

Kaizen Event

What is a Kaizen?

A Kaizen is best used when the process needing improvement is simple to medium complexity. It is also useful when there is a need for rapid results or when an agency needs to revitalize its process improvement program. A Kaizen typically last 3-5 days. The goal is to map out the identified process, identify value added and non-value-added steps, and to map out a more streamline process and develop a project plan to launch improvement.

PRE-EVENT

6 Weeks Out:

- The process improvement coordinator (PIC) collects the voice of the customer for critical customer requirements and works with the sponsor to define the problem and project using standardized documentation.

4 Weeks Out:

- The PIC plans the event and ensures sponsor is available for kick off.

- The PIC meets with the project team, sponsor, and team lead to discuss project scope, data, objectives, and what to expect during the event.

2 Weeks Out:

- The project team completes data collection.

EVENT

Day 1: Current State

- Executive kicks off event and PIC provides expectations of event and completes morning kaizen routine.
- The project team maps out the process and calculates lead time, process time, steps, rework, handoffs, delays/waits, backlog, and productivity.

Day 2: Identify Waste & Future State

- The project team identifies value and non-value added activity in the process.
- The project team identifies the best solutions and create a "future state" map of the process that minimizes or eliminates wasteful non-value-added steps.

Day 3: Pilot/Project Plan, Report Out, & Celebration

- The project team creates pilot plan, widescale plan.
- A new process and system for monitoring the new process is implemented.
- The project team reports out and celebrates project completion.

POST-EVENT

≤ 1 Week Post-Event

- The project team execute pilot.

≤ 4 Week Post-Event

- Based on pilot data, project team decides to tweak process and repilot or go widescale.

≤ 5 Week Post-Event

- The project team executes widescale implementation.
- The PIC returns the process to the process owner.
- The project team collects and analyzes widescale data.
- The PIC completes project closure documents.



Frequently Asked Questions:

Q: How do you know when to do a DMAIC Project or a Kaizen event?

A: When you need to get rapid results and a culture boost, use Kaizen event.

Q: How long does a Kaizen last?

A: A Kaizen event takes 3-5 full days, but the pre-event takes approximately 6 weeks for planning and data collection.

Q: How do you select a project team?

A: A balanced team is important to DMAIC projects. Project teams should consist of 1/3 experts, 1/3 up and down stream customers, and 1/3 completely outside of the process.

Q: How do you ensure a successful Kaizen event?

A: The keys to a successful Kaizen event are planning with your sponsor, careful project team selection, sponsor involvement to build excitement, and following lean six sigma methodology.