Team Building

Process Improvement
TEAM BUILDING

PROCESS IMPROVEMENT

THE COMMONSENSE, LOW-COST APPROACH TO QUALITY, COST AND DELIVERY IMPROVEMENT

Overview

Virtually every organisation seeks to ensure that their processes, products, or services are of the highest quality. Furthermore, such products and services are delivered in the right quantity, at the right time to customers and that such quality and delivery is done cost efficiently.

To achieve quality, delivery and cost goals, organisations both public and private deploy some form of process improvement. Many organisations use sophisticated methodologies, techniques and terms that become the domains of the few (specialists, middle and senior management.) In doing so, the methodology and specialist practitioners ignore the very real and invaluable contribution of the many to the success of their organisations. Indeed, some of ‘the many’ may even become antagonistic to improvement initiatives.

This workshop equips employees at all levels with simple easy to learn / apply tools, techniques and methodology to understand, measure, innovate, improve and manage a process or part thereof in order to achieve quality, cost and delivery goals.

The workshop builds on the key team skills and themes developed in the Team Building Foundation Workshop that emphasised the need to break down inter-departmental barriers, deal with forceful personalities, overbearing experts and ‘speak with data’. It encourages and trains people in team-work and problem solving by including simple tools of quality improvement and an easy to implement (in any workplace,) uncomplicated methodology. The effect is a commitment to quality improvement, the promotion of open decision making, and a material impact on productivity.
HOW THIS WORKSHOP CAN HELP

- Develops skills that all employees can learn, apply and produce results
- Works in any workplace, office, shop floor, warehouse, construction site etc.
- Works in any sector, public, private, voluntary, etc.
- Leads to improvements in QCD (quality, cost, delivery)
- Resistance to change is removed
- Continual incremental improvement in any process is possible
- Solutions grounded in reality of workplaces
- Commonsense, low-cost approach
- People become motivated, learn more about their organisation and contribute more
- Workplace becomes more productive, more safer and more happier place to work in

Who this workshop for?

This workshop builds on the skills developed in the Team Building Foundation, where the focus was on developing the skills required in any team activity. Such skills include inter-alia communications, defining roles, decision making, documentation, recognition and handling problems that always seem to crop up, that adversely affect effective team-work.

This second team building workshop is targeted at team members—the people, at any level, who carry out the work of the organisation—the focus here is on developing process improvement skills. Each topic is examined from the viewpoint of what a team member can do to contribute to their organisations success. The basic information here is relevant to all kinds of employees, especially the ‘real experts’—those that actually do the jobs that make up the subparts of the business process, who change inputs into the business process, into output goods and services:

- Do employees need to understand the work that they do?
- Do you want employees to contribute more to quality, cost and delivery goals?
- Does your team need to develop a common framework to tackle problems and develop feasible, well thought out and sometimes innovative solutions?
- Do you want to keep employees enthused by continuous improvement and change?
- Do you want your people to improve their understanding of problems, before rushing to make quick (rash) decisions and implementing poor solutions?
- Do you want to turn employees into organisational ‘heroes’?
- Do you want employees to gain higher levels of job satisfaction and motivation?
- Do you want to delegate more in order to better plan and coordinate?
To get an overview of what’s in each module for this workshop, go to the workshop content subtitles below (they all have a pale-blue background).

**INTRODUCTION**

- The organisational quest for better quality, cost and delivery (QCD)
- Some important team concepts and an approach to the quest for QCD

**PROCESS IMPROVEMENT AND PROBLEM SOLVING**

- An overview of problems
- Work as a process
- What is problem solving?
- What is process improvement?
- Why are process measures important?
- The team-approach to problem solving as a basis for process improvement
- Key success factors

**USING A SYSTEMATIC MODEL TO SOLVE PROBLEMS**

- The Plan-Do-Check-Act (PDCA) Cycle
- Breaking the PDCA Cycle into 7-steps

**IMPLEMENTING THE 7-STEP PROCESS IMPROVEMENT MODEL**

1. **Plan**
   - Describe the problem
   - Describe the current process
   - Identify and verify root cause(s)
   - Develop a solution and action plan

2. **Do**
   - Implement the solution

3. **Check**
   - Review and evaluate results

4. **Act**
   - Reflect and act on learning

**CREATING A PROJECT STORYBOARD**

This module shapes the whole process into a self-explanatory, graphic summary of the key analysis, decisions and actions, that keeps the whole organisation informed of the team’s project progress. The objective being to create a record of the team’s activities and results in a simple, clear, easy to understand, accurate and interesting reference for all employees. Storyboarding is one of the tenants of *kaizen*, make information visible.
WORKSHOP DELIVERY

We are situated in the UK (Cumbria) and will deliver the workshop, ourselves or use a partner organisation, in the UK or overseas by arrangement.

Duration

3 days

Where

We will deliver the workshop:

- *On your premises,* if you have suitable facilities available. Essentially you provide your in-house facilities, book our accommodation and we deliver.
- *On suitable premises in a location near to you,* with suitable facilities. Essentially you book our and (optionally) your accommodation, we travel and deliver.

How

The required essential facilities are:

- White board
- Flip charts and board

Optional resources can include:

- Overhead slide projection facility
- Delegates bring and use laptops
- Laptops kitted out with MS Office OneNote for note taking
- Laptops kitted out with MS Office Groove for sharing / disseminating files and collaborating

NEXT STEP

To discuss your team building requirements and or to book contact us by telephone or email:

Call:  +44 1946 82 3191 or
         +44 (0)7918 17 5445 (mobile)

Email:  sales@accel-team.com
PUTTING IT ALL TOGETHER

TEAM BUILDING KAIZEN EVENT

PUTTING THE TEAM BUILDING IMPROVEMENT PROCESS INTO ACTION

The process for achieving continuous incremental improvements in your workforce is summarised in the graphic below. The Foundation and Process Improvement workshops can be taken in isolation, but they are essential requirements for the Kaizen Theory and Event.

Each step in the process is designed to add value (by reducing waste.) Each incremental step brings tangible returns in quality, cost and delivery. Each step develops ‘fitness for purpose’ in the workforce when it comes to executing the mission and strategy.

About Kaizen

Kaizen is both a workplace philosophy and the simplest of systems when approaching the management of quality in the production or provision of goods or services, whether this is done for profit or not.

The term Kaizen is Japanese meaning "change for the better" or "improvement"; the English translation is "continuous improvement" or "continual improvement").

Kaizen is a culture of sustained continuous improvement focusing on eliminating waste in all systems and processes of an organization. The Kaizen strategy begins and ends with people, the people in the organisation who deliver the added value to products and services. With Kaizen, an involved leadership guides people to continuously improve their ability to meet expectations of higher quality, lower cost, and on-time delivery.
About the Kaizen event

The Kaizen event is a ‘blitz’ in a given area, undertaken by the people who work in that given area. Employees are pulled from their normal jobs for a week, to work on an intensive project with the aim of accelerating process improvement, by reducing waste in the given area.

Characteristics of the Kaizen event

- **Team works full time on the event**
  - **Resources are dedicated**
    - Participants spend 100% of their time on the event (that is individuals should be viewed as being on leave during the project.) This means their normal work should be covered by others during the event.

- **Project is well defined before the start**
  - There is no time to redefine the purpose or scope, so the boundaries must be set ahead of time.

- **Basic data is collected before the event takes place**
  - Background data is collected (as much as is possible) before the event week. Can include data on delivery, customers, breakdowns, labour hours, complaints, faults, cost variances, etc.

- **Implementation is immediate**
  - Implementation is completed as much as possible during the week of the event
  - Items that cannot be finished during the Kaizen event are to be completed inside 20 days

- **Management supports event**
  - Resources to be made available (could include information, information technology, human resources, testing facilities, cost accounting support etc.)

**Typical Plan for Stages in Kaizen Event**

**DEFINE (Prep Week)**

- Objective
- Leader and participants
- Prep. training support
- Assemble background data
- Logistics plan

**MEASURE (Prep Week & Mon)**

- Prep. process map
- Collect and summarise data

**ANALYSE (Tues-Wed)**

- Root causes and sources of waste
- Apply waste elimination techniques

**IMPROVE (Wed-Thurs)**

- Create action list to accomplish improvement
- Implement improvements and train employees
- Test and fine tune

**CONTROL (Thurs-Fri)**

- Create standard operating procedure
- Present results to management
- Develop plan to monitor over time