

INPUT

What starts: QI Plan; Improvement need that is perceived as kaizen applicable
Who starts: QI Leader, QI Leadership team
Frequency: Dependent upon team's capacity (1 / wk – 1 / qtr)
Who receives: QI leader
Quality of Input:
Other Data: Work content time & cycle time

Kaizen Event Process (current)

OUTPUT

Who is Customer: Work process team, owner, supervisor
Customer Expectations: Achieve project goals, receive event output
What is Output: Successfully run kaizen event, updated standardized work, (including job aids) trained process members & stakeholders, report out, project results measures
How Much is Supplied: 1 kaizen event
Frequency: Dependent upon team's capacity (1 / wk – 1 / qtr)
Current Performance / Defect Rates: 6-8 months
Other Data:

Focus

Goal of VSM: Identification & execution of a kaizen event
Map boundaries: From identification of improvement need to implementation of improvements
Owner of improvement effort: Continual Impact LLC.

Value Add Analysis

Total work content time: 72.5 hrs.
Total elapsed time: 4-6 wks.
Value add ratio:

Information System Flow

Computer Systems, Information that triggers the next step to be done
 Collaboration share site (including QI Plan)

STEP 1: CONFIRM

What starts: Improvement need
What is done:
 1. Draft the project gap
 2. Draft the project goal statement
 3. Confirm kaizen as the best improvement method
 4. Obtain leadership support

Who does it: QI Leader, Event sponsor
Deliverable:
 • Draft kaizen event goal
 • PrISM steps 1-8 complete
 • Leadership support
 • Use of Kaizen method confirmed

Job Aids:
 • PrISM document (Steps 1-8)
 • Goal statement template
 • Kaizen Event Selection Criteria

Wait time:

Work content time: 30 mins/person
 Elapsed time: 1 day

STEP 2: PREPARE

What starts: Confirmed kaizen event
What is done:
 1. Finalize event goal
 2. Confirm team members & subject matter experts
 3. Confirm improvement owner
 4. Gather & review relevant work process data, documents, issues
 5. Coordinate event logistics
 6. Prepare Day 1 newspaper agenda
 7. Prepare & share event communications

Who does it: QI leader, event sponsor
Deliverable:
 • Event goal with measure definition
 • Team members are confirmed, committed, and prepared
 • Leadership, Stakeholders, and process team members are aware of event & goal
 • Draft process map (optional)
 • Preliminary process data & information (optional)
 • Event venue & logistics complete
 • Day 1 newspaper
 • Job aids drafted
 • Perform step job aids available for use

Job Aid:
 • PrISM document template (Steps 1-11a; 11b optional)
 • Event preparation checklist
 • Measure definition sheets
 • Value stream, sub-process map(s) templates
 • Stakeholder Analysis
 • Communication Strategy (single topic guideline)
 • Daily newspaper template
 • Pre-event flyer communication template (ROAMMM)
 • Typical agenda by day, as reference

Wait time:

Work content time: 8-12 hours/person
 Elapsed time: 1-3 weeks

STEP 3: PERFORM

What starts: Day of event
What is done:
 1. Focus team
 2. Gather process data & information
 3. Evaluate issues & identify solutions
 4. Test & measure solutions
 5. Incorporate test learnings
 6. Start installing solutions
 7. Prepare improvement owner
 8. Report out to leaders & stakeholders
 9. Plan remaining activities

Who does it: Event team
Deliverable:
 • Improved work process approved, & installed
 • Involved & energized team members

Job Aids:
 • PrISM document template (Steps 11-18)
 • Kaizen Event slide deck (including Kaizen & Working with Others overview)
 • Parking lot template
 • Daily newspapers template
 • Forms of waste wall chart
 • Value stream, sub-process map(s) overview material & templates (current & future)
 • Waste/value analysis template (6 copies)
 • Cause & Effect analysis overview material & template
 • 2 X 2 prioritization matrix (issues & solutions) wall chart
 • Improvement Hypotheses template
 • Test plan template
 • Standardized work templates (Single Topic Guidelines)
 • Action items worksheet
 • Lessons Learned (SRLD) template
 • Event flyer communication template (ROAMMM)
 • Continual Improvement System wall chart
 • Certificate of Appreciation form; Event survey template

Wait time:

Work content time: 40 hours/person
 Elapsed time: 5 days

STEP 4: INSTIUTIONALIZE

What starts: Completed event
What is done:
 1. Complete remaining action items (if applicable)
 2. Define & operationalize measures & targets; track performance
 3. Create a feedback & improvement mechanism
 4. Coach Performance

Who does it: Event team, Process owner, Improvement owner
Deliverable:
 • Improved work process installed, and communicated
 • Process team members involved in the on-going process improvement

Job Aids:
 • PrISM document (Step 18)
 • Action items worksheet
 • Lessons Learned (SRLD)
 • Measure definition sheets
 • Continual Improvement System
 • Communications (ROAMMM)
 • Team Member Problem Solving template

Wait time:

Work content time: 0-20 hours/team member
 Elapsed time: 0-2 weeks