
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.

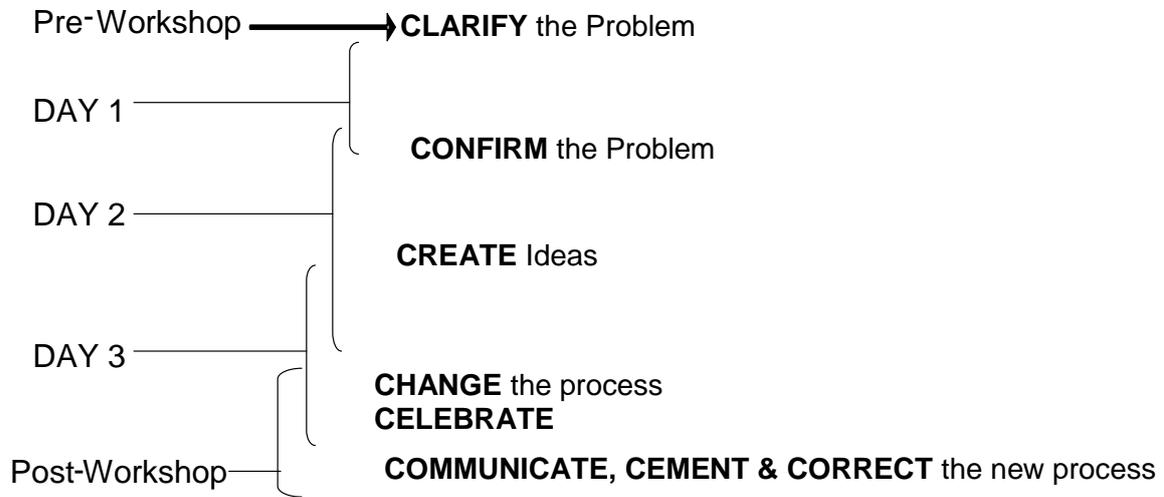
Context is very important and continual signposting by the facilitators will avert team member confusion as the 3 days progress. Involve senior manager of team in the kick off (make sure they know what is in the Project Charter).

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	COMMUNICATE Transfer learning to organisation	SELECT THE PROJECT AND DEFINE THE PROJECT
		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 of Analysis; Threats/Opportunities Analysis; Corridor conversation; 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 issue	COMMUNICATE Transfer learning to organisation	INVESTIGATE THE ISSUE/ESTABLISH ROOT CAUSE OF PROBLEM: MEASURE AND ANALYSE THE SITUATION
		Planning to collect data; Processing Mapping/VSM; Bottleneck Analysis; Runner-Repeater-Stranger Analysis; Batch Size Analysis; Pull v Push; Waste Identification and Elimination – TIM WOOD
		Affinity Diagrams; Fishbone Diagrams; The Big SODs (FMEA);
		5 Whys; Pareto Analysis; Histograms; Scatter Plots; Run Charts
CREATE improvements	COMMUNICATE Transfer learning to organisation	DEVELOP CHANGE OPTIONS/SOLUTIONS AND SELECT THE BEST
		Challenging mindsets; Brainstorming; Reverse Brainstorming; Brainwriting; Aunt Sally; Assumption Busting; Similarities and Differences; Benchmarking; Visual Controls and Visual Displays: 5S; Poka Yoke;
CHANGE & CEMENT the process	COMMUNICATE Transfer learning to organisation	Decision-making/selection tools: n/3; paired comparisons; decision matrix;
		IMPLEMENT CHANGES AND ENSURE SUSTAINABILITY
		Planning – Gantt Charts; RACI; Stakeholder management; training; standardisation; writing SOPs; force field analysis; communicating changes – communications plan
CORRECT the solution	COMMUNICATE Transfer learning to organisation	AMEND THE SOLUTION FOLLOWING 'MONITOR' FEEDBACK
		COMMUNICATE – TRANSFER KNOWLEDGE LEARNED TO ALL RELEVANT PARTS OF THE ORGANISATION
CELEBRATE	COMMUNICATE Transfer learning to organisation	Project reviewing; After Action Reviews; Capturing lessons learned; pro-actively transferring knowledge
		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.

