

**Rapid Improvement Event
Facilitation Manual
Define/Measure Team Day**

Objectives	
	Team engagement
	Project area is identified and scoped
	Understand the current state
	Team has a base knowledge of Lean

Prep work	
	Define/Measure Team Day agenda created and sent to team members
	Review Define/Measure Facilitator Manual and corresponding one-pagers reviewed
	Book training room
	Ensure you have all the necessary supplies
	Find a space to set up a quality board

Deliverables	
Process map	Communication Plan
A3 Report started	Quality Board location identified
Measurement Plan	Action Plan
Measurement tools	

**Rapid Improvement Event
Facilitation Manual
Define/Measure Team Day**

DAY 1

Time Frame	Agenda Item	Agenda Details	Objectives	One Pagers / Templates
10 min	Introductions	<ul style="list-style-type: none"> • Welcome participants • Introductions accompanied by an ice breaker game • Explain the initiative that brought you here • Ask participants what they expect to get out of the next two days 	<ul style="list-style-type: none"> • Start to establish a 'safe environment' • Put the team at ease • Team building 	<ul style="list-style-type: none"> • How to Start A Day With Your Team
30 min	What is Lean Six Sigma	<ul style="list-style-type: none"> • What is Lean • What is Six Sigma • 8 Wastes <ul style="list-style-type: none"> ○ Go through each waste and then ask the team for examples of each • 5 Principles of Lean • DMAIC <ul style="list-style-type: none"> ○ Discussion Question – where do you think we most often jump to? ○ Let the team know that as a team they will jump to solutions during this project but you will always bring them back to follow the structure 	<ul style="list-style-type: none"> • To give a base understanding Lean • Start to build their QI knowledge • Provide an understanding as to why it's important they are there and they participate 	<ul style="list-style-type: none"> • What is Lean • What is Six Sigma • 8 Wastes • 5 Principles of Lean • DMAIC Cycle
50 min	Defining the Opportunity for Improvement	<ul style="list-style-type: none"> • Discuss what area we are focusing on, why and how it was chosen • Ask the group where their frustrations lie with their current process and allow the team to air their frustrations • Affinity diagram 	<ul style="list-style-type: none"> • Start to drill down to the root of the problem • Gain an understanding of the problem • Allow for the team to voice their frustrations with their process 	<ul style="list-style-type: none"> • Brainstorming • Affinity Diagram

**Rapid Improvement Event
Facilitation Manual
Define/Measure Team Day**

Time Frame	Agenda Item	Agenda Details	Objectives	One Pagers / Templates
90 min	Problem Statement, Project Name and Roles on the Team	<ul style="list-style-type: none"> • Develop the problem statement using the category titles from the Affinity Diagram • Use open brainstorming to come up with a project team name <ul style="list-style-type: none"> ○ Have a little fun by choosing a fun team name • Discuss team roles <ul style="list-style-type: none"> ○ Project Sponsor ○ Facilitator (that's you 😊) ○ Team Lead (if you do not have one at this time, as a team pick a team lead) ○ Project Team 	<ul style="list-style-type: none"> • To create a problem statement that the team agrees with • Establish and communicate the different roles of the team 	<ul style="list-style-type: none"> • How to Create a Problem Statement • Team Leader – What is my role? • Team Member – What is my role? • Project Sponsor – What is my role?
60 min	Voice of the Customer	<ul style="list-style-type: none"> • As a team identify who your customer is • Do you currently have the VOC and if not decide how you are going to get it 	<ul style="list-style-type: none"> • Understand needs of the customer and prioritize importance 	<ul style="list-style-type: none"> • Survey Writing
120 min	Process Mapping	<ul style="list-style-type: none"> • The importance of mapping the process <ul style="list-style-type: none"> ○ Tie this back to the 5 Principles of Lean • How to create a flow map or which ever map you are using <ul style="list-style-type: none"> ○ Remember – Current state mapping is about mapping the current process not about what 'should' happen. 	<ul style="list-style-type: none"> • Educate the team on the importance of understanding the current state • Create a visual of the process to help participants focus on the process, not the people 	<ul style="list-style-type: none"> • Flow Maps • SIPOC

**Rapid Improvement Event
Facilitation Manual
Define/Measure Team Day**

DAY 2

Time Frame	Agenda Item	Agenda Details	Objectives	One Pagers / Templates
5 min	Review	<ul style="list-style-type: none"> Review what was learned on the previous day 	<ul style="list-style-type: none"> Recap of what's been accomplished As a facilitator this allows you to gage the level of team engagement 	
15 min	Types of Measures	<ul style="list-style-type: none"> Explain the different types of measures collected (effectiveness and efficiency) The importance of collecting baseline measures 	<ul style="list-style-type: none"> Provide education and understanding of the different types of measures and the importance of collecting accurate measures 	<ul style="list-style-type: none"> Types of Measures How to Measure
120 min	Deciding What to Measure	<ul style="list-style-type: none"> Walk through each step of the process map and determine what can be measured at each step on a flip chart <ul style="list-style-type: none"> This is an open brainstorming activity so try to encourage the team to keep the discussion for the next exercise Once you have walked through the entire process map and you have all possible measures noted rank each measure as H, M, L in accordance to the problem statement <ul style="list-style-type: none"> If you have all 'H', go through them again As a facilitator you are there to give them direction and guidance around what they need to measure Ensure you are collecting the process cycle time 	<ul style="list-style-type: none"> As a team, decide on what is important to measure Create a measurement system that will not over burden the staff 	<ul style="list-style-type: none"> How to Decide What to Measure Measurement Plan Sample Size

Rapid Improvement Event Facilitation Manual Define/Measure Team Day

Time Frame	Agenda Item	Agenda Details	Objectives	One Pagers / Templates
120 min	Create Measurement Tools	<ul style="list-style-type: none"> Using plain paper and pencils create a rough draft of measurement collection tools by either breaking the team into smaller groups or by creating them as one big group 	<ul style="list-style-type: none"> Create an effective way for the staff to collect measures 	<ul style="list-style-type: none"> Creating Measurement Sheets
30 min	Measurement Plan	<ul style="list-style-type: none"> Decide and record who what where when and how measures are to be collected Ensure the following gets scheduled: <ul style="list-style-type: none"> Measurement test period Collection period and Measurement check points 	<ul style="list-style-type: none"> To provide communication to the team in regards to expectations and duration of the measurement phase 	<ul style="list-style-type: none"> Sample Size Measurement Plan - template
30 min	Communication Plan	<ul style="list-style-type: none"> Decide what other staff are going to ask and craft the response together as a team Decide who is going to communicate what and when and to who 	<ul style="list-style-type: none"> Ensure everyone affected by the process understands what is being done 	<ul style="list-style-type: none"> Communications Lean Live Chat Room Communication Plan – Template
10 min	Quality Board Discussion	<ul style="list-style-type: none"> Discuss what a QB is decide where it will be located and who will take on setting it up and maintaining Discuss the materials that are to go on the QB <ul style="list-style-type: none"> Educate Team on the elements of an A3 report 	<ul style="list-style-type: none"> Introduce Quality Boards to the Team Communication tool 	<ul style="list-style-type: none"> Quality Boards A3 Reports A3 Report Template

**Rapid Improvement Event
Facilitation Manual
Define/Measure Team Day**

Time Frame	Agenda Item	Agenda Details	Objectives	One Pagers / Templates
15 min	Action Plan	<ul style="list-style-type: none"> • Create an action plan with the team in regards to what needs to be completed from now until the next team meeting 	<ul style="list-style-type: none"> • Team engagement • Knowing who is responsible for what 	<ul style="list-style-type: none"> • Action Plan –Template
5 min	Book Next Team Day	<ul style="list-style-type: none"> • Before you leave you should have your A/I team day booked • Remember to save yourself time to do the analysis and meet with sponsor once you before the A/I team day 		