RAPID IMPROVEMENT WORKSHOP FORMAT

- A typical workshop agenda

1. Starting the workshop

At the start of the session, the facilitators need to provide CONTEXT
   a. WHY we are doing this (a manager might come in for 15 mins to say this)
   b. WHAT we are doing (their projects) – discuss Project Charter
   c. HOW we are doing them (probably 8Cs methodology – have a copy on display as below).

Note that the project may be focused on 5-S’ing the workplace in which case the process for the workshop
would be the first 3 S’s (sort, straighten, shine). The last S’s would be achieved post-workshop.

Context is very important and continual signposting by the facilitators will avert team member confusion as
the 3 days progress. Involve senior manager of team in the kick off (make sure they know what is in the
Project Charter).

Creating different teams:
Consider splitting the team up into smaller project teams if there are several problems that could be
tackled in parallel. If you think the problem warrants a whole team approach then keep them together.

2. Main body of the workshop

Once an energiser is complete then the workshop can start. There are so many different workshop
scenarios it would be impossible to describe in detail a single way of managing them. What is important is
that there is some structure and direction that the team can see itself heading in. A useful structure is the
8Cs problem solving approach. Although each problem will be different and require different tools, the 8Cs
backbone should be suitable for most situations. Outlined below is a guide as to the types of activity that
could be done within each phase. Note that this is a guide only so if an activity doesn’t seem to be suitable
or relevant then don’t do it! Use your common sense. Always be clear on where you want to be going and
assess what the best way of getting there will be.
“8Cs” Tools List

**CLARIFY** the issue

- Corporate Vision: goal alignment
- Concerns workshop: Improvement process selection: Y Cascade; Ease Benefit Matrix; Process Issue Statement; Quad of Aims; Communications Plan; Project Charter;
- SIPOC: Is/Is Not Analysis; More of Less Analysis; Threat/Opportunities Analysis; Conflict resolution; SMART objectives; Stakeholder Analysis; Effective teams and Leadership; Kano Model; Critical to Quality (CTQs); Voice of the Customer (VOC) translation; Project Planning – Gantt Charts; responsibility matrices; RACI

**CONFIRM** the problem

- Planning to collect data; Processing Mapping/VSM; Bottleneck Analysis; Runners Repeater-Stranger Analysis; Batch Size Analysis; Pull v Push; Waste Identification and Elimination – TIM WOOD
- Affinity Diagrams; Fishbone Diagrams; The Big 50Ds (FMEA)
- 5 Whys; Pareto Analysis; Histograms; Scatter Plots; Run Charts
- Identify Quick Wins and implement Quick Win changes

**CREATE** improvements

- Challenging mindsets; Brainstorming; Reverse Brainstorming; Brainwriting; Aunt Sally; Assumption Busting; Similarities and Differences; Benchmarking; Visual Controls and Visual Displays; 5S; Poka Yoke
- Decision making/selecion tools: n/3; paired comparisons; decision matrix

**CHANGE & CEMENT** the process

- Planning – Gantt Charts; RACI; Stakeholder management; training; standardisation; writing SOPs; force field analysis; communicating changes – communications plan
- The Monitoring Feed back Loop: Measuring for sustained performance

**CORRECT** the solution

- AMEND THE SOLUTION FOLLOWING ‘MONITOR’ FEEDBACK
- Project reviewing; After Action Reviews; Capturing lessons learned; pro-actively transferring knowledge

**CELEBRATE**

- CELEBRATE - Recognise and reward team’s efforts
8Cs PROCESS SUMMARY

The BHW 8Cs process described below is suited for a project that is heavily process focused – e.g. looking at removing waste, standardising a process, improving cycle time, etc. In these cases the process mapping exercise is key to identifying the improvement opportunities. A slightly different approach is required if the problem being addressed doesn’t have a strong process bias.

Process focused

CLARIFY the issue
Project Charter, communications plan

CONFIRM the ‘AS IS’ process
What process (SIPOC)
Who is customer/stakeholders
What do they want
What process measure
What data do we need to measure it
Where can we get the data
How well does the process perform today (Lead times v Touch Times, Big SODs)
How does process work – mapping, TIMWOOD waste

CREATE ‘TO BE’ /Future State process:
Capture issues and ideas as you map (car park)
Reflect on problems and how they can be addressed (Poka Yoke, waste removal)
Map the new process

CHANGE – implement new process
Develop a plan to make it happen
Communications, stakeholder management
Standard Operating Procedures, Flowcharts

CEMENT the new process
What measure/monitors will we use?

Track the new process and compare to old process

CORRECT:
If benefits are realised then make the new process the standard (capture the new ways of working in a flow chart)

COMMUNICATE changes
Communications plan, transfer learning to organisation

CELEBRATE success
Reward and recognise the team’s efforts
3. Workshop conclusion – project presentations

The finale is a presentation to the managers. Don’t leave the success of this to chance: help the facilitators and the teams to pull together a structured presentation (one for each project completed), lasting about an hour. HOWEVER, the facilitators should not deliver any of the presentation, including the welcome, introductions and questions session – see diagram below on ‘Storyboard’. Select a ‘master/mistress of ceremonies’ – appropriately the team manager – to do the topping and tailing. This gives a much more powerful message to the management. Keep the presentation style ‘informal’ yet tightly delivered – don’t use powerpoint but just a few flipcharts and the sheets around the wall that will have been generated over the three days (see ‘Storyboard’).

SUGGESTED STORYBOARD FORMAT (adjust accordingly)

Allow 90-120 minutes prep. Each project presentation = 25 mins + 5 mins Q’s

Need to nominate MC to top and tail between charts.

<table>
<thead>
<tr>
<th>PROJECT TITLE</th>
<th>BACKGROUND TO PROJECT</th>
<th>Q of A for PROJECT</th>
<th>OUR APPROACH</th>
<th>CURRENT SITUATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Why this project?</td>
<td></td>
<td>Eg – IM DIM 8Cs</td>
<td>• “As is” Map</td>
</tr>
<tr>
<td></td>
<td>• The issues/the pain</td>
<td></td>
<td></td>
<td>• Customers</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>• Points of Pain</td>
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<td>• Size of Suffering</td>
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</tbody>
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THE NEW PROCESS

- “Future State” Map
- Features of new process
- Benefits of new process
- Size of Prize
- Still to do

Features
- The “What”
- Fewer steps
- Reduced paperwork
- No more inspection
- Poke-yoke on...

Benefits
- The “So What”
- More of less of
- Half leadtime
- Eliminate errors
- Free up staff
- Safer workplace

New Flowcharts
New Spaghetti Charts

Still to do
- The “What Next”
- Monitor & evaluate
- Extend to...
- Action Plan – WWW
- SOPs
- Comms Plan

CONCLUSIONS

- What we got out of this
- Summary of project deliverables (from Q of A)

THANK YOU & QUESTIONS

Allow 90-120 minutes prep. Each project presentation = 25 mins + 5 mins Q’s