

**Kaizen Event  
Facillitator Manual  
Analyze & Improve Team Day  
(1-5 DAYS)**

Objectives	
	Team engagement
	Improvements identified and implementation planned
	Documents updated

Prep work	
	Review Analyze/Improve Facillitator Manual and corresponding one-pagers reviewed
	Report Out Presentation template filled in up to Improve phase
	Book training room
	Meet with sponsor to review improvement data
	Ensure you have all the necessary supplies
	Analyze and Improve team day agenda created and sent to team members

Deliverables	
PDSA Cycles	Measurement Sheets
Quality Board updated	Communication Plan
A3 Report updated	Action Plan
Report Out Presentation	Future state map (if required)
Measurement Plan	

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Time Frame	Agenda Item	Agenda Details	Objectives	One Pagers / Templates
10 min	Welcome	<ul style="list-style-type: none"> <li>Welcome participants back</li> <li>Ice breaker</li> <li>Review of what is to be accomplished</li> </ul>	<ul style="list-style-type: none"> <li>Establish a “safe room”</li> </ul>	<ul style="list-style-type: none"> <li>How to start your day with your team</li> </ul>
5 min	Review	<ul style="list-style-type: none"> <li>8 Wastes</li> <li>DMAIC               <ul style="list-style-type: none"> <li>Review the DMAIC cycle and ask the team to articulate where they are</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Refocus the team</li> </ul>	<ul style="list-style-type: none"> <li>8 Wastes</li> <li>DMAIC Roadmap</li> </ul>
15 min	Improvement Tools	<ul style="list-style-type: none"> <li>Walk through improvement tools presentation</li> <li>5S game</li> </ul>	<ul style="list-style-type: none"> <li>To provide team members with tools that will assist with brainstorming improvement ideas</li> </ul>	<ul style="list-style-type: none"> <li>5S</li> <li>5S Numbers Game</li> <li>5S Numbers Game – Facilitation Notes</li> <li>Visual Management</li> <li>Standard Work</li> <li>Error Proofing</li> <li>Red Tag Area</li> </ul>
10 min	How to interpret the data	<ul style="list-style-type: none"> <li>Walk the team through the types of charts that they will be looking at and teach them how to read them and how to interpret them</li> </ul>	<ul style="list-style-type: none"> <li>Provide an understanding on how to interpret the data</li> </ul>	<ul style="list-style-type: none"> <li>Pareto Charts</li> <li>Run Charts</li> <li>Control Charts</li> <li>Measures of Central Tendency</li> </ul>

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30 min	Measurement Presentation /Discussion	<ul style="list-style-type: none"> <li>Walk through the Report out Presentation</li> <li>Validate the data story with the team</li> <li>Review Problem Statement – does the current problem statement align with the “data story”?</li> </ul>	<ul style="list-style-type: none"> <li>Provide an understanding of baseline data</li> <li>Obtain a consensus that the problem identified is actually a problem</li> </ul>	<ul style="list-style-type: none"> <li>Report out Presentation template</li> <li>Presenting your Analysis</li> </ul>
60 min	Improvement Ideas Discussion	<ul style="list-style-type: none"> <li>Discuss improvement ideas and start to capture ideas on a flip chart</li> <li>Use this time to challenge the group</li> <li>If the group is struggling to think beyond the status quo, use a divergent thinking game to help them “think outside the box”</li> </ul>	<ul style="list-style-type: none"> <li>To get the team to start to thinking about improvements in a Lean context</li> <li>Challenge the group to ensure they are thinking about the tools and lean principles as they come up with ideas</li> </ul>	<ul style="list-style-type: none"> <li>Future State Flow Maps</li> <li>Divergent Thinking</li> </ul>

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60 min	Planning the changes	<ul style="list-style-type: none"> <li>• Create future state map (if necessary)</li> <li>• Using the PDSA cycle template determine who, what, where, when and how the improvements are to be completed</li> </ul>	<ul style="list-style-type: none"> <li>• To create a comprehensive list of improvement ideas</li> <li>• Create a visual of the new standard process</li> <li>• Create a path forward for the change ideas</li> <li>• Provide direction and understanding as to what needs to get done</li> <li>• Develop timelines</li> </ul>	<ul style="list-style-type: none"> <li>• PDSA Cycles</li> <li>• PDSA Template</li> </ul>
10 min	Develop AIM Statement	<ul style="list-style-type: none"> <li>• Discuss with the team the metric(s) that are to be impacted</li> <li>• Set the AIM by deciding how much of a % improvement they want to see and by when</li> </ul>	<ul style="list-style-type: none"> <li>• As a team determine your goal based on a key metric</li> <li>• Determine how much you are aiming to improve and by when</li> </ul>	
1-5 days	Implementation Period	<ul style="list-style-type: none"> <li>• Spend 1-5 days getting the improvements done</li> <li>• At the end of each day debrief and set the direction for the next day</li> </ul>	<ul style="list-style-type: none"> <li>• Keep the team moving forward</li> <li>• Discuss any road blocks and what to do about them</li> </ul>	
30 min	Action plan	<ul style="list-style-type: none"> <li>• On the final day create an action plan for outstanding items</li> </ul>	<ul style="list-style-type: none"> <li>• To have a solid action plan with timelines</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plan - template</li> </ul>