Kaizen Facilitation

Planning and Facilitating Rapid Process Improvement Events

Agenda

Day 1

1. Welcome
2. Context and Overview
3. Kaizen project roles
4. Kaizen Facilitator competencies
5. Kaizen Simulation
6. Debrief (Plus / Delta)

Day 2

7. Check-in
8. Kaizen Simulation (cont.)
9. Report Out Presentation
10. Implement Changes
11. Monitor Performance
12. Sustain Improvement
13. Debrief (Plus / Delta)

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Learning Objective

- Understand when a Kaizen event is appropriate
- Learn Kaizen project roles and responsibilities
- Know the steps, tools, templates, and supplies for conducting a kaizen event
- Build your facilitation skills through applying the tools

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Introductions

Please share your:

- Name
- Title
- Organization

4

Kaizen Event

- A 1-5 day facilitated, rapid improvement project that engages the creativity of a team to remove waste from a process and enhance customer value.

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Lean Methodology

Following the Lean methodology ensures knowledge creation and continuous improvement

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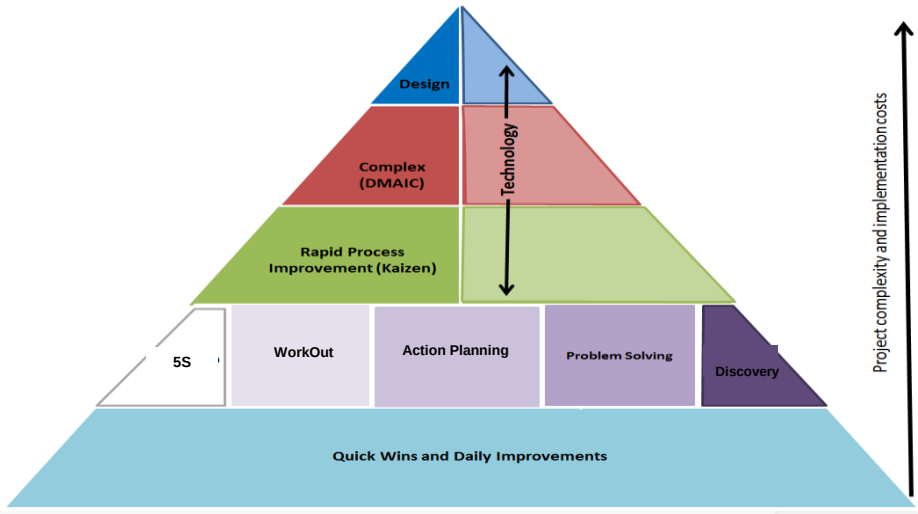
When is a Kaizen Event Appropriate?



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Top 10 Project Success Factors

1. Strategic alignment
2. Open, 2-way communication
3. Committed sponsor
4. Clear objectives, plan, and realistic schedule
5. Properly resourced (time, $, expertise)
6. Clear roles and responsibilities
7. Staff have skills, knowledge and tools
8. Risks, issues, and resistance are managed
9. Voice of the customer is included
10. Performance measures are shared and used

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Project Roles - Sponsor

- Has the authority to make decisions and provide resources
- Is ultimately accountable for the project's success (project owner)

You may also find it important to add the role of "Champion"

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Project Roles – Team Leader

- The operational manager and leader of the team
- The Team Leader may coordinate implementation of changes or this role may be assigned to a Project Manager

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Project Roles – Team Members

- Subject matter experts – include IT
- Include the customer whenever possible
- Balance CAVE dwellers
- Include someone from outside the process

Know who may be a CAVE dweller

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Project Roles - Facilitator

- Neutral convener who manages the structure needed for effective human interactions so objectives are achieved within designated timeframes
- Lean process coach, advocate, and expert

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Kaizen Facilitator Attributes

1. Positive attitude
2. Inclusive - encourage and value all opinions
3. Effective communicator – provide clear directions and know when to instruct, facilitate, and intervene
4. Time management
5. Observant - senses the "mood of the group"
6. Comfortable with conflict – manages group dynamics
7. Analytical – objective and non-judgmental, comfortable with data, helps the team recognize and validate assumptions
8. Flexible – ability to adapt the agenda or bring in new tools and approaches based on the needs of the team/project
9. Emotionally intelligent – good self awareness
10. Lean expertise (principles, methodology, and tools)

A good sense of humor is also helpful!

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Provide Training

1. Lean Overview
2. Process Mapping
3. Problem Solving
4. Creative thinking (brain gym, Power of Future Conversation video, Deep Dive, Embracing Change)
5. Brainstorming rules and process
6. Affinity Diagram
7. Relations Diagram
8. Impact/Difficulty Matrix for prioritizing ideas

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Manage Team Dynamics

Forming	The team act as individuals and there is a lack of clarity about the team's purpose and individual roles.
Storming	Conflict arises as people begin to establish their place in the team.
Norming	There is a level of consensus and agreement within the team. There is clarity about individual roles. The role of the leader is important in managing this.
Performing	The group has a clear strategy and shared vision. It can operate autonomously and resolve issues positively.

Adapted from Tuckman 1965

Support Communication

- Who are key audiences?
- What do they need to know?
- When do they need to know it?
- What is the best method for delivering the information?
- Who should be the messenger?

Communicate before, during and after the event

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Communication Plan

Audience	Message Purpose and Content	Delivery Format	Messenger / Sender	Date

CI Communication Plan: http://mn.gov/admin/lean/resources/ci-tools/

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Communication Activities

Before Event

- Project Charter
- Business case communicated to internal and external stakeholders
- Team invitation
- Scheduling meetings
- Report Out invitation
- Meeting Agendas
- SIPOC Diagram
- Data collection
- Kaizen reminder

During Event

- Manage team schedule, participation, and progress
- Document work, decisions and prepare deliverables
- Check-in meetings
- Report Out presentation and celebration

After Event

- Prepare standard work
- Develop and deliver training/info.
- 30, 60, 90-day Check-in meetings
- Share performance results
- Project review – capture lessons learned

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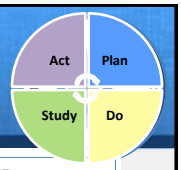
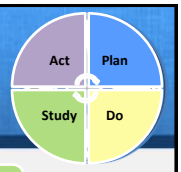
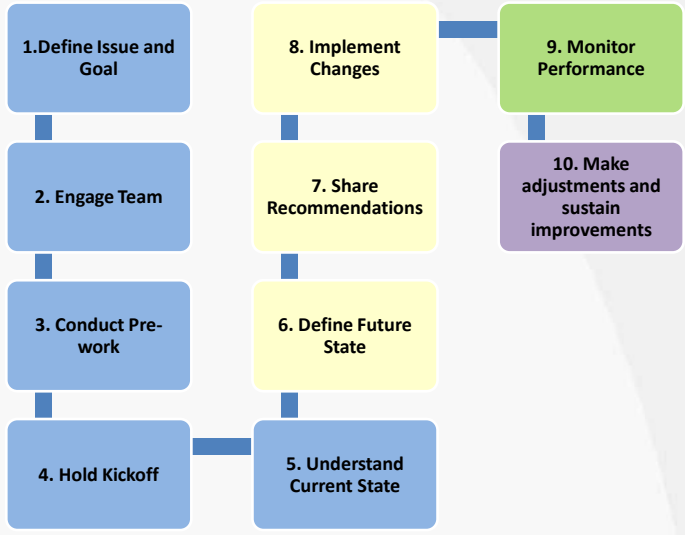
Kaizen Event SIPOC Diagram



Suppliers	Inputs	Processes	Outputs	Customers
Sponsor, Facilitator Team Leader	• Project Charter template • Sponsor Interview	1. **Define Issue and Goal**	• Draft Project Charter • Appropriate project type	Sponsor, Facilitator Team Leader
Sponsor	• Team Invitation template	2. **Engage Team**	• Understand project need, goals, roles & logistics	Team Members
Team/SMEs Facilitator	• Customer information • Process & program data • Communication template	3. **Conduct Pre-Work**	• SIPOC Diagram • Data/Information • Communication Plan	Sponsor Team Facilitator
Sponsor Facilitator	• Project Charter • Lean handouts • Lean Overview ppt	4. **Hold Kickoff** • Review Project Charter • Provide training	• Sponsor rally • Final project charter • Signed commitment	Sponsor Team
Team Facilitator	• Subject matter knowledge • Process Mapping ppt • Swim Lane Map Key • Problem solving tools	5. **Understand Current State** • Map current state • Assign process metrics • Analyze current state • Identify root causes	• Current state map • Process metrics • Process strengths/wastes, & pain points • Root causes	Sponsor Team
Team Facilitator	• Creativity exercises • Brainstorm rules & process • Impact/Difficulty matrix • Action plan template	6. **Define Future State** • Define a vision of success • Identify and select solutions • Map future state • Prepare action plan • Define process measures	• Vision of Success • Solutions and quick hits • Future state map • Process metrics • Action plan • Process measures	Team Sponsor
Team, Sponsor Facilitator	• Report out template • Check-in meetings	7. **Share Recommendations**	• Report out presentation • Sponsor approved changes	Sponsor Key stakeholders
Team Project manager	• Action Plan • Process measures	8. **Implement Changes** • 30, 60, 90-day check-ins	• Updated action plan • Issues resolved	Sponsor, Team, Customers, Facilitator
Project Manager	• Process measures	9. **Monitor Performance** • Status meetings	• Adjust standard work	Sponsor, Project manager, Customers
Project Manager	• Process measures	10. **Sustain Improvements**	• Finalize standard work • Transfer control to process owner	Sponsor, Process Owner, staff, customers

Kaizen "High-Level" Process





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Simulation: Medical Check-up

Background:

- A new Minnesota law requires 90% of patients to have an annual medical check-up.
- Genera Hospital needs to increase the percent of patients who receive an annual check-up from 70% to 90% in two years.
- As a first step, they have decided to hold a Kaizen event to map and streamline their medical check-up process.
- You are a member of the kaizen event team!

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Simulation Agenda

A. Prepare a Project Charter (Group)
B. Complete a SIPOC diagram (Group)
C. Define customer requirements (Group)
D. Define success (Teams)
E. Set ground rules (Teams)
F. Map current state process (Teams)
G. Apply process metrics (Teams)
H. Analyze the current state (Teams)
I. Brainstorm improvement ideas (Teams)
J. Prioritize improvement ideas (Teams)

* Volunteer for simulation roles

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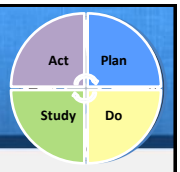

1. Define Issue and Goal

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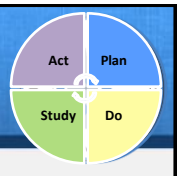
Project Assessment Questions



- What is the subject area for improvement?
- Why is the project needed? What problems/issues/ opportunities exist?
- What results do you want/need?
- How will the project benefit customers, staff, and the organization?
- What concerns do you have about the project (risks)?
- Whose buy in is critical for the project's success?
- Project logistics
  - Date/Time
  - Team members
  - Venue

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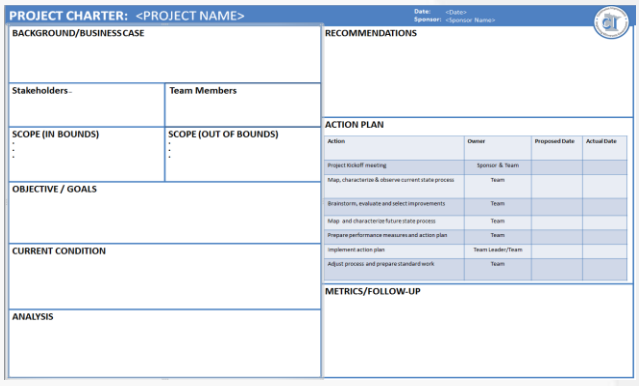
A. Prepare a Project Charter

20 min.



PROJECT CHARTER: <PROJECT NAME>

Date: <Date>
Sponsor: <Sponsor Name>

BACKGROUND/BUSINESS CASE

Stakeholders

Team Members

SCOPE (IN BOUNDS)

SCOPE (OUT OF BOUNDS)

OBJECTIVE / GOALS

CURRENT CONDITION

ANALYSIS

RECOMMENDATIONS

ACTION PLAN

Action	Owner	Proposed Date	Actual Date
Project kickoff meeting	Sponsor & Team		
Map, characterize & observe current state process	Team		
Brainstorm, evaluate and select improvements	Team		
Map and characterize future state process	Team		
Prepare performance measures and action plan	Team		
Implement action plan	Team Leader/Team		
Adjust process and prepare standard work	Team		

METRICS/FOLLOW-UP

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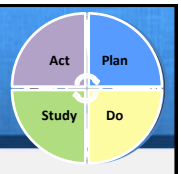
SMART Objectives/Goals



- **S**pecific
- **M**easurable
- **A**ttainable (challenging, but within reach)
- **R**elevant (aligned with strategic priorities)
- **T**ime-bound
  - Example: Reduce the time it takes to pack a meal box from 3 minutes to 1 minute by <date>.

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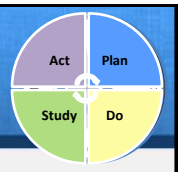
Project Charter Tips



- Send the sponsor key questions to complete and schedule an initial meeting
- At initial meeting, discuss sponsor responses, conditions for project success, roles and responsibilities, and Kaizen process – Ask “Do you have a solution in mind?”
- Use an A3 form
- Confirm that the sponsor is at the right level
- Verify strategic alignment and available resources
- Ensure that the project has a SMART objective

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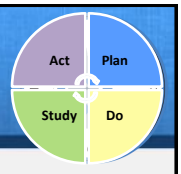

2. Engage Team

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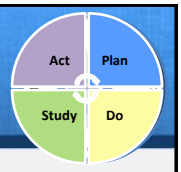
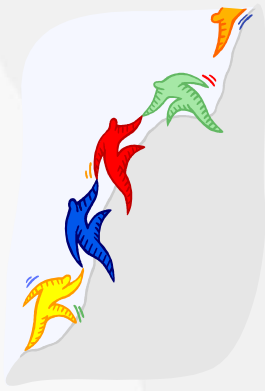
Engage Team Members



- Process participants – SMEs, Information suppliers, process customers
- Technical support – IT, facilities, Internal control
- 1 outside set of eyes – Not essential but good idea
- Balance CAVE dwellers



Commitment is needed from everyone!

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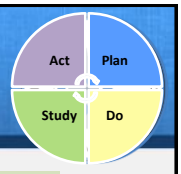
Team Invitation Elements



1. Project title and objective
2. Background/Context
3. Project participants - why they were selected
4. Anticipated project time commitment
5. Anticipated project benefits, including WIIFM
6. Project logistics
7. Accommodation needs?
8. Contact for questions/comments/concerns

Send Project Charter

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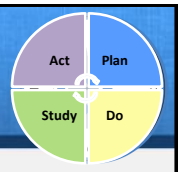
Schedule Meetings



- Reserve rooms and people's schedules 4-6 weeks prior to the event (kickoff, event, report out, check-in meetings)
- Event venue criteria:
  - Isolated - quiet for work and not disturbing others
  - Lots of available wall space
  - Technology for training
  - Provides access to process materials and resources

Hold the event, check-in & report out meetings in the same room

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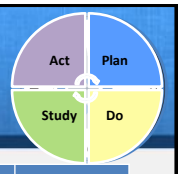
Order Supplies



Item	Price
Paper Bond, 36" X 150 ft. (white butcher block paper for swim lane map)	$15.00
Mailing Tape (2 inch width) or 1" magic tape	$2.50
Magic (blue) Tape or masking tape (1 inch width)	$2.00
Fat Tipped Colored Markers (e.g., Mr. Sketch – 12 set)	$6.70
Black Sharpie Fine Point Markers (6 markers)	$4.00
Light yellow Post-it notes (3"x3" – 14 note pads)	$14.40
Colored Value Pack Post-it notes (4 bright color not pack pads)	$18.50
Easel Pad Poster Paper (post-it style 25"x30" – 40 sheet flip chart pad)	$17.00
Scissors	
Laptop and projector with necessary chords – may need portable speakers, DVDs and DVD player, camera	
Name tents, paper, handouts, PowerPoint agenda, training, report out, sticky wall (ToP)	

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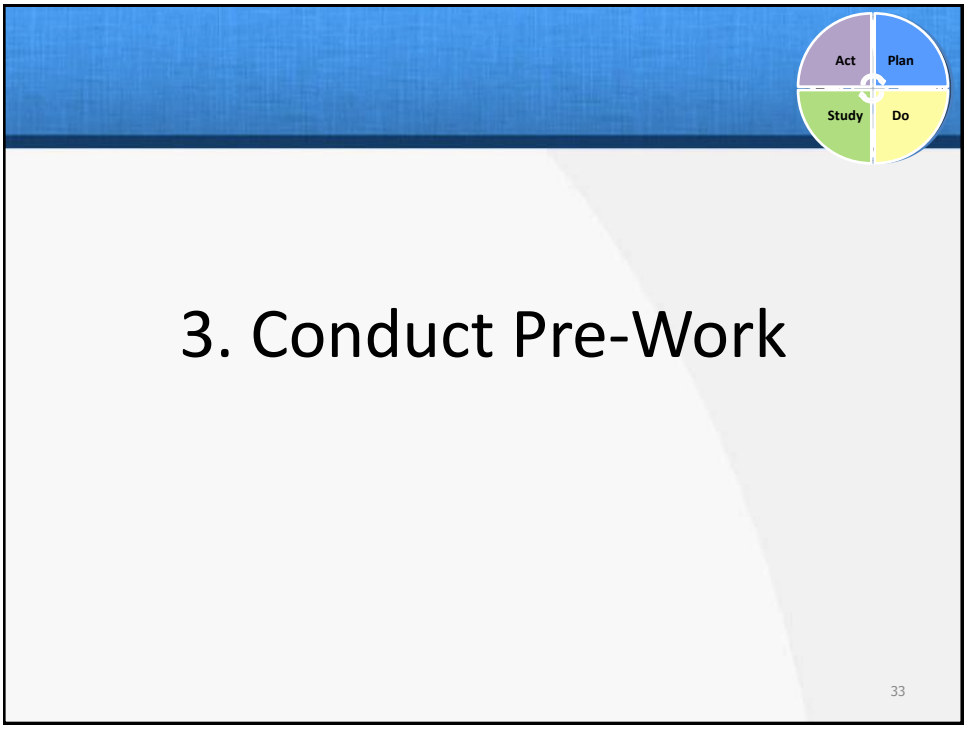
Act
Plan
Study
Do
3. Conduct Pre-Work
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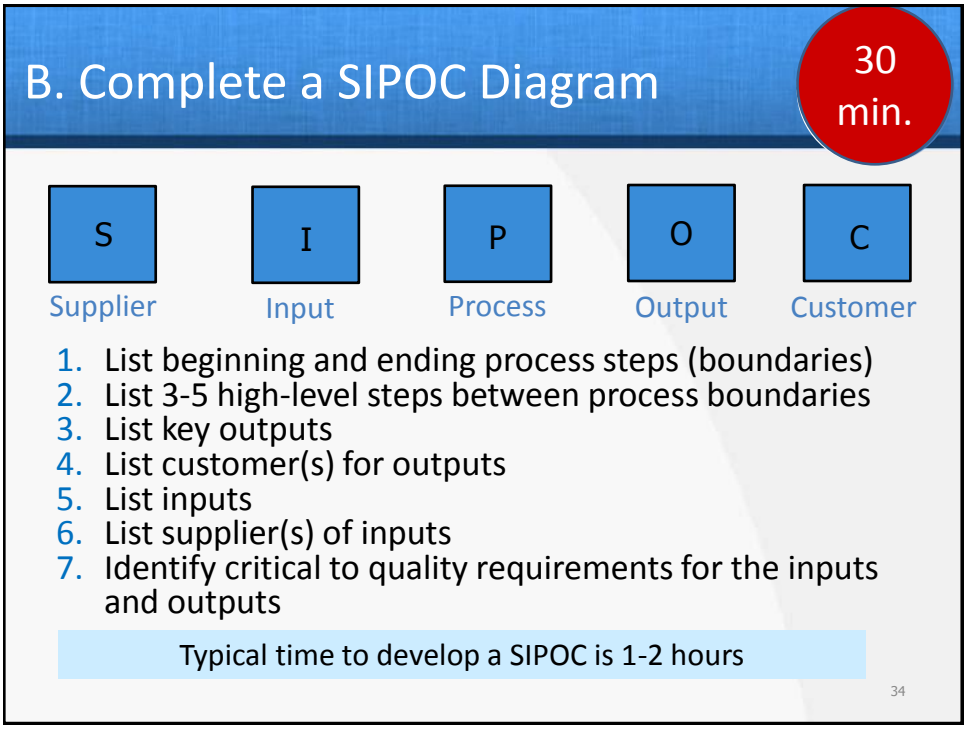
B. Complete a SIPOC Diagram
30 min.
S
I
P
O
C
Supplier
Input
Process
Output
Customer
1. List beginning and ending process steps (boundaries)
2. List 3-5 high-level steps between process boundaries
3. List key outputs
4. List customer(s) for outputs
5. List inputs
6. List supplier(s) of inputs
7. Identify critical to quality requirements for the inputs and outputs
Typical time to develop a SIPOC is 1-2 hours
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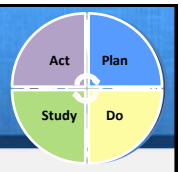
Collect Information and Data



Team leader collects process data:

1. Volumes (# processed per month, year)
2. Current metrics relevant to the process (time, %CA, rework/defects, customer satisfaction)
3. Forms/databases used in the process
4. Defects – External, re-work
5. Customer needs and requirements (CTQ)

For a deeper dive into defining and collecting metrics take the *Process Improvement Measurement* course

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C. Define Customer Requirements

15 min.

Customer /Stakeholder Group	Needs and Preferences

- List end-user customers first – who the product or service is for.
- You may need to segment end-user customers
- Define needs using data, surveys, interviews, focus groups, observation
- Collect customer requirements in advance of event

Typical time: 15-30 minutes

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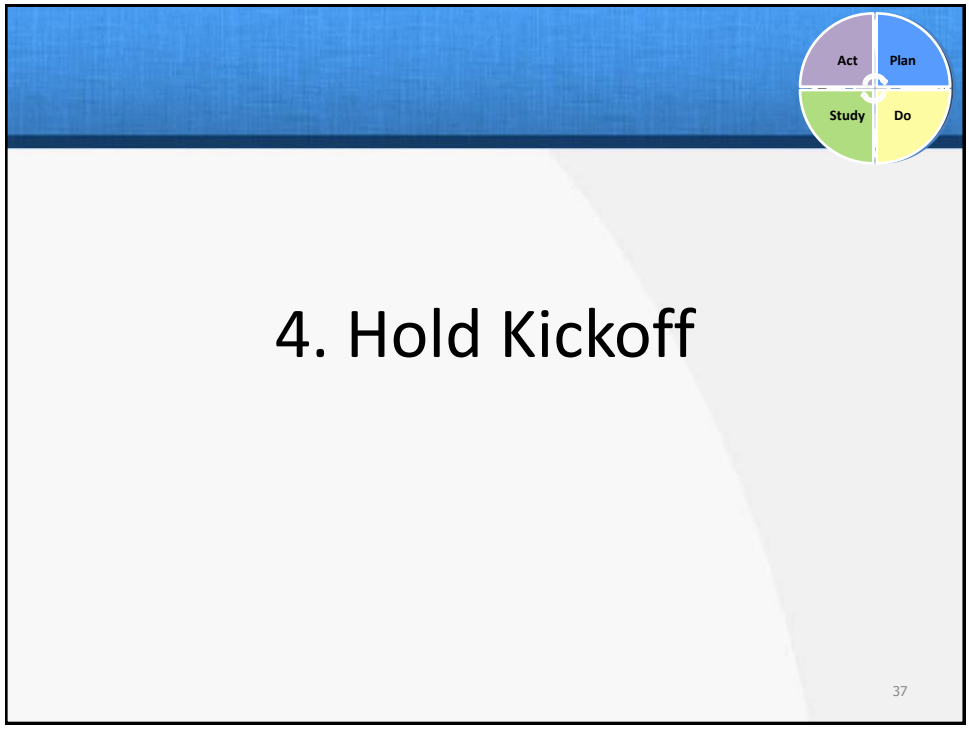
Act
Plan
Study
Do
4. Hold Kickoff
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Hold Kickoff Meeting (2 hours)
Act
Plan
Study
Do
Purpose: Get everyone on the same page
• Sponsor Kickoff (business issue and anticipated customer and staff benefits)
• Review project charter & roles and responsibilities – including time commitment
• Answer team members' questions
• Sign Project Commitment
• Provide Lean overview training
Typical time: 2 hours
Kickoff Agenda: http://mn.gov/admin/lean/resources/ci-tools/
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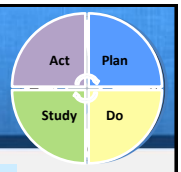
Lean Training (30 - 60 Minutes)



Lean Overview:

- Lean principles
- Lean methodology
- Lean tools (7 wastes, 5S, error proofing, visual management, kaizen, standard work, Five Whys, fishbone diagram)
- Show Meals Per Hour video
- Review Kaizen Agenda and Post Event Activities

Handouts:

- Lean Essentials
- 7 Wastes

Kaizen Facilitator Project Slides and handouts:
http://mn.gov/admin/lean/resources/ci-tools/

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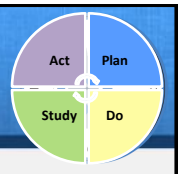
Conduct Kaizen Event (2-4 days)



Every Kaizen event is different. It follows a well-established script, but the flow, and outcomes are always different. Facilitators need to be flexible but consistent.

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Kaizen Agenda

Our plan during the event

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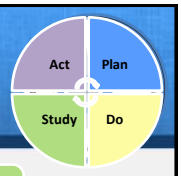
Kaizen "High-Level" Process



1. Define Issue and Goal
2. Engage Team
3. Conduct Pre-work
4. Hold Kickoff
5. Understand Current State
6. Define Future State
7. Share Recommendations
8. Implement Changes
9. Monitor Performance
10. Adjust and sustain improvements

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Kaizen Agenda – Day 1

1. Set ground rules
2. Identify customer requirements
3. Define success
4. Training: Process Mapping
5. Map current state process
6. Debrief (Plus / Delta)
7. Sponsor Check-in meeting

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Kaizen Agenda – Day 2

1. Review agenda, ground rules, and check-in report
2. Complete current state map
3. Assign task and wait time and characterize process
4. Identify value added steps, wastes, & pain points
5. Identify root causes of problems
6. Brainstorm ideas to improve the process
7. Debrief (Plus / Delta)
8. Sponsor check-in meeting

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Kaizen Agenda – Day 3

1. Review agenda, ground rules, and check-in report
2. Evaluate and select improvements
3. Take Team photo
4. Map the future state process
5. Assign task and wait time and characterize process
6. Identify performance measures
7. Prepare an Action Plan
8. Debrief (Plus / Delta)
9. Sponsor check-in meeting

45

Agenda – Day 4

1. Review agenda, ground rules, and check-in report
2. Finish up work from the prior day
3. If there is time:
   - Identify project risks and prepare mitigation steps
   - Revise forms/templates
   - Prepare communication plan
   - Implement Quick Hits
4. Prepare report out presentation
5. Deliver report out presentation
6. Celebrate!

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Post Event Work

1. Facilitator follow-up: submit documentation
2. Implement action plan, including training
3. Conduct 30, 60, 90-day status reports
4. Monitor progress and make needed adjustments
5. Document standard work
6. Sustain improvements

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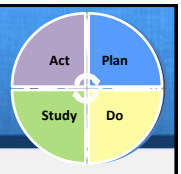

5. Understand Current State

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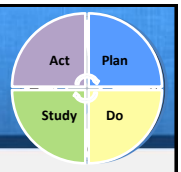
Ground Rule Tips



- Define ground rules and their purpose
- Inform participants that one of your facilitator responsibilities is to uphold the ground rules
- Do not force a group into a set list of ground rules – but have a list in your back pocket if needed.
- Ask participants if they need any rules clarified
- Get visual agreement from participants to abide by and uphold the ground rules
- Establish a "Parking Lot" where you record items that are important, but off topic (define follow-up actions)

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D. Set Ground Rules (10 minutes)

10 min.

Facilitator records ground rules on poster paper

Typical time: 5-10 minutes

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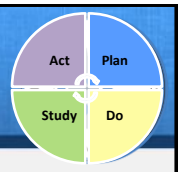
Ground Rule Examples



1. Be on-time and follow the agenda
2. Share your experience and knowledge
3. Listen first, evaluate later
4. Ask questions
5. Focus on the problem; not the individual
6. One person talk at a time; avoid private conversations
7. Set cell phones on silent; check messages at breaks
8. Keep an open mind to change
9. What is said here, stays here (Vegas Rule)
10. Voice your concerns; do not leave in disagreement
11. Be positive and supportive – think about **how** to make improvement possible

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Review/Define Customer Requirements

- Who are process suppliers, customers and stakeholders?
- Who is/are the key customer(s)/end user(s)?
- What do they want/need/require?

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E. Define Success (20 minutes)

15 min.

If this process was exceptional, what outcomes or results would you see?

Consider:

- The needs/requirements of all process customers
- Prioritize the needs of end users
- The "Ideal" process and Lean Rules

Typical time: 20 minutes

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Process Mapping

Reasons, formats and steps for documenting work processes

Kaizen Facilitator Project Slides: http://mn.gov/admin/lean/resources/ci-tools/

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What is a Process?

- Process = a series of steps/tasks to achieve a result.

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Benefits of Documented Processes

1. Staff and customer clarity on the content, timing, sequence, and outcome of each process step (i.e., standard work)
2. Staff clarity on who is responsible for each step and how long it should take to complete each step
3. Standard work makes it easy to deliver consistent services/products to customers
4. Ability to measure progress and performance
5. Easier to onboard/train new employees
6. Easier to improve service quality and efficiency!

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Process Documentation Formats

Process documentation table

- Good for capturing tasks, decisions, and process issues prior to a process mapping session and good for documenting standard work

Spaghetti map

- Good for showing physical movement of people and materials

Flow chart

- Good for showing tasks and decision loops

Value stream map

- Good for showing where "value" is created, highlighting improvement opportunities, and is linear

Swim lane map

- Combination of a flow chart and value stream map - good for showing who performs which tasks and when

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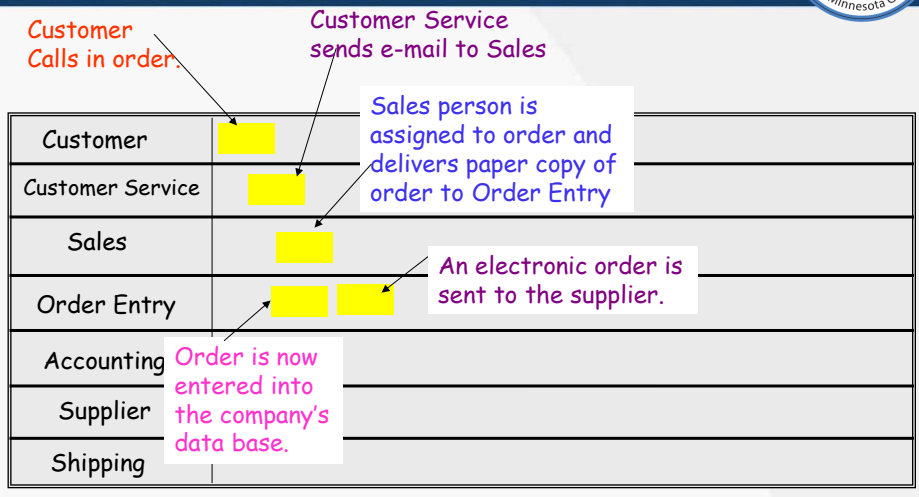
Swim Lane Map



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Swim Lane Map Key

Task
[verb noun]
(Time)

Decision? Y
N

Handoff

Wait
(Time)

Storage Location

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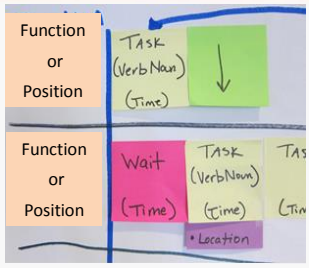
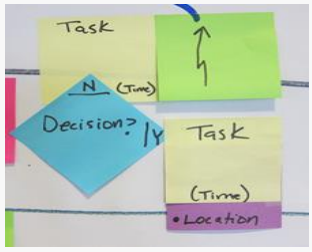
Mapping Tips





- Every time you change lanes, there's a handoff
- With every handoff, there is almost always a wait
- Putting information into storage requires a task and file/store denoting the storage location
- Every decision should have a task for "yes" and for "no"
- Subsequent tasks appear to the right of the prior task, unless the task occurs simultaneously (e.g., meetings)

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Mapping Tips

- After you have finished mapping assign average times, or use worst and best case scenarios for each wait and each task
- 90:10 Rule - When mapping, consider what happens the majority of the time - don't focus on the exceptions.
- Identify value added steps

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Process Mapping Questions

1. What is the purpose of the process
2. Who is the end-user customer of the process and what are their product/service needs or requirements
3. What is the first step What is the next step, etc.
4. Do you use any physical or electronic forms for the step
5. On average, how long does it take to complete the step
6. What percent of information is complete and accurate
7. Where does the information go from here

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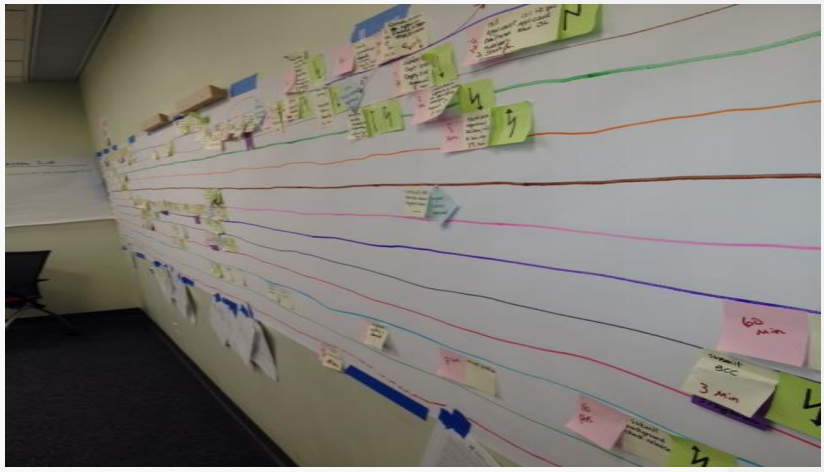
F. Map Current State Process

45 min.



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How is "Value" Defined?

Value is defined from the customer's perspective

Value Added (VA) Process Steps
- Transform the product or service
- Directly benefit the end-user customer
- Done right the 1st time

Non-Value Added, but Required (NVA-R) Process Steps
- Do not directly benefit the customer
- Are CURRENTLY required (e.g., legislation, audit, and risk requirements)

Non-Value Added (NVA) Process Steps
- Do not directly benefit the customer
- Can be eliminated without reducing product/service quality and functionality (e.g., 7 Wastes)

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G. Apply Metrics

20 min.

1. What forms, tools, or systems does each step use?
2. How long does each task and wait take?
3. How many steps, waits, storage, handoffs, and decisions are there?
4. What steps are Value-Added?

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Process Metrics (1-2 hours)

15 min.

	Current State	
	Qty.	Time
Tasks		
Waits		
Handoffs		
File/Store		
Decisions		
Totals		

- Lead/Cycle/Elapsed Time: <# unit >
- Travel distance:
- Percent complete and accurate (%CA)
- FTEs: <full-time equivalent staff>
- Customers served per time period
- Customer satisfaction rate
- Transactions per time period:
- Others?

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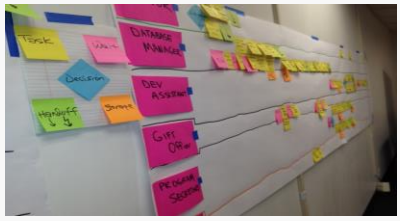
H. Analyze Current State (1-2 hours)

15 min.

Strengths

- Where does the process work well?
- What are **value-added** steps?



Weaknesses / Pain Points

- Where are the 7 wastes?

1. Defects
2. Overproduction
3. Waiting
4. Non-utilized staff talent
5. Transportation
6. Inventory
7. Motion
8. Extra processing

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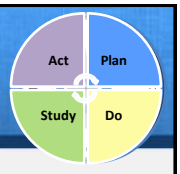

6. Define Future State

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Barriers to the Ideal Process

Poor Information

- Missing information
- Inaccurate information
- Assumptions

Poor Information Flow

- Hand-offs
- Waiting
- Poor sequence
- Confusion on flow
- Linear processing
- Organizational structure
- Information/Knowledge silos

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I. Brainstorming Process

15 min.

1. Silently record as many ideas as you can think of that will help achieve the project objective, remove process wastes, and move the process towards your vision of success (10 minutes).
2. In a round robin fashion, state one of your ideas until the facilitator has documented all unique ideas from the team
3. Remove duplicate ideas from your list once they have been documented by facilitator
4. Ask questions and build on ideas

Number ideas for easy reference

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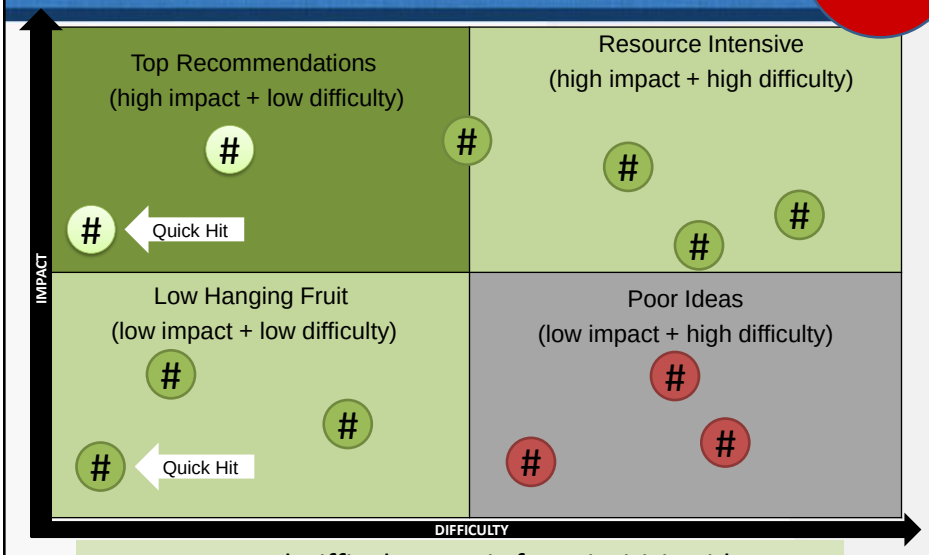
J. Prioritize Ideas (1 hour)

10 min.



Impact and Difficulty Matrix for prioritizing ideas

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Agree on Changes/Improvements

1. Identify Quick Hits
2. Move ideas from quadrant A into future state
3. May need to decide on ideas that are different solutions to the same problem – which one (or perhaps a new combo idea) the team will move forward
4. Be selective of ideas that move forward from quadrants B and C
5. Record recommended improvements
6. Get Sponsor approval of improvements

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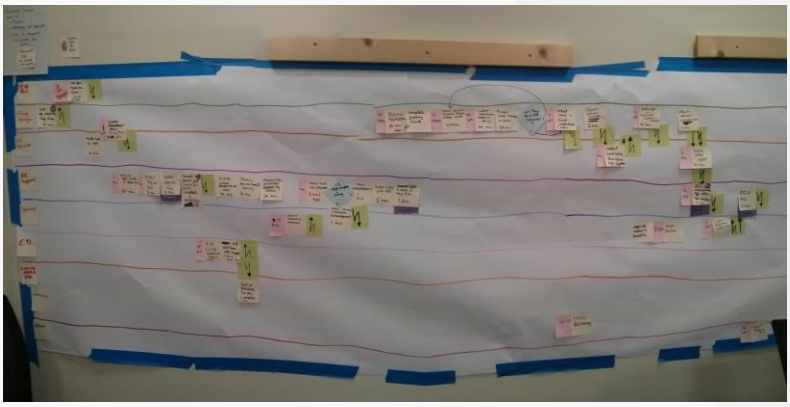
Map Future State Process



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Future State Mapping Tips

- Try to ensure every task is value-added.
- Challenge the “This is what we do now”, with “How do you want to do it?”
- Make sure sequence contributes to getting good information as early in the process as possible
- Establish wait time based on what is reasonable, but aggressive and consistent

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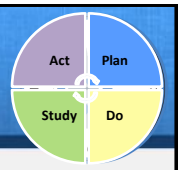
Calculate Expected Improvement



	Current State		Future State	
	Quantity	Time	Quantity	Time
Tasks				
Waits				
Handoffs				
File/Store				
Decisions				
Totals				

- <> % reduction in lead time
- <> % reduction in task time

% Change = (Current hours – Future hours)/Current hours) x 100

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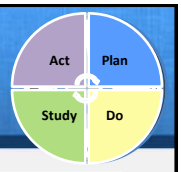
Develop an Action Plan



#	Action Item (Task)	Owner	Timeline	Status
1.				
2.				
3.				
4.				
5.				
6.				
7.				

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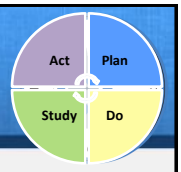
Define Performance Measures



- What critical few measures will answer:
  - Did we achieve our goal?
  - How well did we do?
  - Is anyone better off? What was our impact?
- Use measures to:
  - Validate results
  - Inform decisions regarding adjustments
  - Set future targets for improvement
  - Communicate with stakeholders – share success and lessons learned

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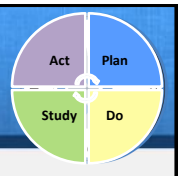
Measure Performance



- Productivity (cost/outcome or output)
- Customer Satisfaction
- Employee Satisfaction/Engagement
- Service Timeliness/Speed (lead time)
- % processes documented and streamlined
- Improvement in core business outcomes
- Cost savings and resources reallocated

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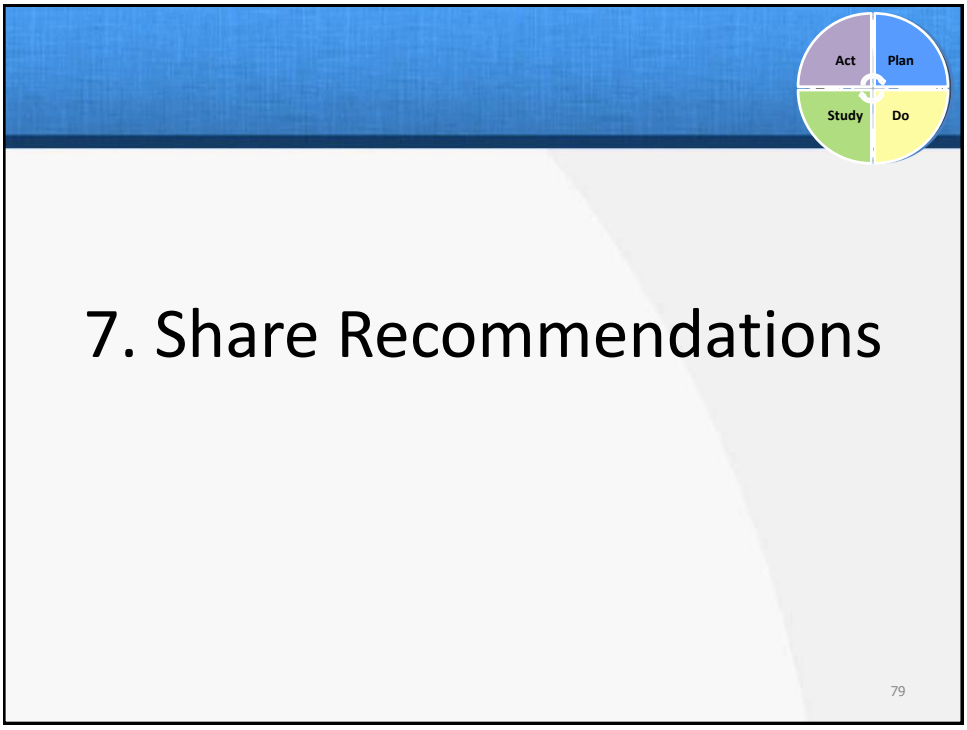
Act
Plan
Study
Do
7. Share Recommendations
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Report Out Content
Act
Plan
Study
Do
1. Project title
2. Team with photo
3. Issues
4. Objectives
5. Customer requirements
6. Vision of Success
7. Current State
8. Observations
9. Quick Hits
10. Recommendations
11. Future State
12. Action Plan
13. Measures
14. Parking Lot
15. Lessons Learned
Report Out Template: (link)
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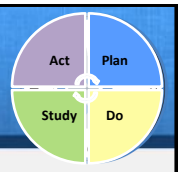
Report Out Presentation Example



- Video

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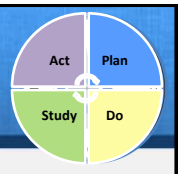

8. Implement Changes

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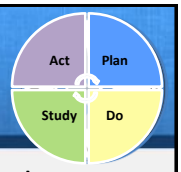
Post Event Facilitator Actions



1. Deliverables: Give documentation to Team Leader (e.g., process maps, poster documentation, action plan, report out ppt)
2. Send thank you/summary message – may include project documentation (e.g., project summary, process handbook, etc.)
3. Implement action plan
4. Hold daily or weekly progress meetings
5. Establish a process for identifying and resolving issues
6. Conduct 30, 60, 90-day status reports with sponsor
7. Close action plan
8. Celebrate!

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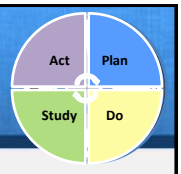

9. Monitor Performance

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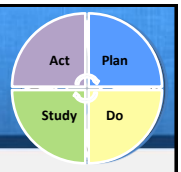
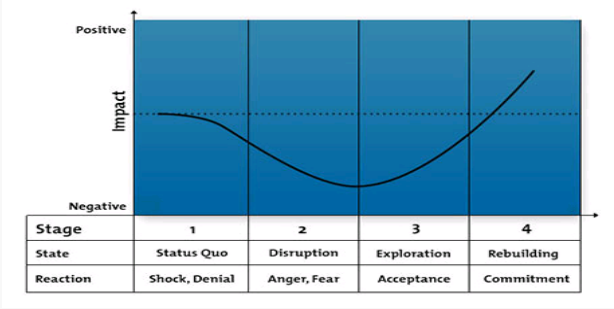
Monitor Results



- 30, 60, & 90-day status meetings with sponsor
- Assess results and capture learning:
  - Was the plan followed? (Yes or No) and Why?
  - Were desired results achieved? (Yes or No) and Why?



Stage	1	2	3	4
State	Status Quo	Disruption	Exploration	Rebuilding
Reaction	Shock, Denial	Anger, Fear	Acceptance	Commitment

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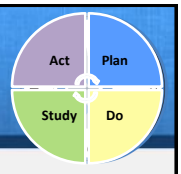

10. Make Adjustments and Sustain Improvement

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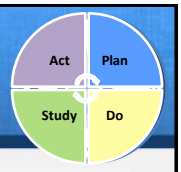
Document Standard Work



PROCESS PROFILE	
Title:	**Date:**
Department/Office:	**Owner:**
Process Purpose/ Description:	
Ideal Process / Desired Future State	
Scope: (first and last step in process)	
References: (applicable federal, state and district requirements/policies/procedures)	
Customers: (from SIPOC Diagram) • Customer Requirements	**Suppliers: (from SIPOC Diagram)** • Supplier Requirements
Tool/Equipment Requirements	**Templates and Forms (inputs & outputs)**
Process Map/Steps	**Roles and Responsibilities (RACI Diagram)**
Glossary	**Training**
Performance Measures: (2-3 success indicators)	

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Parting Advice

- Observe other facilitators
- Co-facilitate with someone more experienced until you are comfortable leading a project
- Have fun, if you're not having fun the team isn't having fun
- Questions?

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Kaizen Resources

- Checklists, training PowerPoints, and other materials can be found on “Resources” tab at http://mn.gov/lean

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Plus / Delta

+ Plus	Δ Delta
• What did you like?	• What didn’t work for you (was difficult, unclear, etc.)? • What changes should we make for the future?

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Stay Connected!

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- CI Users Group (MN.gov/Lean)

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Thank You !

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