

KAIZEN FACILITATOR - LEARNING WORKSHOPS

1. Introduction

Kaizen is a Japanese term meaning "good change" or "change for the better". A kaizen event takes place in one area, or on one process, over a period of typically 3- 5 days. It brings about a significant improvement in the performance of the area or process. A kaizen facilitator either leads, or supports the kaizen leader, in implementing significant process improvement in a short interval of time. The kaizen workshops introduce the facilitators to the basic tools required to run a 3 – 5 day kaizen event.

2. Learning Objective and Deliverables

At the end of this workshop participants will be enabled to

- identify opportunities for lean continuous improvement within their workplace;
- use tools appropriate to effect the improvement, in particular
 - A3 problem definition & reporting
 - SIPOC charting & Process mapping
 - 5whys and cause & effects analysis
 - error proofing (Poka Yoke)
 - quick changeover (SMED)
- lead a cross functional team of personnel through a kaizen event.

The workshop is built around an actual kaizen event, and modules are selected on the basis of what approach best suits the selected process problem.

Workshop duration is also modified to accommodate the selected process problem. Sample problems include: process yield, paperwork accuracy, product flow/workplace layout, accident reduction, product texture/consistency/dimensions/colour variation. *If appropriate, and depending on the nature of the process problem, the workshops will be broken down into two modules of 3 days and 2 days each.

3. Sample Workshop Agenda*

Time	Day 1	Day 2	Day 3	Day 4	Day 5
Am	Introductions Lean principles Error proofing exercise teamwork	Process mapping Data collection	5 Whys Cause & effects analysis	Kaizen implementation	Updating SOPs and work instructions Post kaizen review & adjustments
Pm	Break Waste walk The lean game Kaizen preparation A3 review & close	Quick changeover - single minute exchange of dies (SMED) A3 Review & close	Kaizen timetable Kaizen implementation A3 Review & close	Updating SOPs and work instructions A3 Review & close	Quantifying the financial gain Presentation to senior management Next kaizen schedule

4. Who should attend?

This workshop is for internal kaizen facilitators i.e. personnel chosen based on their positive attitude, people skills and willingness to share learning within the organisation. The workshops will also be attended by team members from the area where the process problem has been identified.

KAIZEN FACILITATOR CERTIFICATION GUIDELINES



This document provides a template for the development of a formal Kaizen Facilitator certification programme within an organisation. The certification is a basic level, and is designed to develop competent change agents within the organisation. As a result of undertaking the certification programme, the kaizen facilitators will be enabled to clearly define a process problem, and lead a cross functional team through a series of logical lean problem solving activities to deliver a predefined result, in a short space of time. Achievement of the certification may be a pre-condition to progressing to more advanced lean leader certification.

NO	ITEM	GUIDELINE
1	Classroom training on kaizen tools	5 days, covering the following topics: <ul style="list-style-type: none"> • A3 project/problem solving method • Teamwork • SIPOC & process mapping • Spaghetti mapping • Data collection & representation • 5 Whys • Cause & effects analysis • Error proofing • Quick changeover (SMED) • Level scheduling • JIT/kanban systems • The visual workplace/standard work
2	Kaizen events led & completed	The candidate must lead 3 kaizen events, varying in subject matter, and bring them to a satisfactory close as facilitator. Events to be cross-functional and problem-solving in nature and delivery a significant business benefit.
3	Kaizen Event Selection	Event to be reviewed & pre-approved by the organisation management team, and linked to organisation operational goals.
4	Time frame	All 3 events to be led within 12 months of training.
5	Methodology	Evidence of use/implementation of a range of lean tools during the event:
6	Event presentation	Team presentation of event following closure. The quantified business benefits are verified by the department manager and the finance department

Textbook References:

George, M et al, (2005) *The Lean Six Sigma Pocket Toolbook*, McGraw Hill, New York

Shingo, S., (2007) *Kaizen & the Art of Creative Thinking*, PCS Press, Vancouver

Henderson, B., & Larco, J., (2000) *Lean Transformation*, Oaklea Press, Richmond, Vancouver