>

- **Equip each subgroup with flipchart paper and a marker, make sure everyone understands the assignment, and establish a time for the entire team to reconvene and report.**

  As the subgroups begin to develop their action registers, ensure that they clearly document what, who, and when.

  ![](image) If a subgroup completes an action register while all the other subgroups are still working, you can assign a new focus area for a new action register. This will keep the process moving.
4f. Subgroup report-outs (5-10 minutes each)
After the implementation subgroups complete their work, have them present their action registers to the whole team. Encourage questions and discussion. Press for more detail and clarity if plans seem thin. Build team-wide consensus.

4g. Continued: Subgroup work and report-outs, Round 2 (1+ hrs.)
• As the rest of the day unfolds, continue to use subgroups to develop implementation plans. Manage the time accordingly. Make sure that all subgroups present their action registers to the whole group.

• Assign a subgroup to analyze key measures and cost savings based on implementation of the future state. A previous subgroup calculated some or all of the measures shown in the shaded area below. Now, the rest of the chart can be filled in, with the subgroup using the future-state map and available data to calculate projected measures and rates of change. (You might have additional measures in the Kaizen event you facilitate.)

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• Bring in subject-matter experts if needed. Sometimes when people are developing an implementation plan, they have questions for someone back at the workplace. Encourage them to reach out to the needed source of information. This should be the case throughout the Kaizen event.
4h. Review the current day, and preview the next day (10 min.)

• **Congratulate the team for all its work on implementation plans.** With so many subgroups doing work during the afternoon, the effort can start feeling a little disjointed at this point. Pull things together by highlighting common ground between the various action registers. Cite overarching themes that have emerged. Ask team members to share their own perspectives on how all their work during the week is starting to come together.

• **Go over the plan for tomorrow.** Give the group enough information about the upcoming team presentation so they’re informed but not nervous. Remind everyone to dress in professional attire. Sketch out tomorrow’s agenda, and establish the time when the team will get started.

Most Kaizen teams have their report-out presentation on the fifth and final day of their Kaizen event. So on the fourth day, you or one of your co-facilitators should be building the slide deck that will be used for the team presentation. Much of the deck has already been created for you, but you of course need to fill in all of the event-specific information. You can work on this as the fourth day unfolds (while team members are working in their subgroups), and/or when everyone leaves for the day. Time also will be available early on the fifth day, which includes a segment where you review the slides with the team in order to fill in missing information.

End Day 4
Begin Day 5

5a. Welcome back; preview the day (5 minutes)

- Welcome the team.
- Review progress thus far, and give the team a well-deserved pep talk. They’ve accomplished a lot!
- Summarize what the team will get done in its final day of the Kaizen event. They will finalize their improvement plans and the projected results – and present the full story to colleagues.

5b. Optional video: How to Start a Movement (5 minutes)

When people are involved in a Kaizen event, they’re part of a movement that’s working to make government simpler, faster, better, and less costly. That’s why this optional TED Talk is relevant. It gives insights into involving co-workers back in the workplace. (Hint: It takes two.) To pull up the video on YouTube, search on “Derek Sivers: How to Start a Movement.”

5c. Decide on a team name, and take a team photo (15 minutes)

- Guide the group in coming up with a name for the team. Ask team members for ideas, list the potential names on a flipchart, then see which one rises to the top.
- Gather everyone for a team photo. The photo will be included as a slide in the team presentation, and it might also be used by the agency(s) involved in the Kaizen event for their internal communications. Many of the event articles posted at Lean.Ohio.gov include team photos.

5d. Concluding work on the future-state process and implementation plans (45 min.)

By this point in some Kaizen events, the team has finalized its future-state process and implementation plans – to the degree that no further work and discussion are needed. Team members are ready to move on to the next segment. But in other events, there might be a few things that still need to be completed, or a few loose ends that
need tying. Depending on the situation when you’re facilitating, be ready to guide the team in one or more of the following:

- **If any subgroups from the previous day are still working on their assignments, have them reconvene and finish up.**

- **If any implementation plans still need to be created, set up additional subgroup(s) and get them working.** You might see the need for another action register following yesteday’s work, perhaps after talking things over with the team leader. Now is the last in-event opportunity to get it done.

- **Have team members do a “walk-about” of their future-state process and the accompanying implementation plans.** A walk-about is just what it sounds like: People walk around the room reviewing key outputs, all of which are taped to the walls at this point. They are checking whether any fine-tune changes are needed to make their good work even better. If you do call for a walk-about, allow 5-10 minutes at the end for team members to cite where refinements need to be made. These can then be discussed with the whole group before being finalized.

  If the group does a walk-about, make sure that everyone is clear on the purpose. Otherwise, some people will scatter about and wonder what’s going on, and you’ll risk losing group energy that’s needed for the rest of this fifth day.

---

**5e. In three subgroups: Prepare for the presentation (30 min.)**

The report-out presentation is an important capstone for every Kaizen team. In this segment, the group is divided into three subgroups, each with a different assignment:

- **One subgroup identifies the team’s top 3 improvements – and for each, the biggest changes that are driving the improvement.** This text will be fed into the one-page fact sheet that goes public to summarize the event and its projected results.

  See the Appendix for a sample fact sheet.

- **A second subgroup reviews, confirms, and finalizes the numbers that show the measurable impact of the improvements.** These numbers include process-related measures, direct cost savings, and redirected work hours that are projected to result from implementation of all the changes. A subgroup was to have worked on this on Day 4, so the current subgroup might
simply be reviewing or fine-tuning an existing set of numbers. In other cases, the current subgroup will be starting from scratch. Almost always, a facilitator or other Lean practitioner needs to work with the subgroup as calculations are made.

• A third subgroup sets up the room for the presentation.

5f. Review, finalize, and assign slides for presentation (30 min.)

• Go through all slides with the team. Use their input to make corrections (e.g., name spellings on the slide that lists team members), fill in needed info, and ensure that everything flows.

• Assign specific slides to specific people. All team members should have a speaking role in the presentation. Most people explain 2-4 slides. People should sit in order of when they speak during the presentation.

5g. Give each person a print-out of their slides for the presentation; rehearse as needed. (45 minutes)

While team members review their slides, you or another facilitator can finish the one-page fact sheet that summarizes the planned improvements, the projected results, and more. See the Appendix for a sample fact sheet.
### DAY 5

#### 5h. Report-out presentation (1 hour)

- **Make sure the team leader and others from the involved agency(s) have invited senior leaders and co-workers to the presentation.** This is more than just another presentation – it’s a golden opportunity to begin the change process by communicating and promoting the improvements. The team should strive to maximize attendance.

- **Have the team sponsor and agency director provide concluding comments.**

- **Be ready with copies of the fact sheet.** This one-page handout summarizes key event information, so it’s another key communication tool. Circulate copies immediately after the presentation so people don’t get distracted by it during the presentation. See the Appendix for a sample fact sheet.

- **Allow time for questions at the end of the presentation.**

- **Keep talking after the presentation.** Experience shows that team members and attendees enjoy the informal chat time that occurs afterward. Attendees will ask questions one on one with team members. Team members will recount their experiences from a very busy week. Others will walk around the room looking at all the outputs taped to the walls, especially the future-state process map.

- **Make sure the flipchart and butcher-block output on the walls is careful removed, folded, organized, and secured by the team leader.** The leader (or someone they designate) will be transcribing the output for wider communication and immediate implementation.

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**End Day 5**
APPENDIX

• SIPOC
• Process Mapping
• TIM U WOOD
• Training Topics
• Action Register
• Sample: 1-Page Fact Sheet
## SIPOC

<table>
<thead>
<tr>
<th>SUPPLIERS</th>
<th>INPUTS</th>
<th>PROCESS</th>
<th>OUTPUTS</th>
<th>CUSTOMERS</th>
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</thead>
<tbody>
<tr>
<td>Who provides inputs that are needed to make this process work? Can include people, other offices, agencies, organizations, etc.</td>
<td>What resources do you need to perform this process? Can include materials, supplies, information, authorization, services, etc.</td>
<td>What are the 5-7 major milestones that make up this process?</td>
<td>What is produced by this process? Can include services, products, information, decisions, etc.</td>
<td>Who benefits from this process?</td>
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### Example: SIPOC in action

SIPOC stands for suppliers, inputs, process, outputs, and customers.

In one of the first steps of every Kaizen event, the team develops a SIPOC to establish a common understanding of the big picture.

The SIPOC shown here was created during a Kaizen event at the Public Utilities Commission of Ohio.
PROCESS MAPPING is all about making the invisible visible.

By creating a process map, you will:

• Get a clear and detailed visual of what is occurring in the process
• Create a common understanding
• Identify all stakeholders involved in the process
• Identify process handoffs and loopbacks
• Identify waste and value-added activities

Process map key:

- **Different functional areas of process**
- **Beginning and end points of the process**
- **Any activity where work is performed in the process**

**Decision point:** Steps in the process where information is checked against established standards and a decision is made on what to do next (must have two or more different paths)

- **Delay:** Any time information is waiting before the next task or decision occurs in the process (examples: in-baskets, batching, multiple approvals)

- **Connects tasks performed by the same person or area, but without any physical movement occurring**
- **Indicates physical movement of information, items, etc. from one person or function to another**
- **Indicates electronic movement of information from one person or function to another**

Process mapping tips:

• One voice
• Write tasks in “one noun, one verb” format, or “one verb, one noun”
• Stay at a consistent level
• Start by identifying the functional area that starts the process
• Detail the tasks, decisions, and delays in each functional area
• Follow a “swim lane” model
• Draw in your swim lane lines
• Connect steps with arrows

Process mapping questions:

• Who starts this process?
• How does the process start?
• And then what…?
• What happens next…?
• Are we in the weeds?
• If I am the customer, I do…?
**Transportation**
- Transport from office to office
- Transport from floor to floor
- Transport from building to building
- Other transportation and travel

**Information, Inventory**
- Finished product
- Storage
- Printed in advance
- Work in process
- In the warehouse
- Requiring unnecessary info on a form

**Motion**
- Inter-office movement
- Office to office
- Cubicle to cubicle
- Going to the copier or scanner
- Going to the fax
- Going to the storeroom
- Reaching
- Bending

**Underutilization**
- Employees
- Talent
- Office space
- Technology
- Equipment

**Waiting**
- Nonproductive time
- Waiting for:
  - copier
  - scanner
  - delivery
  - catchup
  - person upstream
  - mail/shipper
  - computer

**Overproduction**
- Making too many
- Making in advance of requests
- Throwing away the excess
- Things getting outdated
  - “We have to be ready”
- Not cautious, but wasteful

**Overprocessing**
- Adding things that nobody wants
- Report that nobody reads
  - “Gold plating”
- The best
- Better than good enough
- Beyond meeting customer expectations

**Defects**
- Mistakes
- Broken
- Inaccurate
- Can’t read
- Can’t understand
- Wasted materials
- Returned
LeanOhio
Training Modules Checklist

This checklist will help you identify just-in-time trainings during Kaizen or Lean events. Facilitators should choose from the modules based on the need of the group/process.

**SESSIONS THAT SHOULD BE COVERED DURING EVERY EVENT**
- LeanOhio Overview: Introduction to Kaizen Event
- Scoping Document/Project Charter
- Baseline Data
- Introduction to Process Mapping
- Identifying Waste: TIM U WOOD and Value-Added
- Brainstorming
- Clean-Sheet Redesign Speaking Points (Stuck on an Escalator Video)
- Future State

**OPTIONAL SESSIONS BASED ON THE GROUP/PROCESS NEEDS**
- The 4 Voices: Customer Focus
- 5S + Safety
- Batching
- Poka Yoke: Mistake-Proofing your Forms
- Push vs. Pull
- Standardization: Pig Exercise
- Visual Management
- What is Lean: Overview of Lean (Quality at Source and other Lean Principles)
- What is Six Sigma: Variation is Evil

LEANOhio SIMPLER • FASTER • BETTER • LESS COSTLY
## Action Register

<table>
<thead>
<tr>
<th>WHAT</th>
<th>WHO</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>What task or objective needs to be accomplished?</td>
<td>Who will take the lead to ensure that the team accomplishes it?</td>
<td>When will the task begin, and when it will be completed?</td>
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Kaizen Event Facilitation Guide

Appendix | 41
LeanOhio Kaizen Event Fact Sheet
Ohio Attorney General
Crime Scene Unit Analysis

Issue: Improving the process that BCI uses to assign cases, process crime scenes, document evidence, and report out to courts as needed.

<table>
<thead>
<tr>
<th>Department</th>
<th>Changes to Process</th>
<th>Metrics</th>
<th>As a Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ohio Attorney General</td>
<td>• Reduced process steps from 189 to 96 (49% reduction)</td>
<td>• Processing time reduced from 102 hours to 58 hours (43% reduction).</td>
<td>Law enforcement will get crucial crime-scene information up to 43% faster.</td>
</tr>
<tr>
<td>Bureau of Criminal Investigation (BCI)</td>
<td>• Reduced decision points from 27 to 16 (41% reduction)</td>
<td>• Projected savings of approx. $6,242 in mailing and printing.</td>
<td></td>
</tr>
<tr>
<td>February 10-14, 2014</td>
<td>• Combined 3 reporting documents into one</td>
<td>• Projected 1,200 hours of customer delays eliminated</td>
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<td>• When fully implemented, projected savings in cost avoidance will be $52,797 for Agent and Office Admin</td>
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Major Improvement

<table>
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<th>HOW it was accomplished</th>
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<td>Single point of entry for requests for assistance</td>
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<tr>
<td>Statewide protocols established for crime scene processing</td>
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<tr>
<td>Improved customer communication</td>
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</tbody>
</table>

Current Process Map:  
Future Process Map:

Team members: Gary Wilgus (Team Leader), Joshua Durst, Stephanie Herron, James Bryan White, Edward Staley, David Hammond, Larry Hootman, Cynthia Lee (ODOT), Courtney Borders (ODJFS)

For more information please visit lean.ohio.gov or contact Steve.Wall@das.state.oh.us