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KAIZEN EVENTS

A TOOL FOR CONTINUOUS IMPROVEMENT

- 1- Lean thinking. Added valued and non added value
- 2- What is a kaizen event?
- 2- Steps of a kaizen event
- 3- Work guidelines of a kaizen event
- 4- Types of Kayzen events
- 5- Conclusions

lean

Resistance to change



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¿What is value?

**Added value refers to every
activity that transforms*
products and services**

=

**What customers are willing to
pay for**

lean

*** For better**

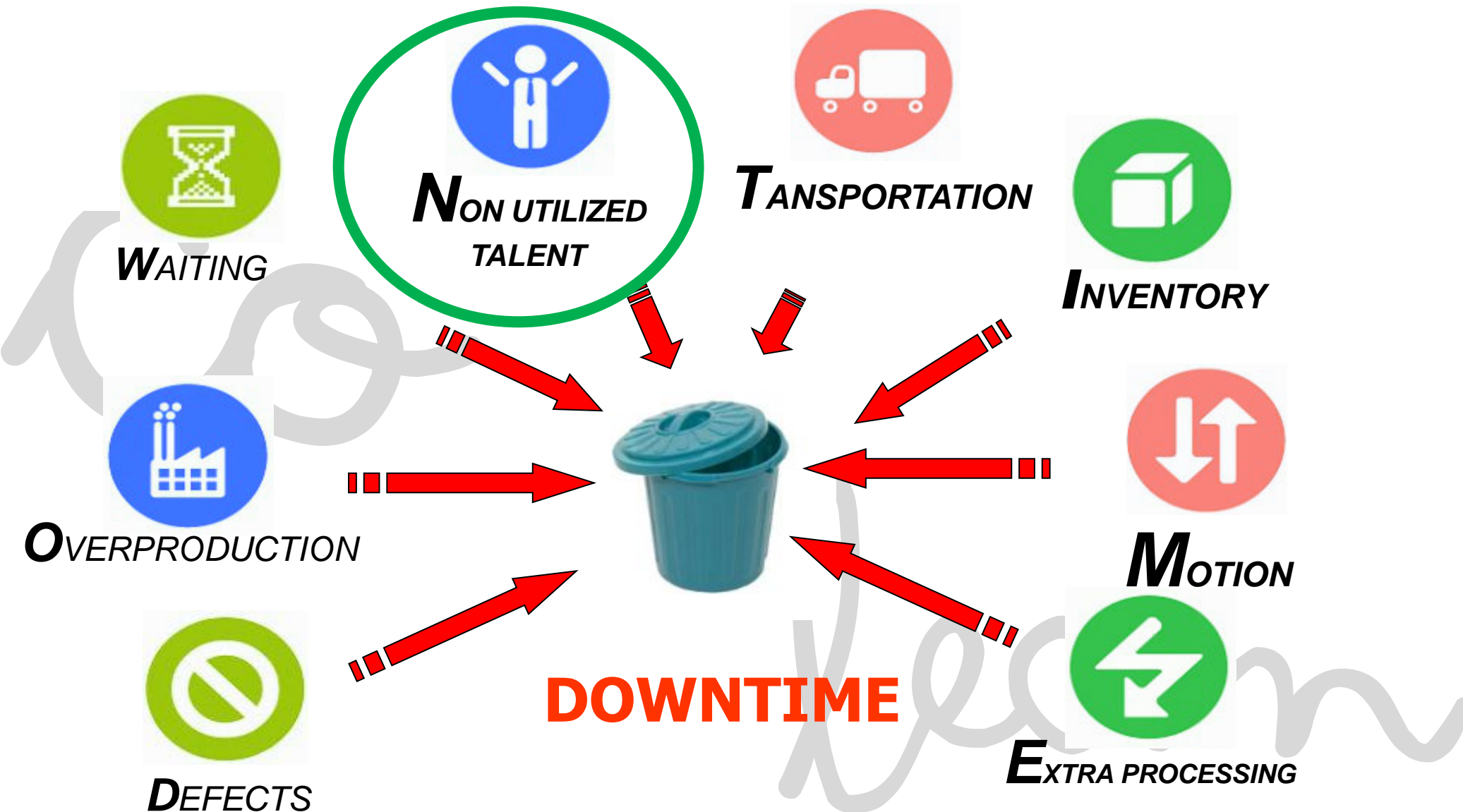
What is waste?

Waste refers to all activities that do not produce added value to products and services.

Waste can emerge anywhere, anytime



A tool for reducing waste:



Kaizen events

Objective:

Remove waste



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Waste refers to any activity that does not create added value

**“What customers are not willing to
pay for”**

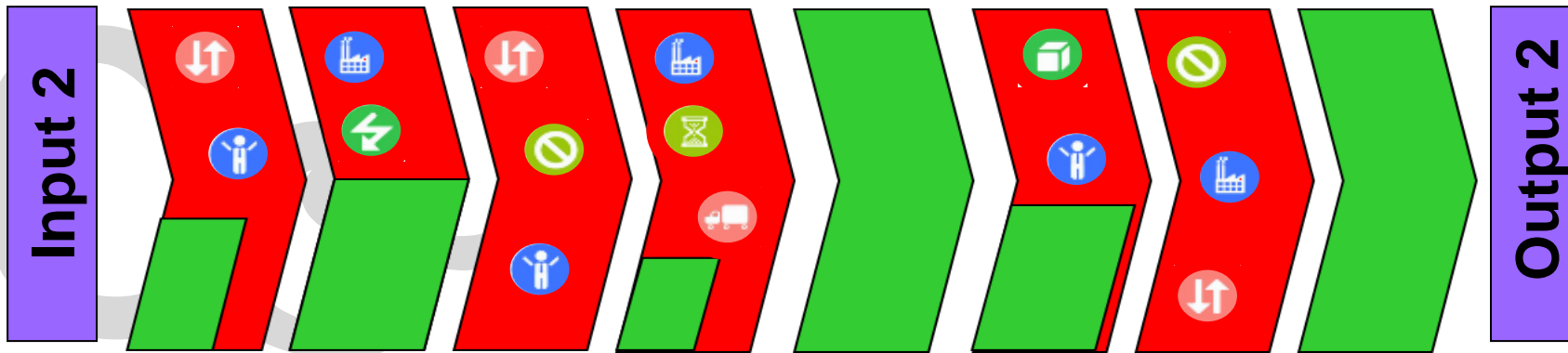
Taiichi Ohno

lean



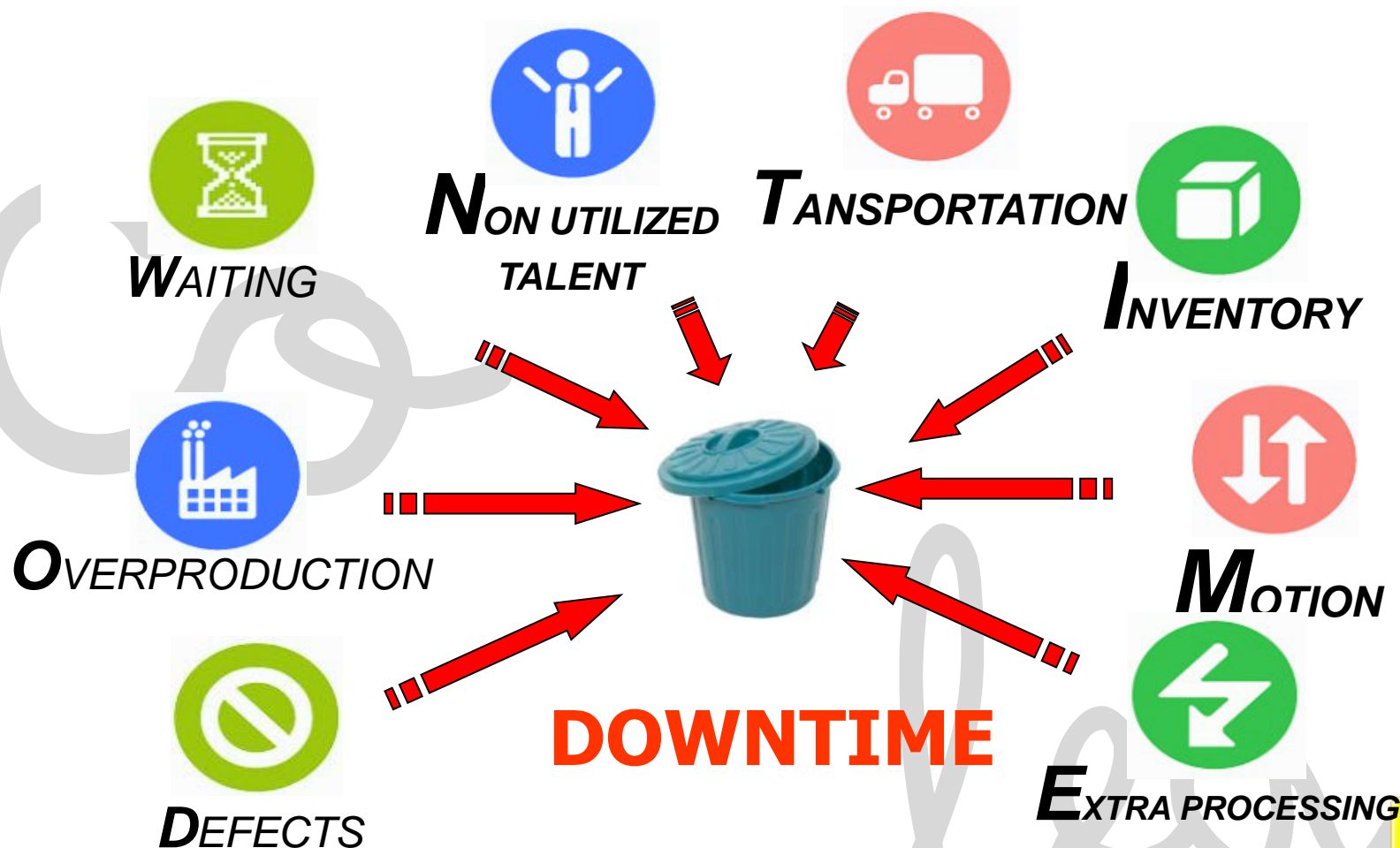
Kaizen events

Objective:



The first challenge: be able to recognize the existence of numerous inefficiencies in processes (MUDAS)

How to remove waste



Video
Koffee kaizen

1- Lean thinking. Added valued and non added value

2- What is a kaizen event?

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2 - Definition

Kaizen is a Japanese term meaning “change for better” .

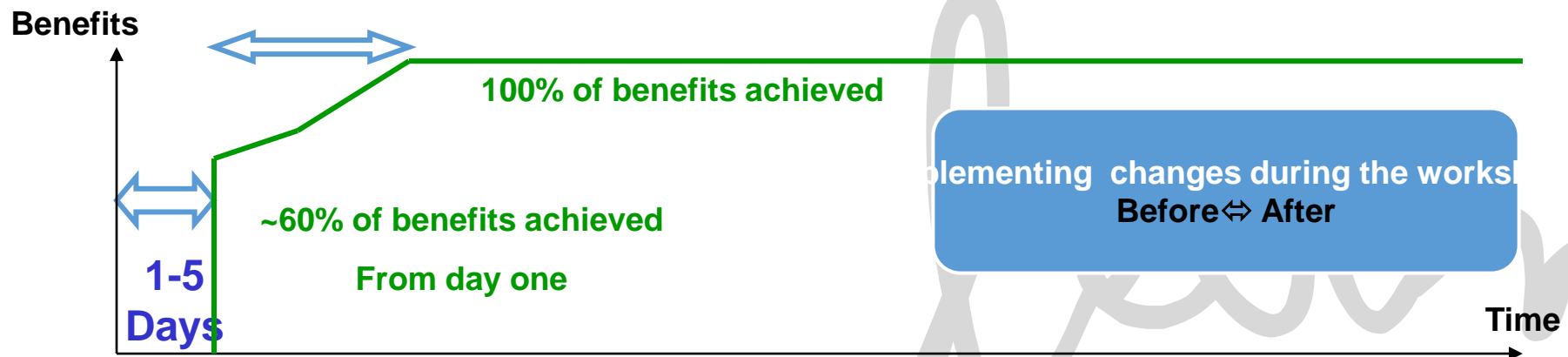
- **KAI:** Change
- **ZEN:** Good



Kaizen refers to continual improvement

2 - Definition

- Kaizen events aims at removing waste by a concentrated effort action in a specific area
- **Expected results:** make quick changes leading to visible improvements



Kaizen workshops

¿What?

A **short event** (1 to 5 days)
involving **small workteams** (5 to
8 people) made up of the **people**
who work the process,
managers and staff from
supporting areas (quality,
maintenance, prevention..)



Kaizen workshops

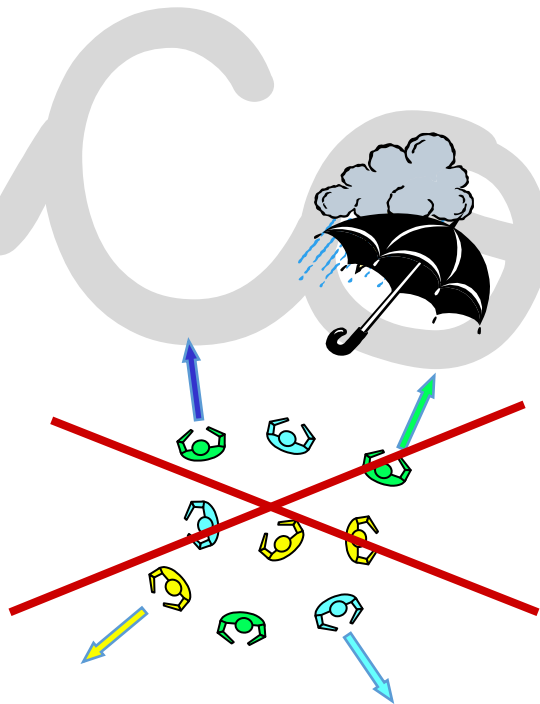
¿What for?

Analyze processes, waste,
reduce changeover times.....and
propose new ideas for
improvement, **implementing** as
many as possible over the
workshop. Unfinished actions
are included in an action plan
for future evaluation and
execution

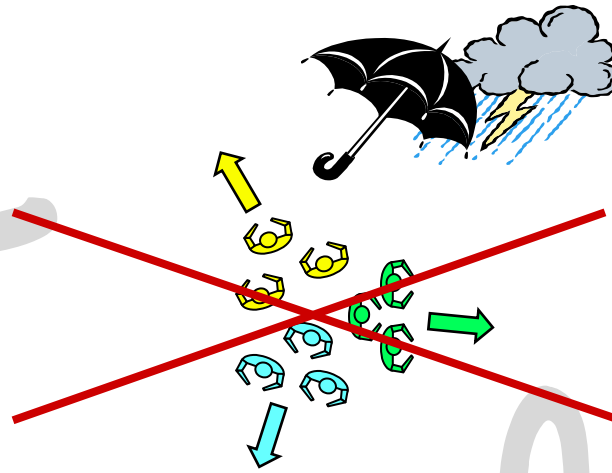


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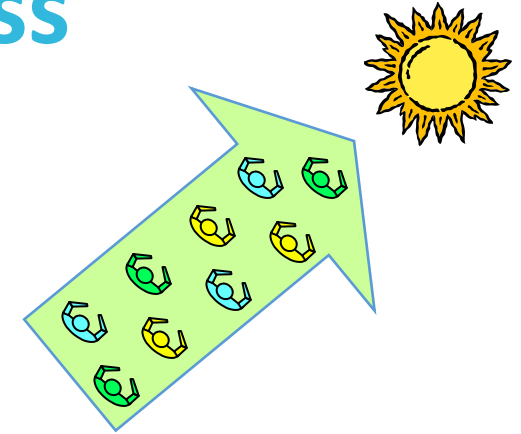
KAIZEN: Maximun effectiveness



1 – Individual actions advance without coordination



2 – Different business areas follow particular interests



3 – Stakeholders work together in a joint effort to reach a concrete objective very quickly

lean

1- Lean thinking. Added valued and non added value

2- What is a kaizen event?

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lean

2- Steps of a kaizen event

2-1- Preparations	2-2- Kaizen	2-3- Follow up- Measuring
<p>Definition Anticipation</p> <p>Communication</p>	<p>IMPLEMENTING THE CHANGE</p>	<p>Finish Actions Measure results</p>
<p>1 Month</p>	<p>1 week</p>	<p>1 month</p>
<p>Deliverables</p>		
<ul style="list-style-type: none"> • The workshop charter • Detailed execution plan • Communication to managers and team members • Improvement dashboard contents • Managing workshop support document • Preparations Check list done 	<ul style="list-style-type: none"> • Final report • Action plan • New standard work 	<ul style="list-style-type: none"> • Final report including consolidated results • Improvement dashboard contents • New standard work to be validated and communicated to staff involved

2-1 Preparations

2-1- Preparations

Definition
Anticipation
Communication

2-2- Kaizen 2-3- Follow up- Measuring

IMPLEMENTING
THE
CHANGE

Finish Actions
Measure results
Communication

Objective:

- Determine the area to be improved and how to do it
- Guarantee an optimum workshop performance

At this point, the following questions have to be clarified:

- **What area/process are we going to tackle?**
- **Why are we doing this improvement activity?**
- **¿What is the best time to undertake it?**
- **Who participates?**
- **What kind of resources, information or materials for the workshop do we need to prepare it in advance?**

2-1 Preparations

2-1- Preparations

Definition
Anticipation
Communication

2-2- Kaizen

IMPLEMENTING THE
CHANGE

2-3- Follow up- Measuring

Finish Actions
Measure results
Communication

Preparations: What area/process to tackle



The first challenge: **be able to recognize the existence of numerous inefficiencies in processes (MUDAS)**

2-1 Preparations

The workshop charter

2-1- Preparations

Definition
Anticipation
Communication

2-2- Kaizen

IMPLEMENTING THE
CHANGE

2-3- Follow up- Measuring

Finish Actions
Measure results
Communication

- Delimit the scope of the project in order to ensure its success: => work guidelines



2 –Kaizen event charter=>

- ¿Why?
- ¿Targets?
- ¿Where?
- ¿Who?
- ¿When?
- ¿How to measure?
- ¿?

AC- -MP	FICHA DE CONTRATO PROYECTO MEJORA	AC- -MP	FICHA DE CONTRATO PROYECTO MEJORA
	<p>PROYECTO: _____</p> <p>SPONSOR: _____ Jefe de proyecto: _____</p> <p><u>¿PORQUE EL PROYECTO?</u></p> <p>• _____</p> <p><u>FINALIDAD / OBJETIVOS</u></p> <p>• _____</p> <p><u>RESULTADOS ESPERADOS / AREA DE ACTUACION</u></p> <p>• _____</p> <p><u>PLANNING PROYECTO</u></p> <p>• _____</p> <p><u>EL EQUIPO:</u></p> <p>Grupo de trabajo: _____</p> <p>Grupo de validación: _____</p> <p>Responsable de proyecto: _____</p> <p><u>Presupuesto / medios necesarios:</u></p> <p>• _____</p>		<p><u>PREPARACION Y DATOS PREVIOS:</u></p> <p>• _____</p> <p><u>RIESGOS IDENTIFICADOS</u></p> <p>• _____</p> <p><u>FACTOR CLAVES DEL EXITO</u></p> <p>• _____</p> <p><u>INTERACCIONES CON OTROS PROYECTOS</u></p> <p>• _____</p> <p><u>INDICADORES Y RESULTADOS</u></p> <p>• _____</p>
	<p>1</p>		<p>2</p>



2-1 Preparations

The checklist

- A list of items to help the team to verify and ensure they do not forget any important step, resource or material to efficiently undergo the workshop.
- Some of this list's questions may not apply, according to the nature of the event or its context.
- Each task should be assigned a deadline date and a person in charge.
- Start completing the checklist one month in advance.

2-1- Preparations

Definition
Anticipation
Communication

2-2- Kaizen

IMPLEMENTING
THE
CHANGE

2-3- Follow up- Measuring

Finish Actions
Measure results
Communication

	Lider	Date	State
problems data / area Data			
Technical information about it			
Working instruction			
Equipment used			
Logistic aspect :			
Agenda of kaizen event			
communicate the planing of kaizen event to all people affected by kaizen event (team, lider, working area, etc)			
Reserve meeting room			
Reserve projector			
Organize lunch or coffee break			
Preparation kaizen event :			
Invite participants			
Invite external society if it is necessary			
Provide some specific tools or material for kaizen events			
Arrange shift for disponibility of people			
How we need to control: time registration people			
Plan meeting control with lider project			
Plan meeting of final presentation with lider project			
Safety rules during kaizen event			
Needs of material for kaizen event :			
Post it (green , yellow, blue, red, white)			
Felts pen and paper board			
Big paper roll (to put on the wall to draw flow chart)			
A plane of working area			
color Pens, Adhesive, scissors			

2-1 Preparations

Communicate to the team

2-1- Preparations

Definition
Anticipation
Communication

2-2- Kaizen

IMPLEMENTING THE
CHANGE

2-3- Follow up- Measuring

Finish Actions
Measure results
Communication

What	Leader	When
Improvement board	department managers	Monthly
Workshop charter	department managers + team leader	Month 1
Workshop team	department managers + team leader	Week-2
All members of the department=> weekly coordination meeting	Construction manager	Week -1
Project meeting	Construction manager	Week -1

2-2 During the kaizen event

- Five steps
- A variety of tools
- A work guidelines defined according to the target
- Listen to people and make them participate

DAY 1			DAY 2		
0- Introduction	1- Analyze the existing process	2- Proposals for improvement – future state	3- Implementing the actions	4- Define a new standard work	5- Closure

- The duration is set in consonance with the scope and nature of the workshop

Definition
Anticipation
Communication

IMPLEMENTING
THE
CHANGE

Finish Actions
Measure results
Communication

2-2 During the kaizen event

0- Introduction

- Briefly introduce the work guidelines
- Present the event charter, agenda and resources
- Address the concept and principles of kaizens
- The eight wastes. Added value vs Non added value
- Principles of continuous improvement
- Enemies of the improvement
- Allotted time => 15 minutes

3 – Kaizen dossier. Deliverables =>



2-2 During the kaizen event

The principles of continuous improvement

- 1 – Put aside preconceived ideas, refuse current practices
- 2 – Think up about “what it can be done” instead of “why we can’t do it”
- 3 – Act promptly after proposals
- 4 – Do not seek for perfection: accomplishing up to 60% objectives is acceptable
- 5 – Amend mistakes immediately
- 6 – Turn problems into new ideas
- 7 – Look for the root causes of problems: use the 5 Whys technique
- 8 – It better to collect 10 people’s opinion instead of waiting for an individual brilliant idea
- 9 – Test and validate ideas
- 10 – Understand the unlimited potential for improvement

Have a go! Propose new ideas for change

2-2 During the kaizen event



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Idea Killers/ the enemies of continuous improvement

Doesn't have anything to do with me *that is another shift's* Yes, but NOT ENOUGH TIME **nobody cares** I've told you

NO! Sure there is not budget allocated *Not my*

responsibility IT WON'T WORK not enough staff *why?* **We'll**

have a look later on I am not get pay for that
Mind your own business That is not my problem, it's others
I'LL MANAGE MYSELF

If found it like that myself **I rather keep quiet** **It's not going to**
be done **we'll think about it** WHY CHANGING? It is
impossible

We do as I told *We better leave it for now*

METAPLAN

0- Introduction

Ask the following questions about the process. Write each idea or comment on a post-it

- 1 – All ideas are valid**
- 2 – There are no good or bad ideas: all are equally possible**
- 3 – Everybody can contribute to the debate**
- 4 – Provide at least 10 ideas**
- 5 – The idea is to get the whole picture**



Question 1

- What are the root causes of our inefficiencies?

Why we do not reach the efficiency target

Question 2

- What should we do to streamline our processes and reach efficiency goals?

0- Introduction

Introduce the chosen lean tool or/and related concepts that are going to be applied over the workshop

1. 5S.
2. Poka Yoke – visual management
3. Kanban
4. Lean logistics
5. VSM
6. Etc.

A large, light gray cursive word 'lean' is written across the bottom right of the slide.

2-2 During the kaizen event

1- Analyze the current process

Target: learn about the process real state by observing day to day operations

- Pictures of the area reflecting the current situation
- The latest period production data (to be compiled at preparations)
- Visit gemba and observe
- Record videos
- Draw an outline
- Pareto chart
- Indicators

2-2 During the kaizen event

2-1- Preparations

Definition
Anticipation
Communication

2-2- Kaizen

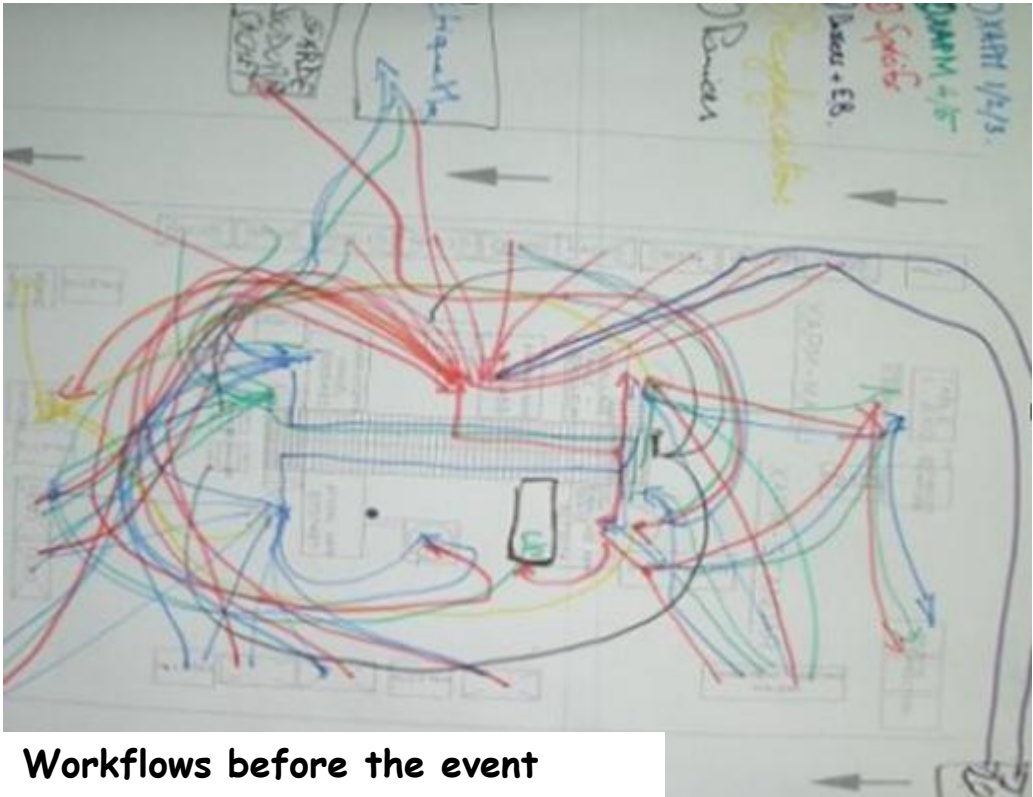
IMPLEMENTING THE CHANGE

2-3- Follow up- Measuring

Finish Actions
Measure results
Communication

1- Analyze the current process

Drawing the operator, material and equipment workflows



2-2 During the kaizen event

2-1- Preparations

Definition
Anticipation
Communication

2-2- Kaizen

IMPLEMENTING THE CHANGE

2-3- Follow up- Measuring

Finish Actions
Measure results
Communication

1- Analyze the current process

Flowchart: graphic representation of process

- Manufacturing process consists of 5 types of actions as follows:

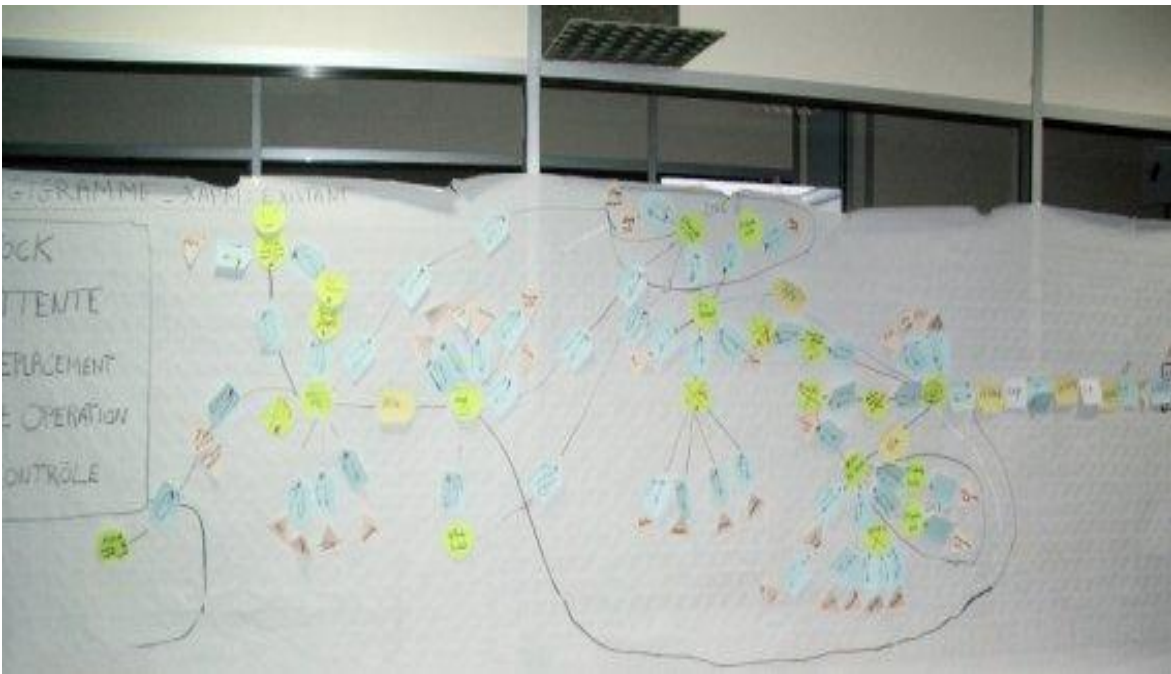
 Operation

 Control

 Transport

 Stock

 Waiting



2-2 During the kaizen event

2-1- Preparations

2-2- Kaizen

2-3- Follow up- Measuring

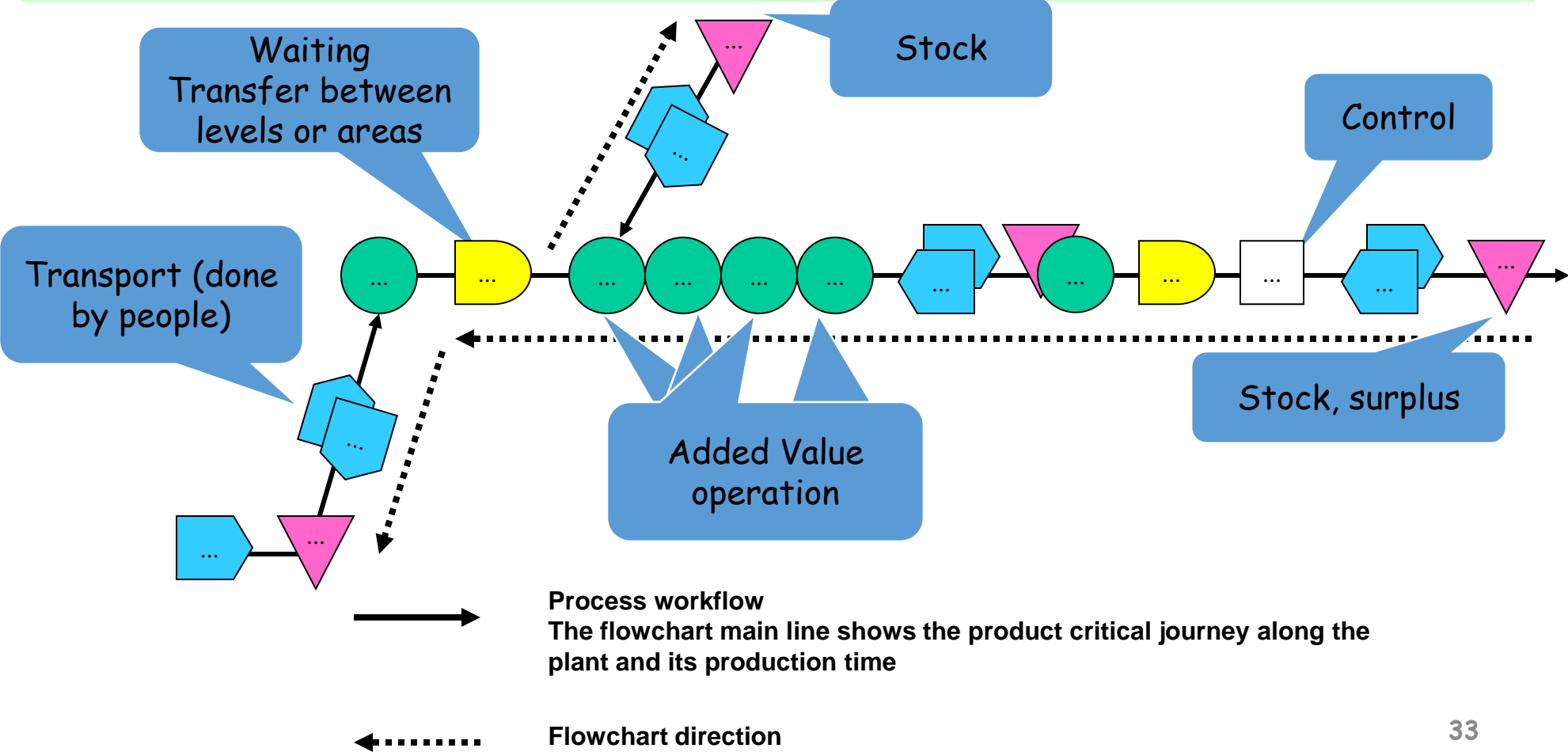
Definition
Anticipation
Communication

IMPLEMENTING THE
CHANGE

Finish Actions
Measure results
Communication

1- Analyze the current process

Flowchart example



2-2 During the kaizen event

2-1- Preparations

Definition
Anticipation
Communication

2-2- Kaizen

IMPLEMENTING THE CHANGE

2-3- Follow up- Measuring

Finish Actions
Measure results
Communication

1- Analyze the current process

Target: Point out a list of actions to eliminate identified waste

- Compile ideas and proposals into an Action Plan (flipchart and digital device)
- Prioritize actions (over and after the workshop)
- Assign the responsible person for implementation

	4- Kaizen action Plan=>	Acciones finalizadas =>	0		
		Acciones pendientes =>	0		
	Acciones de mejora	Donde	Estado	RESP.	FECHA
1					
2					
3					

2-2 During the kaizen event

1- Analyze the current process

Target: Change and streamline the process by testing proposals

- Test and measure actions for improvement
- It may not be the definitive solution, the idea is to measure the impact in the process
- Put yourself in the workers shoes

Key issue: The better the workshop is planned the more opportunities for change

2-2 During the kaizen event

1- Analyze the current process

Target: Define the new standard work

- Standardized work: Security, quality, flow of material and information, ergonomics, work procedure) => training
- Work instructions => Accessible and visible at every workstation
- Measured and visual (video, pictures)

2-2 During the kaizen event

5- Closure

Target: The kaizen team presents a report to the management team on the work done, the changes implemented and the actions yet to be executed.

- Report should be presented by the team itself
- Use digital/IT means for presentation
- The more visual the document, the better:
 - Add pictures, videos (before and after)
- Develop an Action plan for the following month



6- Kaizen event final report

2-3 Follow up - Measuring

2-1- Preparations

Definition
Anticipation
Communication

2-2- Kaizen

IMPLEMENTING THE
CHANGE

2-3- Follow up- Measuring

Finish Actions
Measure results
Communication

Target: Accomplish the remaining improvement activities that have been identified over the workshop

- Develop and execute a training plan if required
- Pending action plan follow up
- Key indicators monitoring



**GUARANTEE THE IMPLEMENTATION AND
SUSTAINABILITY OF THE IMPROVEMENTS**

- 1- Lean thinking. Added valued and non added value
- 2- What is a kaizen event?
- 2- Steps of a kaizen event
- 3- Work guidelines of a kaizen event**
- 4- Kayzen events types
- 5- Conclusions

3- Work guidelines

Kaizen event leader's role:

- **His/her** main duty is to conduct properly the workshop (before-during-after)
- **He/she is not:**
 - Who proposes problem solving ideas by himself or herself
 - Who does all the work

lean

3- Work guidelines

Team leaders' main tasks:

- Anticipate the successive steps
- Oversee works run on schedule
- Moderate debate, listen to and let people express their views
- Guide people towards meeting the objectives: eg. avoiding unnecessary discussions
- Distribute tasks among members
- Maximize time available
- Compile the work done by the team into a report

1- Lean thinking. Added valued and non added value

2- What is a kaizen event?

2- Steps of a kaizen event

3- Work guidelines of a kaizen event

4- Types of Kayzen events

5- Conclusions

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4- Types of kaizen events



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Kaizen events are a helpful tool for:

- Implementing 5S
- Security and ergonomics
- Facilitate work
- Reduce waste
- Reduce product wastage
- Quality improvement
- Work processes

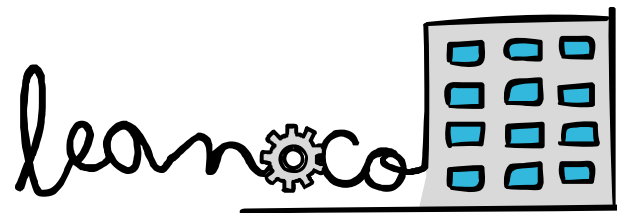
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5- CONCLUSIONS













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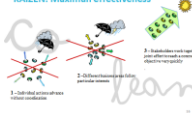







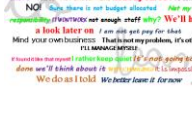


- Preparations are an essential part of this activity as it helps maximizing performance
- Communicate appropriately along the project three phases
- Workshop target => implement improvements. Corroborate with pictures the changes
- Workshop leader's main task: guarantee the team follows the workshop methodology and work guidelines

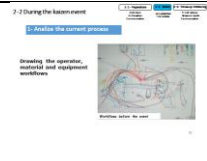

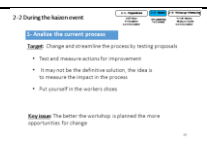
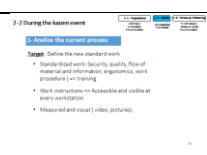
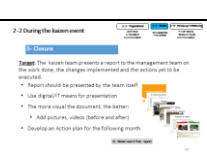


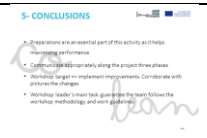


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	3.1.3 KAIZEN EVENTS
 <p>Resistance to change</p>	<p>Applying and managing continuous improvement methods within the organization implies that people and processes have to be changed by questioning themselves permanently. Improvement means changing the way things are done regularly and to do so organizations, teams and people would have to modify their habits and get out of their comfort zone. Continuous improvement may not be a natural thing for many people. First, they would need to overcome resistance to change and get out their comfort zone.</p>
 <p>What is value?</p>	<p>Ask yourself what is value... think about it, propose new ideas. Are customers willing to pay for certain operations? Search for materials, product wastage or our extra processing?</p>
 <p>What is waste?</p>	<p>How do we define waste? What do we mean by waste? Every task people do normally at work can be either added value or waste. But how people identify both correctly? Searching for the tool that has been used by a workmate is necessary for people to do their jobs?</p>
 <p>Working efficiently means working less</p>	<p>Improvement does not mean doing things faster but getting them right the first time round. Focussing the efforts on just doing things rapidly can lead to increasing added value activities but also non added value wastes. So, improvement is based upon the idea that added value time can be boosted by reducing or eliminating waste time.</p>
 <p>A tool to reduce wastes</p>	<p>Could you identify any of these wastes in your daily routines? It is vital people get to know waste and could be able to identify it correctly.</p>
 <p>Kaizen events Objective: Remove waste</p>	<p>To reach the objective, efforts must be focussed on removing wastes.</p>
 <p>Kaizen events Objective: The road to improvement</p>	<p>The road to improvement begins with the ability to detect and identify waste. Next, the target is removing waste.</p>
 <p>2 - Definition</p>	<p>Kaizen workshops are about making concrete, palpable and visible changes. Results can be shown via pictures or data. Kaizen workshops are not just an event for proposing improvement new ideas (ZEN). They go further for they seek the implementation of those ideas.</p>
 <p>Kaizen workshops (WHAT?)</p>	<p>It is essential to create a multidisciplinary team. Participants with no knowledge of the process can bring a fresh perspective to the group.</p>
 <p>Kaizen workshops (What for?)</p>	<p>The main objective is to implement as many as possible actions over the workshop</p>

 <p>KAIZEN: Maximum effectiveness</p>	<p>Bear in mind that CLIENTS are the team's main and sole target. Kaizen events are a collaborative tool that helps organizations to come up with new ideas that would increase customer satisfaction. This has to be a win-win situation for all.</p>
 <p>2-Steps of a kaizen event</p>	<p>Kaizen events typically consist of three stages, all equally important to accomplish the expected results.</p>
 <p>2-1 Preparations Preparations: What area/projects to tackle</p>	<p>Typically, kaizen events are planned using value stream mapping to analyze a process or project. Although sometimes, Kaizen workshops are set up to bring about an "urgent" improvement so organizations are able to respond to customer's needs (eg. modifications, quality, quantity, etc.). Kaizen events are just focussed on a concrete area, a process (or part of it) or a project. They are not meant to address all the problems.</p>
 <p>2-2 Preparations The workshop charter</p>	<p>Describe clearly the reason why the workshop is going to be held, as it is one of the most crucial messages to communicate to staff.</p> <ul style="list-style-type: none"> - Delimit correctly the scope of the activity, better if not too large. - Measuring: we do not need a complex scoreboard. Try to choose a couple of relevant indicators (KPI) that would reflect properly the problem.
 <p>2-3 Preparations The charter</p>	<ul style="list-style-type: none"> - Do not improvise. The better the workshop is planned the more efficient the results. The team should only focus on identifying waste and how to eliminate it. - This document is often a tailored-made document that each company develops over time according to its needs, experiences or context.
 <p>2-4 Preparations Communication to the team</p>	<ul style="list-style-type: none"> - Communication activities are an important piece in a kaizen event. So they should be carried out properly in order to assure the highest event performance and encourage the continuous improvement culture within the organization.
 <p>2-1 During the kaizen event</p>	<ul style="list-style-type: none"> - Prepare in advance a guide document to help the leader manage the workshop as following these steps: <ul style="list-style-type: none"> 1. Introduce the workshop and explain its objectives to the team 2. Explain the work guidelines
 <p>2-2 During the kaizen event</p>	<ul style="list-style-type: none"> - Explain thoroughly the 10 principles - The leader's role is to convince and encourage team members to propose new ideas and accept changes. Team working and collaboration is the route to achieve it.
 <p>2-3 During the kaizen event</p>	<p>Avoid these words as they prevent continuous improvement from flourishing.</p>
 <p>2-4 During the kaizen event</p>	<p>Brainstorm type exercise that allows teams to get a global vision of all the problematic situations within the defined area, and also verify how people experience those problems</p>
 <p>2-1 During the kaizen event</p>	<p>The first part of the workshop, the team should focus on the examination of the process to get the real picture, free of all prejudice.</p>

	<p>The aim is to identify and draw every people, parts or machinery movements over a day. Apply different colors to each type of resources. Sometimes it is useful to record a video to aid team members' analysis</p>
	<p>In some cases, the flowchart reveals all the activities that entail producing final products. That helps to expose the AV and NAV of our process</p>
	<p>The key idea of kaizen is to implement improvement proposals rather than just formulate them.</p>
	<p>Once improvements have been tested and implemented, the team defines the new standard work so it can be shared with the rest of the staff for training purposes</p>
	<p>Key issues:</p> <ul style="list-style-type: none"> - The final report should be presented to the managers by the kaizen team itself, not its leader. - It includes the work done and the goals achieved along the event and also the future actions. - Use a presentation template and include as much visual content as possible.
	<p>Key issues:</p> <ul style="list-style-type: none"> - This method is not about seeking perfection but to make change real and help organizations to overcome resistance to the cultural changes. - So it is very common that some of the improvements pointed out cannot be performed over the event. - Deadline for completion is usually set within the following 5 weeks after closure. - Daily or weekly follow ups are highly recommended
	<p>Kaizen events are an effective method for promoting continuous improvement within an organization or project. Basically it is a one-week focussed event set up for problem-solving that allows organizations to continue activity or concentrate on other problems. The key idea behind this method is that it brings the opportunity for a group of co-workers to analyze and resolve problems through collaboration.</p>
	<p>Bear in mind that leader's main task is basically coordinate and guide the group in order to achieve goals, not proposing ideas by him or herself.</p>