Rapid Process Improvement
(Lean Kaizen Event)

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Agenda

• Define project and engage others (Plan)
• Hold process improvement event and implement the action plan (Do)
• Monitor progress and performance (Study)
• Adjust and sustain improvement (Act)
What is Rapid Process Improvement?

- A fast and effective approach to improve a process.
- Takes 3-5 days
- Conducted by a team (5-20 members) that includes people who represent all areas of the process/value stream (may include customers /external members)
- *Kaizen*: Change for the better
I. Define Project & Engage Others
A. Prepare Project Plan / Team Charter & Hold Pre-meeting

Project plan components:
- Problem and scope
- Goals and deliverables
- Agenda and logistics (time and place)
- Team members - roles and responsibilities
- Time commitment
- Project principles
- Communication plan

Hold pre-meeting with team:
- Review/adjust project plan and answer questions
Planning Advice

• Use an A3 Report form.
• Do not use a kaizen event to address employee performance issues.
• Include someone from outside of the work process on the team.
• Be clear on team member time commitment before, during and after the process improvement event.
• Educate/coach sponsors to manage their expectations for change.
• Sign charter – personal commitment
Communications & Outreach

• Project Initiation
  – Stakeholder notice with “elevator speech”
  – Team invitation/request

• Project Execution
  – Daily check-in (Sponsor, Team Leader, Facilitator)
  – Report out invitation
  – Progress reports (email, visual measures, newsletter)

• Project Conclusion
  – Celebration!
  – Reward and recognition
Communication Advice

- Solicit input from staff and stakeholders upfront
- Provide an avenue to report concerns, questions, and improvement ideas before, during and after the project.
- Publicize project – it shouldn’t be a secret!
- Check-ins are critical to providing just-in-time guidance from sponsor (avoid zingers!)
II. Hold Event & Implement Action Plan
Hold Rapid Process Improvement Event

- Map the current process
- Identify wastes (e.g. waits, handoffs)
- Brainstorm improvement ideas
- Prioritize and agree on improvements
- Map the future process
- Prepares an action plan
- Define performance measures (KPIs)
- Provide a report out presentation to stakeholders
Event Advice

• Provide just-in-time training.
• If you cannot map the process the first day you should reduce project scope.
• Prioritize ideas based on impact & costs.
• Create & enforce team ground rules – manage resistance.
• Document the future process and centrally store process maps.
• Provide snacks.
• Have fun!
Implement Action Plan

- What?
- Who?
- When?
- Status (Green/ Yellow/ Red/ Purple!)
Implementation Advice

- List the name of the person responsible for completing each task.
- Post the action plan in an easily accessible place and make it easy to update.
- Focus conversation on tasks that are yellow and red status.
- Expect and plan for challenges.
- Hold weekly or daily status reports (standing meetings)
- Hold yourself and others accountable - take steps needed to achieve desired results.
- Reward people for bringing up issues - learn from successes and failures.
Monitor Progress & Performance
Performance Measures (KPIs)

• If you do not have performance measures, create performance measures during the event.
• Track performance on a regular basis to see whether you are achieving expected performance levels.
Measures Advice

• Use both qualitative and quantitative measures (critical 2-4 measures).
• Use visual measures to quickly communicate progress, enhance standard work, and facilitate issue identification and resolution.
• Include in your action plan how and when you will monitor performance.
Adjust & Sustain Improvements
Adjust and Sustain Improvement

- Include in the action plan how and when you will review the process.
- Adopt, adapt, abandon the approach.
- At least annually revisit the process to assess opportunities for improvement (OFIs).
Sustaining Improvement Advice

• Expect to improve a process multiple times (3-5 times) to remove wastes and get closer to the Ideal.
<table>
<thead>
<tr>
<th>Kaizen Event</th>
<th>Results</th>
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<tr>
<td>SSB: Assistive &amp; Adaptive Technology Kaizen Event</td>
<td>Reduced technology evaluation assessment from 70 to 19 days (73% time reduction), 66% reduction in forms, standardized report forms, developed standard definitions, and enhanced supervisor ability to track progress and troubleshoot.</td>
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| TAA Projects: 1) Customer Application Kaizen, 2) Purchase & Payment Redesign| • Kaizen: reduced application process from 83 to 39 days (53%).  
• Redesign: reduced purchase/payment from 72 to 38 days (47%).  
• Reorganized customer caseloads, formalized internal discussions on unusual customer cases, improved policy development process, improved training process. |
| UI: Customer Service Center Kaizen (General Mills & DEED)                   | Eliminated duplicate requests for status updates from the Customer Service Center staff and resulted in reducing status updates from 25 days to 1 day (96% time reduction)                                           |
| UI: Phone Agent Problem Solving Project (General Mills & DEED)              | Fishbone analysis: 50% reduction in supervisor time spent bringing additional agents on line (saved 2500 hours per year).                                                                                           |
Questions

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