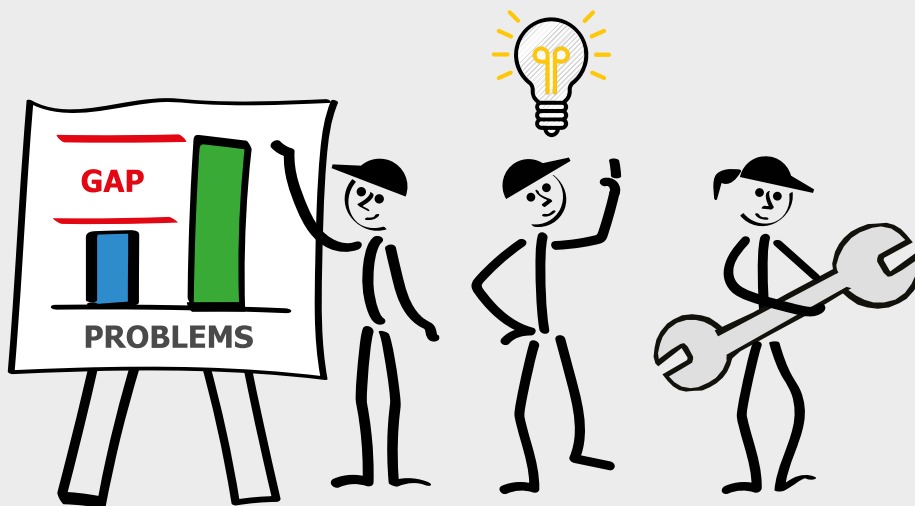




Kaizen Activities

 Knowledge: Skill Level 1



Teach Poster Facilitation Guide

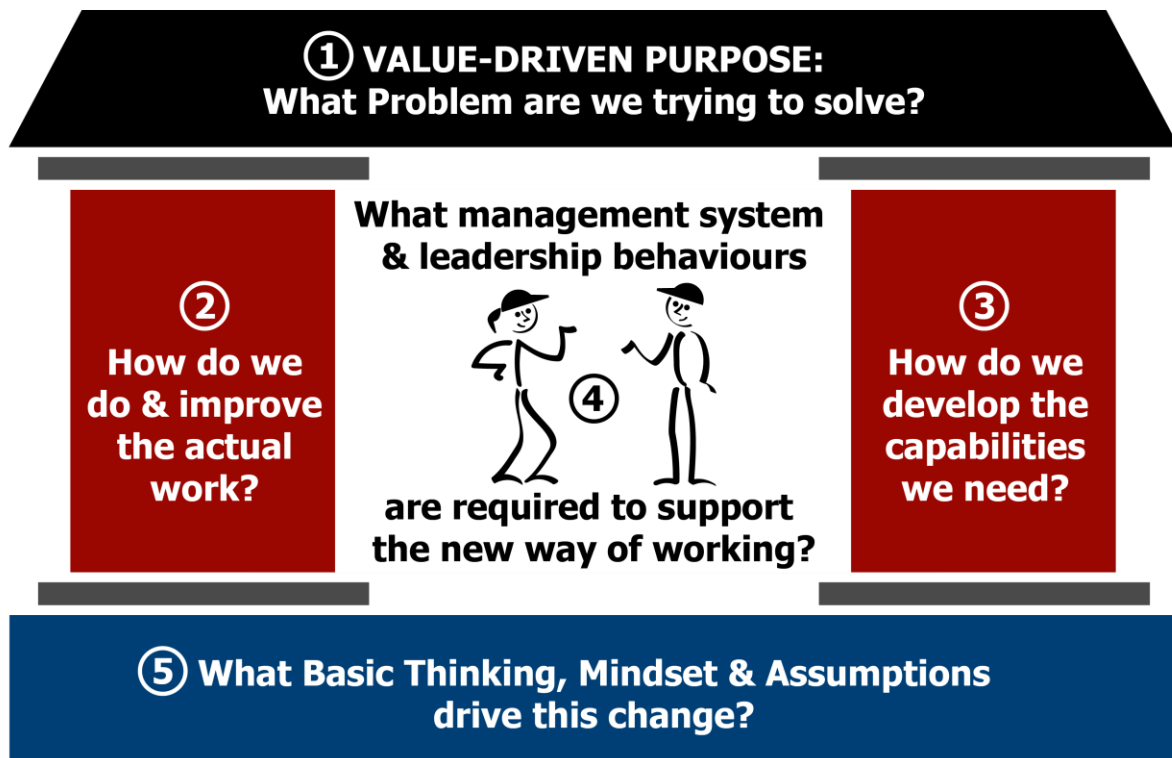
LEARN

TEACH & COACH

SHARE

Developing your Lean Journey

The **Lean Transformation Framework (LTF)** helps determine the best lean journey for your situation. Based around five questions, it starts by asking "What problem are we trying to solve?" We use the LTF to help decide how to support your needs and progress your lean journey.



To understand how we can support you on your **Lean Learning Journey** visit our website www.leanuk.org. We have a range of products and services that you and your organisation can use to become self reliant at Lean thinking and practice.

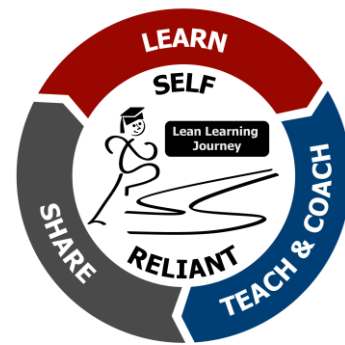


Lean Enterprise Academy

Congratulations and thank you for purchasing and/or downloading this material from the Lean Enterprise Academy.

At the Lean Enterprise Academy we help our customers develop their capability by providing products and support using three core processes: Learn, Teach & Coach and Share. We know from practical application that skill/capability development is best described as a journey. Therefore we have developed a guided learning path called the Lean Learning Journey.

The Lean Learning Journey process is based around Four Skill Levels; Knowledge, Understanding, Capable and finally, Can Do Well and Teach & Coach Others. Our aim is for you to become self reliant on your Lean Learning Journey so that you can share your learning, develop others in your team/organisation and become effective learners for life.



To align with our customer needs we launched the Lean Learning Platform on our website in late 2020. The platform includes a selection of guided learning courses and materials available so you can develop your skills throughout your Lean Learning Journey.

Thank you for being a part of the Lean Enterprise Academy and good luck on your Lean Learning Journey!

Best wishes,

Dave Brunt

CEO, Lean Enterprise Academy

How to use this Facilitation Guide

Format

Each graphic/image from the Teach Poster has been taken and broken down in to three elements:

1. Important Steps
2. Key Points
3. Reasons

Those of you familiar with the Training Within Industry (TWI) methods will recognise these elements from Job Instruction.

The Important Steps are the logical steps required in order to advance understanding of the subject and therefore need to be explained.

The Key Points are to ensure understanding of the Important Steps. Think of them as the special pieces of information which you need to impart to your team to really get them to understand what you are trying to say.

Finally, the Reasons are an explanation of why these steps and points are necessary.

Planning for Success

When explaining the Teach Poster we recommend that it is positioned in a quiet area, printed big enough to be visible to the group and with enough space for all of them to stand around and see it. Our experience has shown that groups of no more than twelve works best. As they will be standing be mindful of the time you intend to take to explain and discuss – about 20 minutes maximum is a good target.

Engagement

The teach should not be a tell but an interactive experience for you and the team.

Images have predominantly been used to stimulate thinking so use them to ask the group questions like “What do you think we are trying to show here with this image?” Eventually someone will be compelled to say something and engage in dialogue with you!

Having covered the key points another good question to ask is “Why do you think this is important?” This is a great way of checking their understanding as well.

How to use this Facilitation Guide

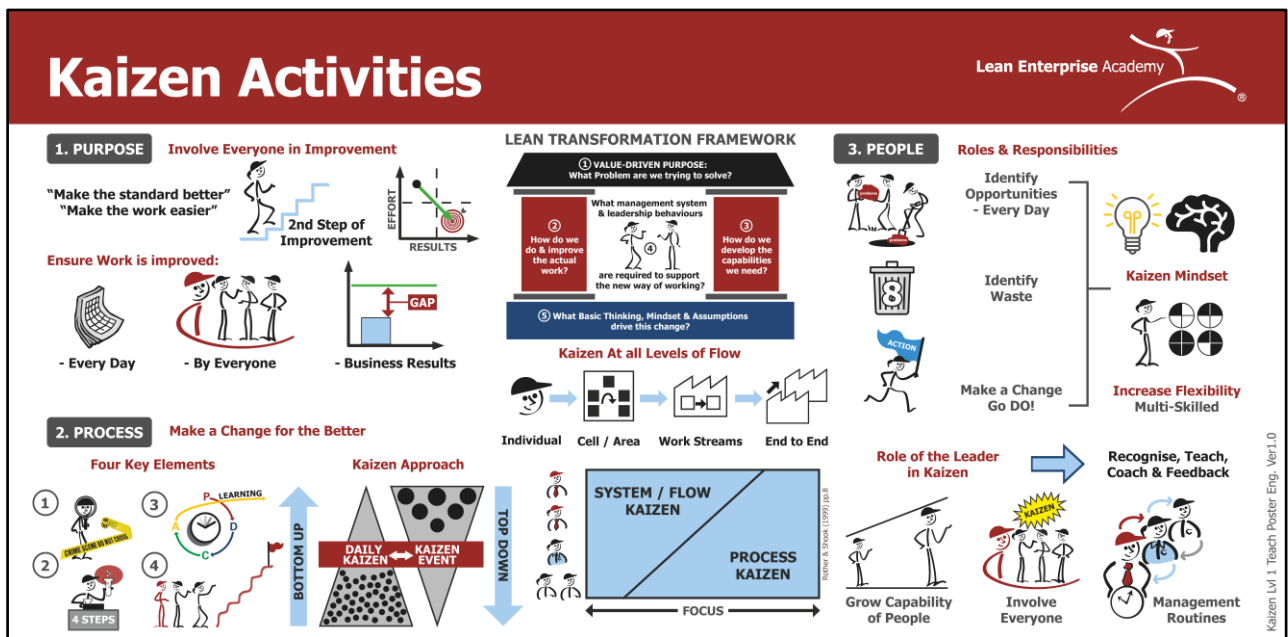
Facilitation Tips

Although not exhaustive here are few tips to consider to help provide an engaging and interactive teaching session. Of course, we are sure you have your own stories and experiences that will embellish the learning journey so please feel free to use those when appropriate.

Some Facilitation Tools and Techniques:

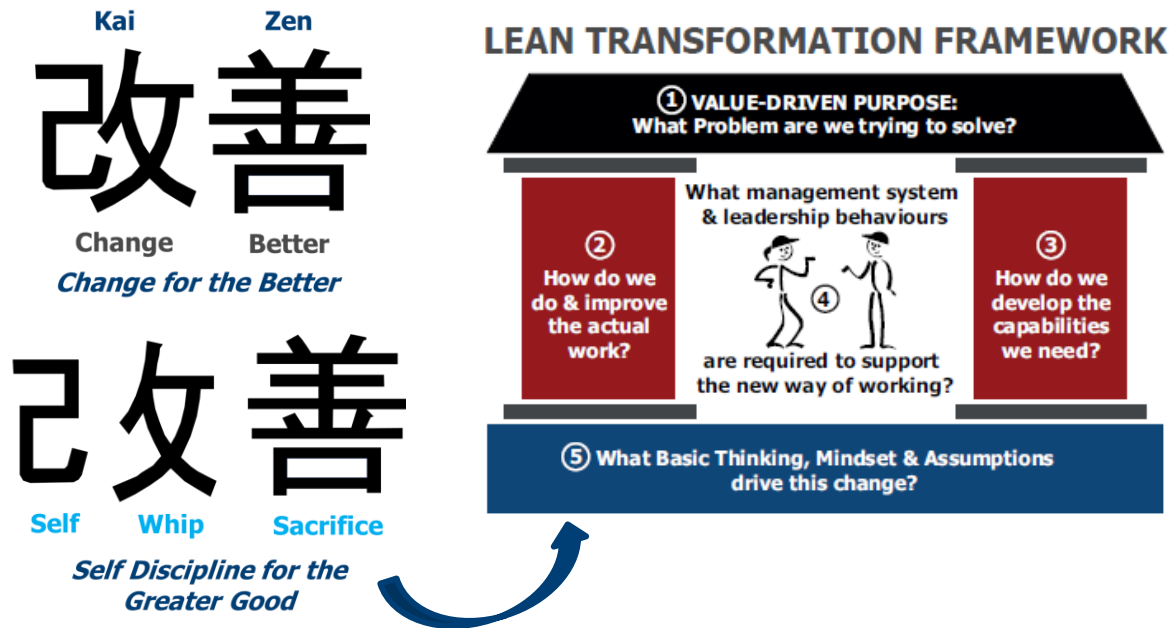
- Use OPEN questions, one at a time.
- Waiting 10 SECONDS for questions to be answered.
- REINFORCING contributions – verbally and non-verbally.
- DEFERRING to the group – “What do you think?”.
- MAINTAINING and ENHANCING self-esteem; “Good answer, thank you!”.
- POLLING or voting – “Hands up who has...”.
- BACKING OFF: getting the group to discuss without using the facilitator.
- ASKING the group to SUMMARISE.
- RECALL individual’s points and REFER back to them.
- LINK workshop/material to business, departmental or individual topics.
- Use IMPACTORS: vivid language, link to topical/current issues etc.
- Use VARIETY of pace, tone, position, activity etc.
- Use HUMOUR and HUMILITY.

Poster and the LTF



Important Steps	Key Points	Reasons
<p>Why do we use a poster?</p> <p>Explain how the poster flows and works.</p>	<ul style="list-style-type: none"> It is visual, easy to read, interactive – promotes discussion. Easier to translate (ask audience for other reasons). The upper section relates to the LTF, Purpose, Process and People with respect to the subject. The lower section is the method to follow and is usually read from the middle outwards. 	<ul style="list-style-type: none"> So Leaders can use the poster to become the Teachers of others. Poster is much simpler than a 100 page PowerPoint presentation. Can display the poster in the workplace, keep in your folder. Not hidden on a pc somewhere.
<p>Start with the Lean Transformation Framework (LTF).</p>	<ul style="list-style-type: none"> The LTF consists of 5 dimensions which can be asked as a series of questions – review each one. 	<ul style="list-style-type: none"> For a successful Lean Transformation need to take a balanced approach and consider all five questions.

Kaizen and the LTF



Important Steps	Key Points	Reasons
<p>Start with the Lean Transformation Framework (LTF).</p>	<ul style="list-style-type: none"> The LTF consists of 5 dimensions which can be asked as questions – review each one. Where does the topic of Kaizen fit in to the LTF? The Japanese kanji for Kai – Zen is two symbols which translate as Change – Better or “Change for the Better”. However, breaking the symbols down further in to four you get Self, Whip, Sheep, Altar or Sacrifice! So the deeper meaning is about having the “Self discipline for the greater good”. It really is a basic mindset therefore about making change and having the motivation to improve yourself and the work activities relentlessly. Question 5 asks “What Basic Thinking, Mindset & Assumptions drive this change?” and this is where Kaizen fits. Kaizen or making a “change for the better” is a basic mindset for any Lean Thinker to drive change. It is like their “raison d’etre” or reason for being. 	<ul style="list-style-type: none"> Although question 5 is most relevant, cannot ignore the others for a successful and sustainable transformation. Need to think if Kaizen will; Help to solve your problem, Or do and improve the actual work, Develop the capabilities you need, Impact the management system and leadership behaviours. Need to actually consider all of the dimensions.

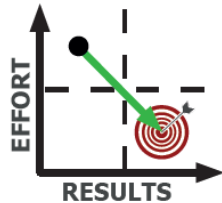
1.0 Purpose

Facilitation through questions

1. PURPOSE

Involve Everyone in Improvement

“Make the standard better”
“Make the work easier”



Important Steps	Key Points	Reasons
<p>Start with 1.0 Purpose.</p> <p>What is the Purpose of Kaizen?</p>	<ul style="list-style-type: none"> • The first and most important principle is to involve everyone in improvement process in order to: • Make the Standard Better and make the Work Easier. • If the Standard isn't clear however, then first you must create one, this is the 1st Step. • “Without standards there can be no improvement.” – Taiichi Ohno. • Make the Standard Better is the 2nd Step. • Make the Work Easier – Less Effort to get the same or Better Results. 	<ul style="list-style-type: none"> • Those who know most about the work are the ones who do it. • If those who do the work are involved in improving it, it's more likely to sustain – involvement, engagement, ownership. • Who would not want to make the work easier! • Ask why do we want to promote this (stay ahead of competition, committed team members, people are our differentiator). • Without establishing a baseline you can't measure any improvement you make.

1.0 Purpose

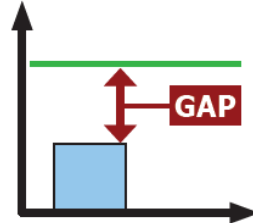
Ensure Work is improved:



- Every Day



- By Everyone



- Business Results

Facilitation through questions



Important Steps	Key Points	Reasons
Ensure work is improved.	<ul style="list-style-type: none"> • Every Day – or as often as possible! • By Everyone. • Help achieve the Business Results by closing Gaps. 	<ul style="list-style-type: none"> • Spirit of Kaizen and Continuous Improvement – we are never done! • Involve everyone so they understand that doing and improving the work is part of their normal day to day job. • Collectively, as a Team the improvement will be greater than just a few individuals. • Contribute to the progress of the organisation.

2.0 Process

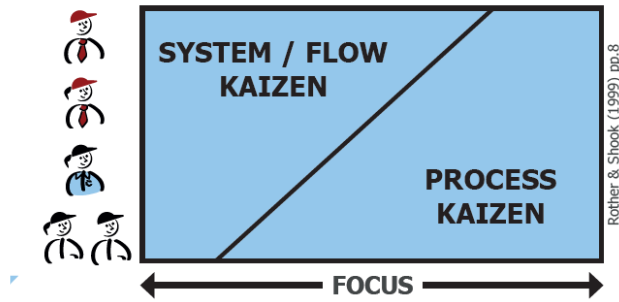
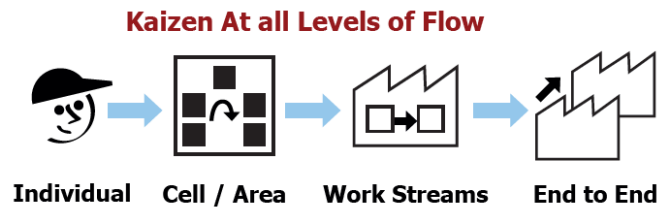
2. PROCESS

Make a Change for the Better



Important Steps	Key Points	Reasons
Make a change for the better.	<ul style="list-style-type: none"> • Kaizen must improve the current situation. • Need to quantify the improvement. 	<ul style="list-style-type: none"> • If no improvement, or the process does not improve, why waste time, energy and effort?
4 key Elements with all types of Kaizen.	<ul style="list-style-type: none"> • The 4 key elements to Kaizen are: • Go and See at the workplace. • Use a scientific, experimental approach to the improvement – 4 Steps P-D-C-A. • Reflect and learn from the experiments. Improve speed by practice. • Continuous, never stop. 	<ul style="list-style-type: none"> • Need to see the actual process and involve the people who perform it. • A structure people can follow and a defined sequence of experiments to test and develop ideas. • Faster Learning – Faster Improvement! • Small steps towards the Ultimate Goal/Destination.
Kaizen Approach.	<ul style="list-style-type: none"> • There are 2 main types of approaches within “Kaizen” that we can do: • Daily Kaizen – frequent small changes to maintain performance levels (standards) or slightly improve them. – typically led up by those closest to the work activities, bottom up. • Kaizen Events – step changes to improve performance levels (standards), or meet annual objectives/projects – typically led by Leadership, top down. 	<ul style="list-style-type: none"> • All improvements are important, everyone needs to make changes, no matter how big or small – employee involvement. • Both are important to drive improvement, one is evolutionary -slow and steady, the other is more revolutionary – step change.

2.0 Process



Important Steps	Key Points	Reasons
All Levels of Flow.	<ul style="list-style-type: none"> • Kaizen can be performed at all levels from Individual work through to the extended supply chain. • Method is the same, only the scale, scope and timing is different. 	<ul style="list-style-type: none"> • To improve the flow of value to the customer we need to improve and remove Waste at all levels.
Levels of Kaizen.	<ul style="list-style-type: none"> • Broadly speaking there are two levels of Kaizen (Rother & Shook 1999, p.8). • System or Flow kaizen focusing on the higher levels of flow e.g. Work Streams and End to End. • This is kaizen for Leadership. • Process Kaizen focusing on individual work activities and work cells or areas. • This is kaizen for Team Leaders and Members. 	<ul style="list-style-type: none"> • Leadership have the ability/authority to make changes at the System level and is what they should be focussed on. • We want Team Leaders and members to become self reliant at doing and improving their work.

3.0 People

3. PEOPLE

Roles & Responsibilities



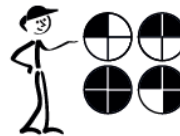
Identify Opportunities - Every Day

Identify Waste

Make a Change Go DO!



Kaizen Mindset



Increase Flexibility Multi-Skilled



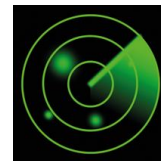
Important Steps	Key Points	Reasons
<p>Identify Opportunities.</p> <p>Identify Waste.</p>	<ul style="list-style-type: none"> The role of people in Kaizen is to identify opportunities to improve, every day. By identifying Waste, they build their abilities to see further improvements and learn what and how to improve. 	<ul style="list-style-type: none"> Probably they will look at their work activities differently. Most probably this will mean they will need to learn new ways of identifying Waste. This improves their capability by developing improvement skills.
<p>Make a change, Go DO!</p>	<ul style="list-style-type: none"> Promotes Action orientated approach. Get things done and make a change. By doing Kaizen they not only improve the work, but make it easier. 	<ul style="list-style-type: none"> This should always be the intent of Kaizen – spend less effort to get better results. Involve people in helping to make their own work easier – sustainability. Shows respect for people.

3.0 People



- D**efects
- O**verproduction
- W**aiting
- N**o Employee Involvement
- T**ransport
- I**nventory
- M**otion
- E**xcess Processing

Ask what are the 8 Wastes?



Important Steps	Key Points	Reasons
<p>Identify the 8 Wastes.</p>	<ul style="list-style-type: none"> • Acronym DOWNTIME. • Ask them to list examples of the Wastes in their environment. • Overproduction is seen as the Worst Waste – Ask why? • Keep your Waster Radar on at all times! 	<ul style="list-style-type: none"> • Acronym easier to remember. • Confirm understanding of them. • If we Overproduce we run the risk of incurring all of the other Wastes it our work activities e.g. make more defects, inventory, longer waiting, more motion etc. • Always be vigilant for opportunities to improve – Kaizen Mindset.

3.0 People



Important Steps	Key Points	Reasons
Developing a Kaizen Mindset.	<ul style="list-style-type: none"> Identify opportunities for improvement (gaps to existing or new standards of performance) everyday. Understand the 8 Wastes and be able to identify them in their work activities. Proactive to experiment with change and learn from the results. 	<ul style="list-style-type: none"> By doing Kaizen and improving the work, people will develop a Kaizen Mindset and their underlying thinking. This will most likely help them to see more opportunities and promote further improvements to help create an Continuous Improvement Culture.
Increased Flexibility.	<ul style="list-style-type: none"> More capability and flexibility will develop their skills and support individuals to be more multi skilled. 	<ul style="list-style-type: none"> More open to learn new tasks, greater ability to see more opportunities to improve. Personal development. Organisational benefit. Respect for People.

3.0 People



Important Steps	Key Points	Reasons
Role of the Leader in Kaizen.	<ul style="list-style-type: none"> Recognise good practice/effort. Teach and coach to improve knowledge and understanding and improve capabilities. Feedback to re-align undesirable behaviours. 	<ul style="list-style-type: none"> Leaders as Teachers for a sustainable transformation.
Grow People Capability.	<ul style="list-style-type: none"> The role of the leader is to grow people capability, in order to grow the capability of the organisation. 	<ul style="list-style-type: none"> Deliver better business results (S, Q, D, C). Develop flexibility to meet changing requirements.
Involve Everyone.	<ul style="list-style-type: none"> Everyone needs to be involved and have the opportunity to improve their work activities and develop their skill/capabilities. 	<ul style="list-style-type: none"> Respect for People. More people, more ideas and suggestions to improve.
Management Routines.	<ul style="list-style-type: none"> Leaders must engage the teams in Kaizen Activities – at the gemba or workplace, on a regular basis. Management Routines are the mechanism to do this. Leaders having their own Standard Work and making time for Kaizen/Improvement/Development. 	<ul style="list-style-type: none"> Show that kaizen is important to them. Support the people doing the work. Build a Self Reliant Continuous Improvement Culture.

Notes:

Lean Enterprise Academy



We are a not for profit organisation, established to help customers become self-reliant on their lean journey. Through research, products and services we provide better, faster and cheaper ways to learn and improve. Our Senior Lean coaches have a combined total of over 70 years Lean experience and have worked with hundreds of companies across the globe.

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