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Blended Kaizen Training

-Enabling Continuous Improvement

Whitney Mantonya
Collaborative Lean Solutions
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MBB Webcast Sponsor: MoreSteam.com

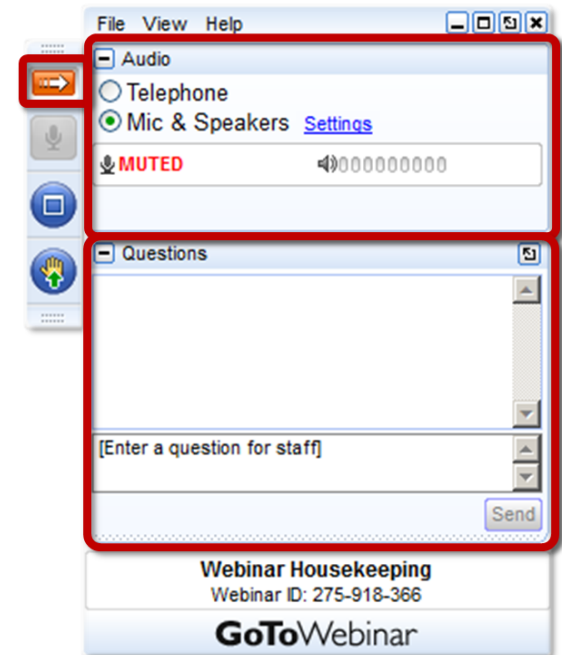
- Founded in 2000
- Trained 503,000+ Lean Six Sigma professionals
- Served over 2,000 corporate customers (including 50+% of the F500)
- First firm to offer the complete Black Belt curriculum online
- Courses reviewed and approved by ASQ and PMI
- Academic Partnerships with Ohio State University, Notre Dame, Cal Poly and George Washington University

Select Customers:



Today's Program

- Welcome
- Introduction of MBB Webcast Series
 - Ellen Milnes, MoreSteam.com
- Speaker:
 - Whitney Mantonya, Collaborative Lean Solutions
- Open Discussion and Questions



About Our Presenter



Whitney Mantonya

*MBB/Principal Consultant
Collaborative Lean Solutions*

What Is Kaizen?



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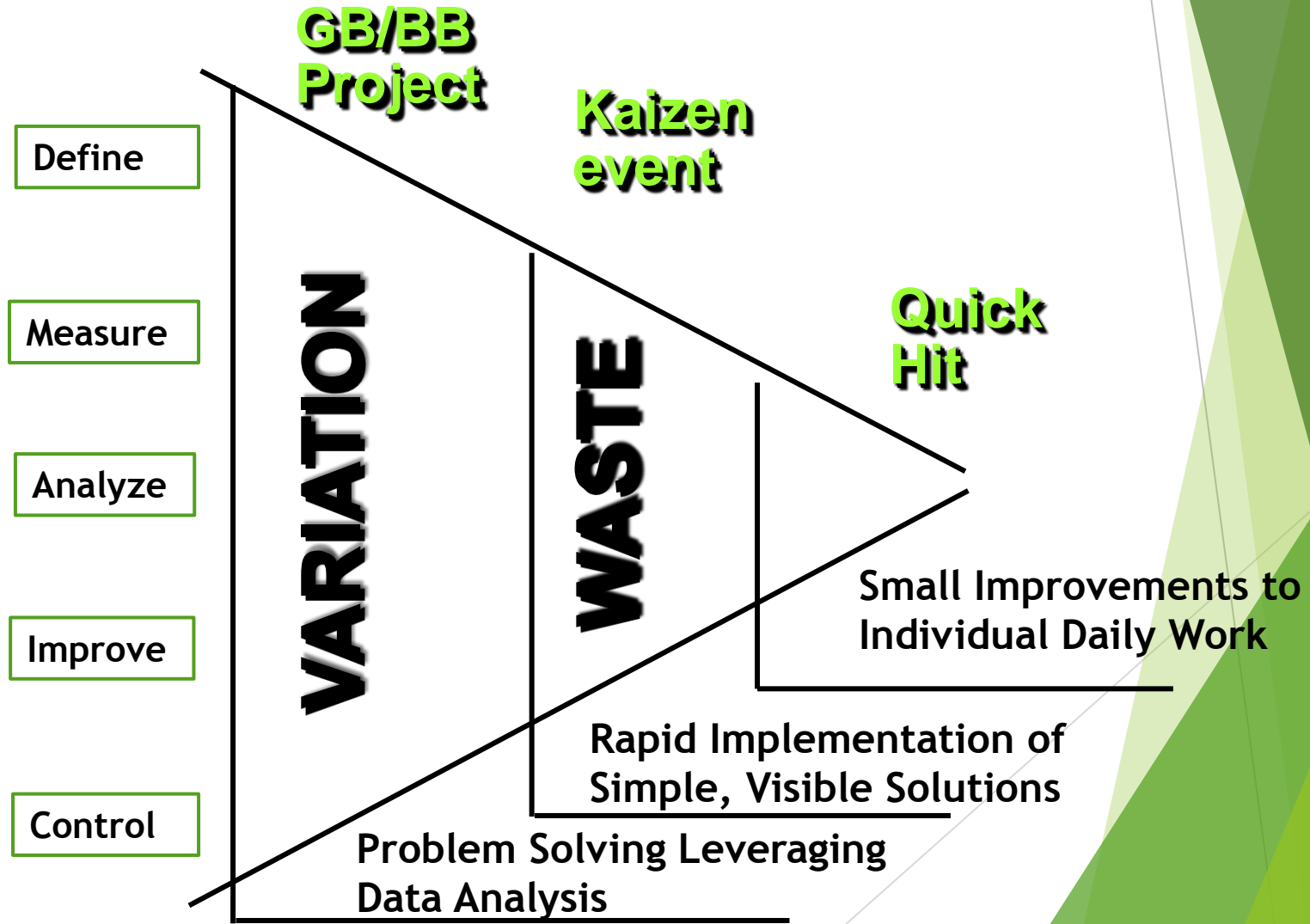
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Question 1

- ▶ How many participants on the call have experience with Kaizen events and/or training?
 - ▶ Yes
 - ▶ No

Continuous Improvement Continuum



Kaizen- the Rugby of Process Improvement

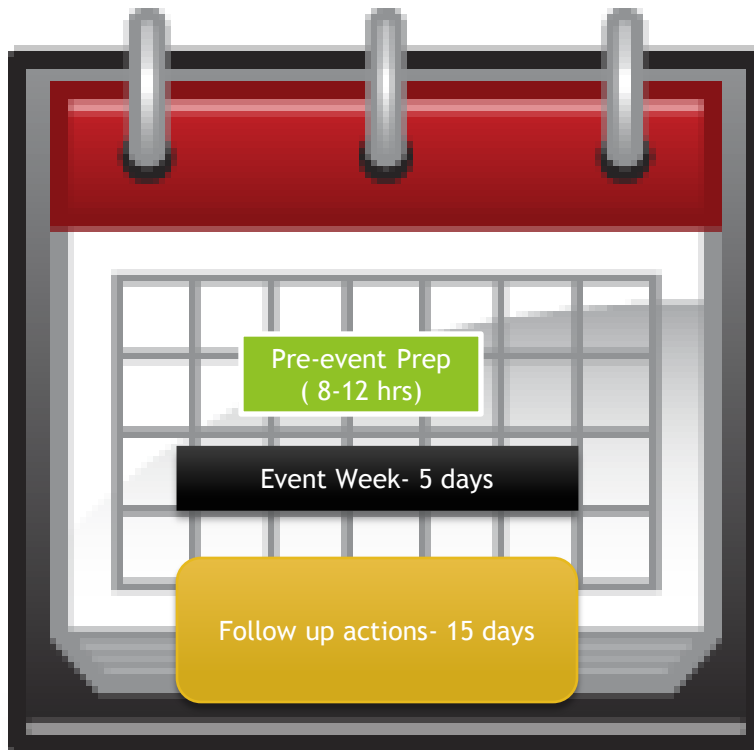


Guiding Principles of Kaizen Training Design

- ▶ Participants need to know more than just lean tools
- ▶ Use InBox simulation as a Kaizen event
- ▶ Provide multiple opportunities to practice facilitating the common Kaizen activities

Step 1: Building the Kaizen Model

Kaizen Activities



Question 2

- ▶ In your organization, what is the standard length of the Kaizen event week?
 - ▶ 3 or less
 - ▶ 4-5
 - ▶ It depends

Kaizen Event Flow - 4 ½ days

Day 1
D/M

- Team Training
- Charter/SIPOC Review
- VSM/Process Mapping
- NVA/Pain Point Identification

Day 2
A

- Root Cause Analysis
- Brainstorm and Select Solutions
- Future State Mapping

Day 3
I

- Kaizen Week Action Plan
- Midweek pitchout preparation and presentation
- Pilot and/or Implementation of Solutions

Day 4
I

- Implementation of Solutions

Day 5
C

- 30 day action plan
- Final Financial Calculations
- Final Pitchout Preparation and Presentation

Certification Requirements

Training

- Completion of on-line and classroom training curriculum

Observation

- Participate/observe a minimum of 1 kaizen event

Event Lead

- Lead 2 events

Considerations

- ▶ **Timing of participation**
 - ▶ Prior to training
 - ▶ Sponsored event week
- ▶ **Coaching support**
 - ▶ Experienced resources to support
 - ▶ Leverage short term external support to build capability

Step 2: Building a Blended Program

Training Goals

Tool Knowledge

- Commonly used lean tools
- What they tell you
- When they are used

Kaizen Execution

- Flow of the Kaizen event
- Picking the right tools for the problem at hand
- Sequence of activities

Facilitation

- Build confidence in facilitation skills
- Provide multiple opportunities to facilitate and observe others in the facilitation of specific tools

Training Design

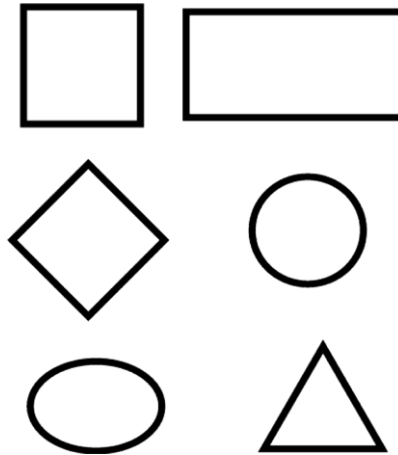
On-line
Curriculum
(22 hrs)

- Kaizen Model
- Project Definition
- Metrics
- Lean Tools

Classroom
Session
(2 days)

- Brief tool review with practice exercises
- Leverage simulation as a proxy for actual Kaizen event
- Provide multiple opportunities to practice facilitation

Classroom Sessions: Keeping it Interactive



Question 3

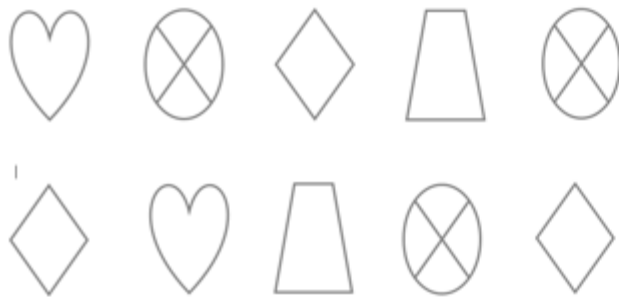
- ▶ How many participants on the call currently use InBox?
 - ▶ Yes
 - ▶ no

Tennis Ball: Setting the Stage

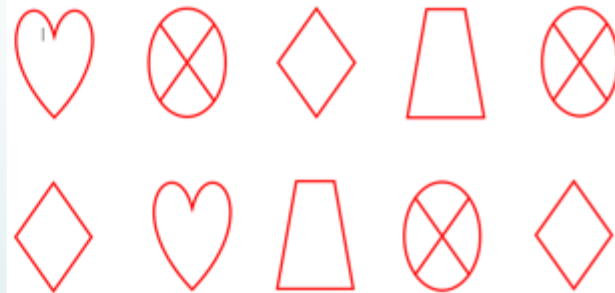


Shapes: Build understanding of the impact of lean tools

Blank Template



Complete Template



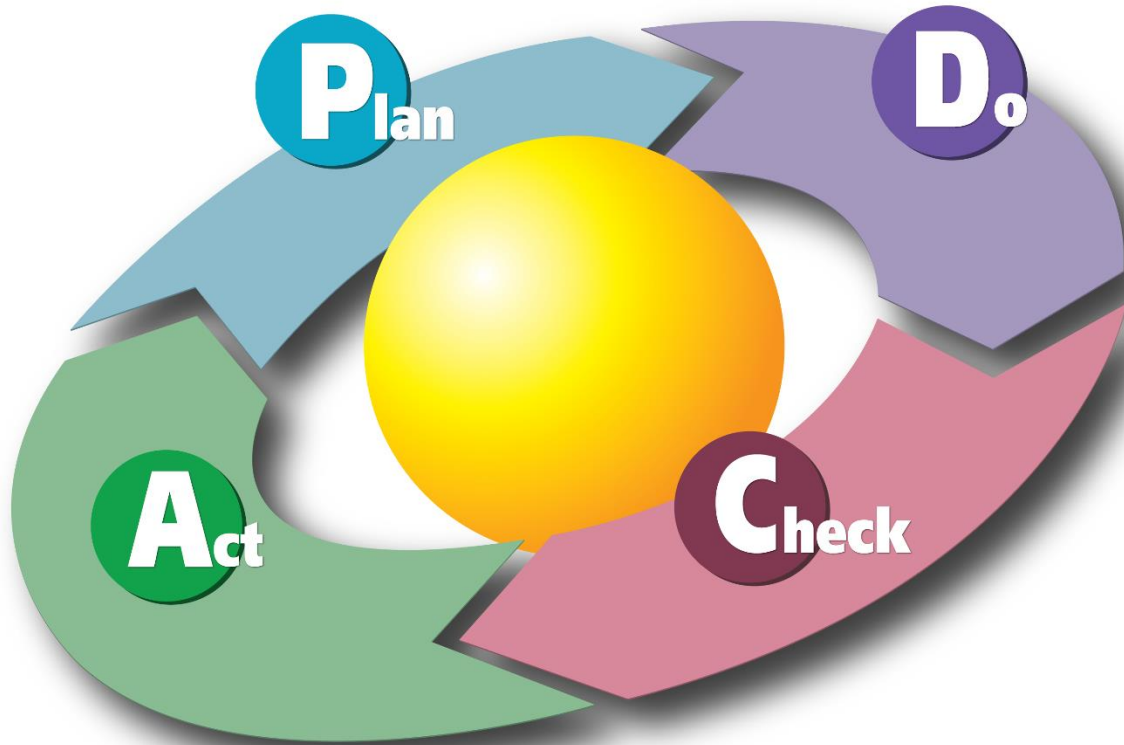
Standard Pig: Demonstrating Impact of Standard Work



InBox: Experience Facilitating a Kaizen Event



Piloting the Program



Pilot Lessons Learned

- ▶ Blended training model effective and efficient way to train kaizen leaders
- ▶ Classroom session should be interactive and provide participants with multiple opportunities to practice facilitation
- ▶ Demand for training should be balanced with ability to provide coaching support and opportunities to observe or co-lead prior to independently leading kaizen events.

Questions

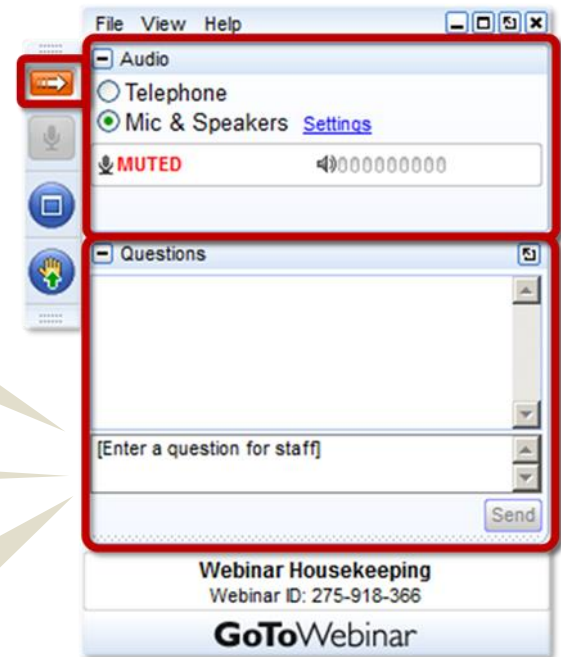


Whitney Mantonya

How have you handled

Have you ever encountered

Would you explain how you've approached



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Thank you for joining us



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Join us next month:

*Thursday, December 17th – Todd Thompson, Director –
Operational Excellence, Cardinal Health*

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