



Lean Construction Institute
Immersive Education Program

Curated Content: Kaizen Events

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Presenter Highlights

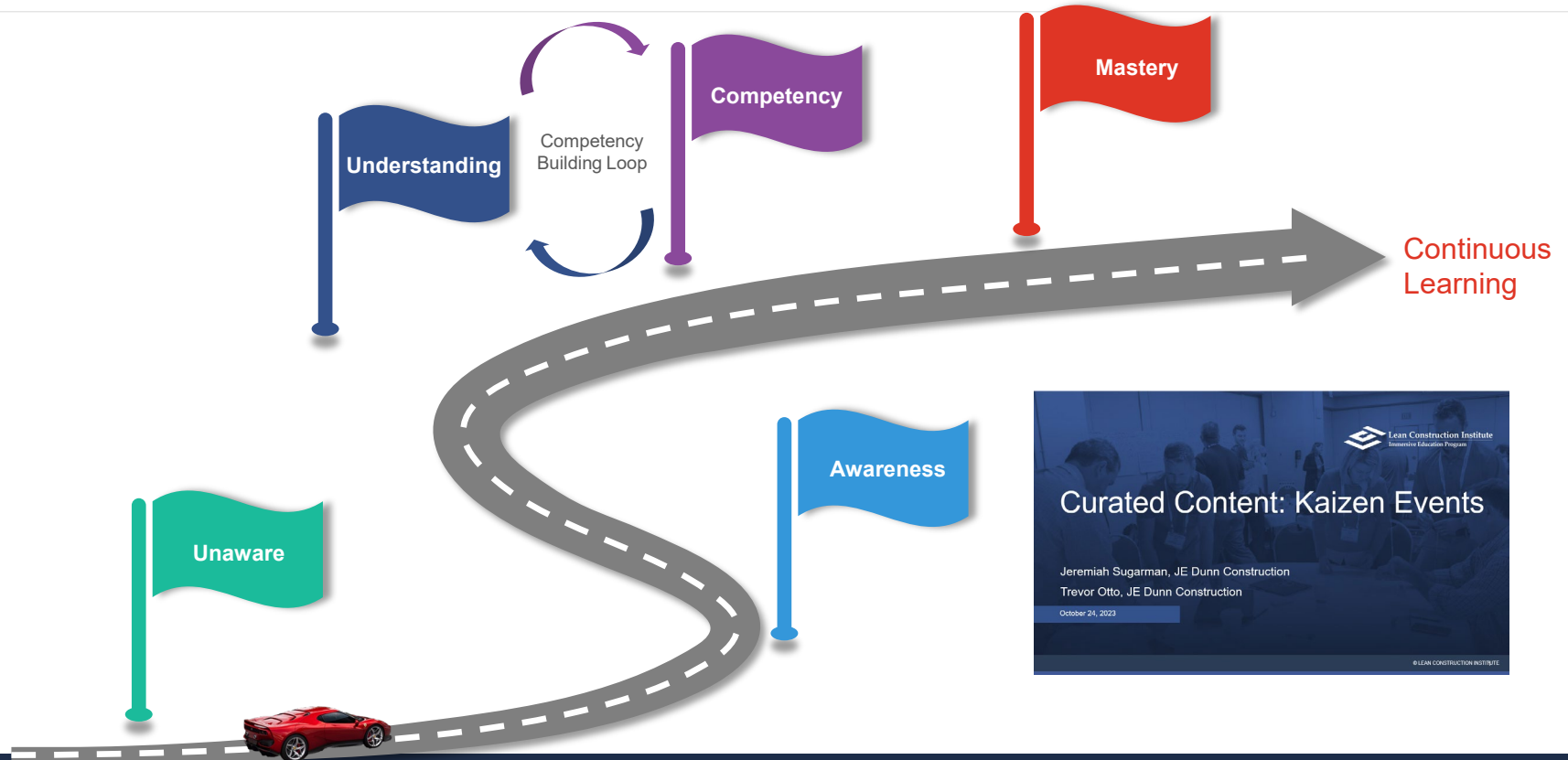


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Lean Journey to Mastery



Lean Journey to Mastery





Definition

Kai = Continuous

Zen = Wisdom or
Improvement



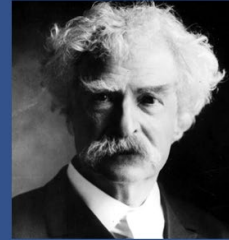
Kaizen goals

1. Process improvement
2. Remove waste / non-value-add activities
3. Develop pull system / Kanban
4. Standardize work
5. Quality management



Why Kaizen: Results

- Immediate results by focusing on people & making small changes
- Improved product quality, communication, or competence
- Increased efficiency and productivity
- Decreased cost
- Reduced waste
- Employee satisfaction and teamwork
- Customer satisfaction



"Continuous improvement is better than delayed perfection."

~ Mark Twain

Resource: AZ Quotes



"Progress cannot be generated when we are satisfied with existing situations."

~Taiichi Ohno

Resource: AZ Quotes

What: Four Methodologies

1. Kaizen Teian – Bottom-up daily improvement
2. Kaikaku (blitz) – Radical organizational change
3. Kakushin – Breakthrough innovative change
4. Kaizen Events – Defined improvement event



Kaizen Teian - Bottom-up

- Daily improvements
- Actively involves all people in improving their own processes
- Drives a cultural transformation
- Requires everyone to think about improvement every day, everywhere
- Workers who are in the gembu are those more likely to identify real opportunities for improving the flow of their processes
- Paul Aaker's 2-second Lean continuous improvements



Kaikaku - “Blitz”

- Structural/Organizational change
- Short term project to improve a specific procedure or process
- Intensive
- Should involve senior leadership



Kakushin – Breakthrough innovation

- Means new + revolution
- Things that changes the status quo.
- Not just a big change, something new.



Kaizen Event - Defined Improvements

- Specific process improvement
- Focused improvement projects
- Typically involves process mapping
- Might last for several days or even weeks
- Lead to change in efficiency, quality or performance
- Must be aligned with broader operational goals



What: Four Methodologies

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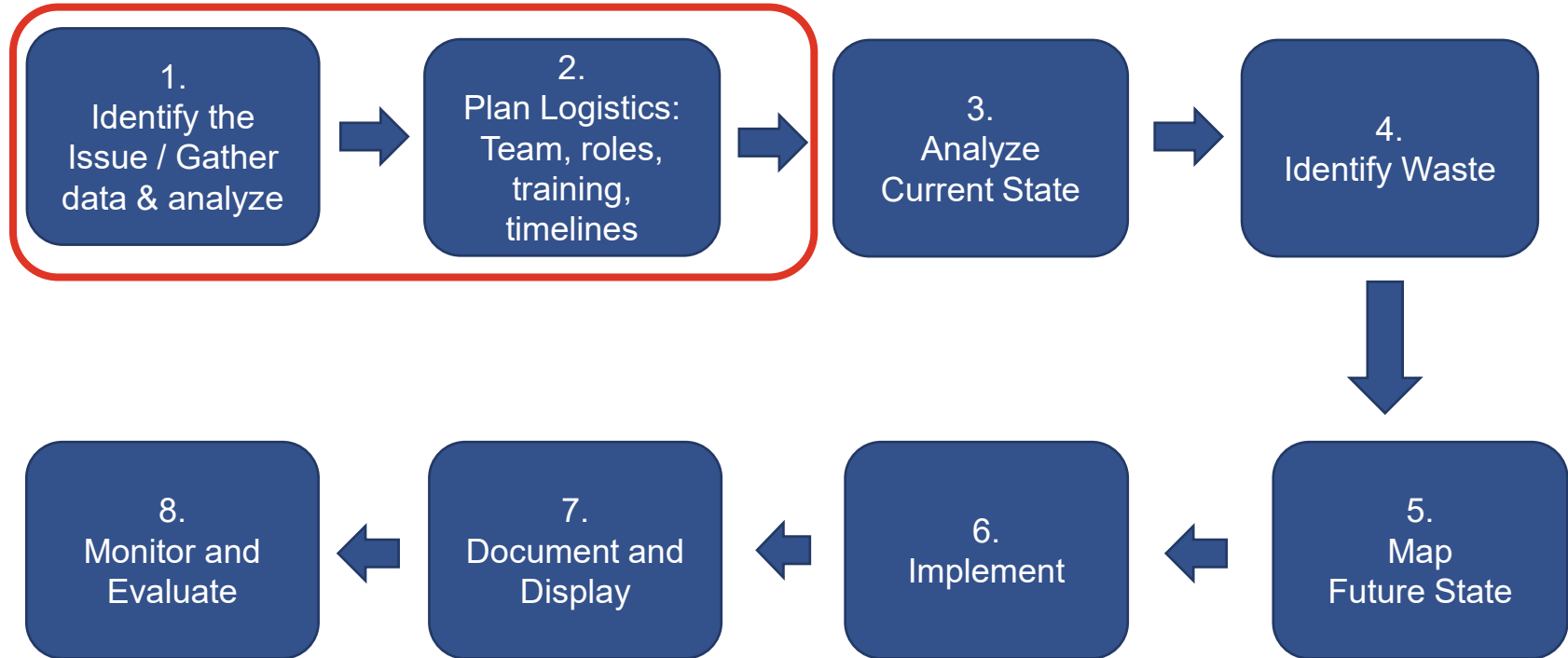


How: Kaizen Events

- Aim for *process improvement*
- Led by a *facilitator*
- Defined *roles* for team members
- Include members from all *stakeholder departments* including *management*
- Part of an *overall program* of continuous improvement to be successful
- Short duration project typically 3-5 *days*



How: Kaizen Flow



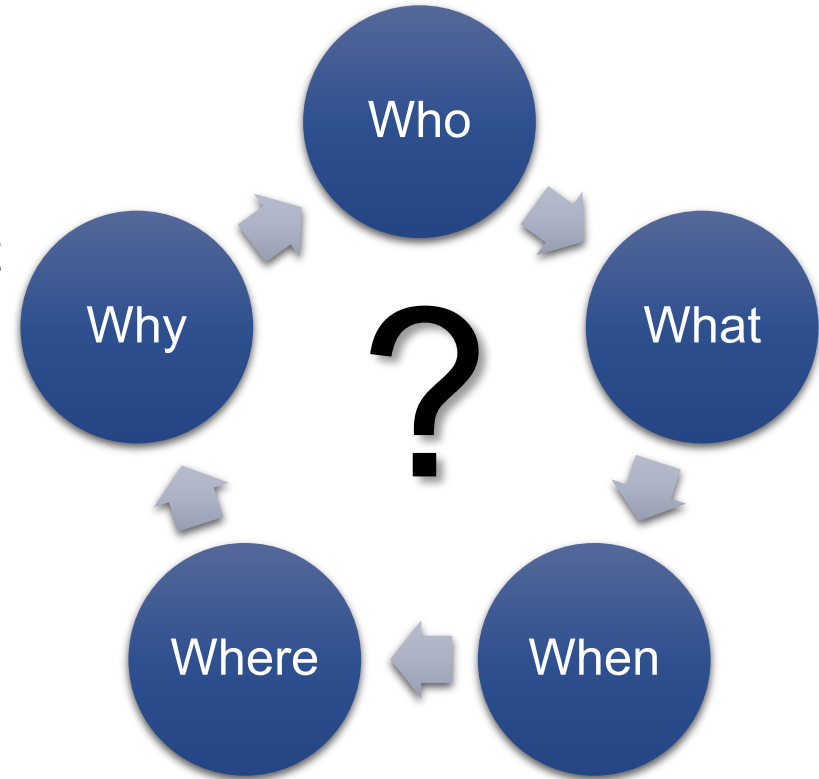
1. Identify the Issue

- Determine the *process* to improve
 - What bugs you?
 - Where do you feel friction?
- Gather data
- Analyze

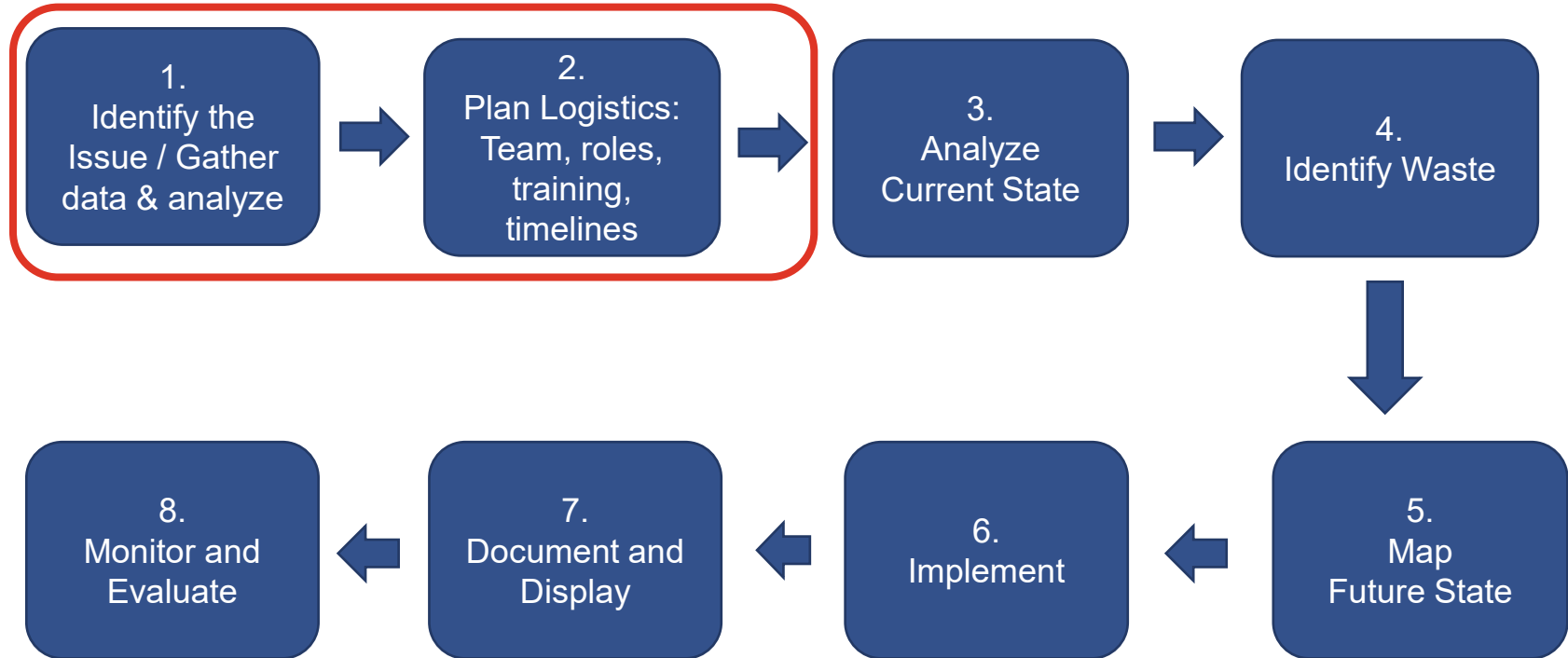


2. Plan Logistics

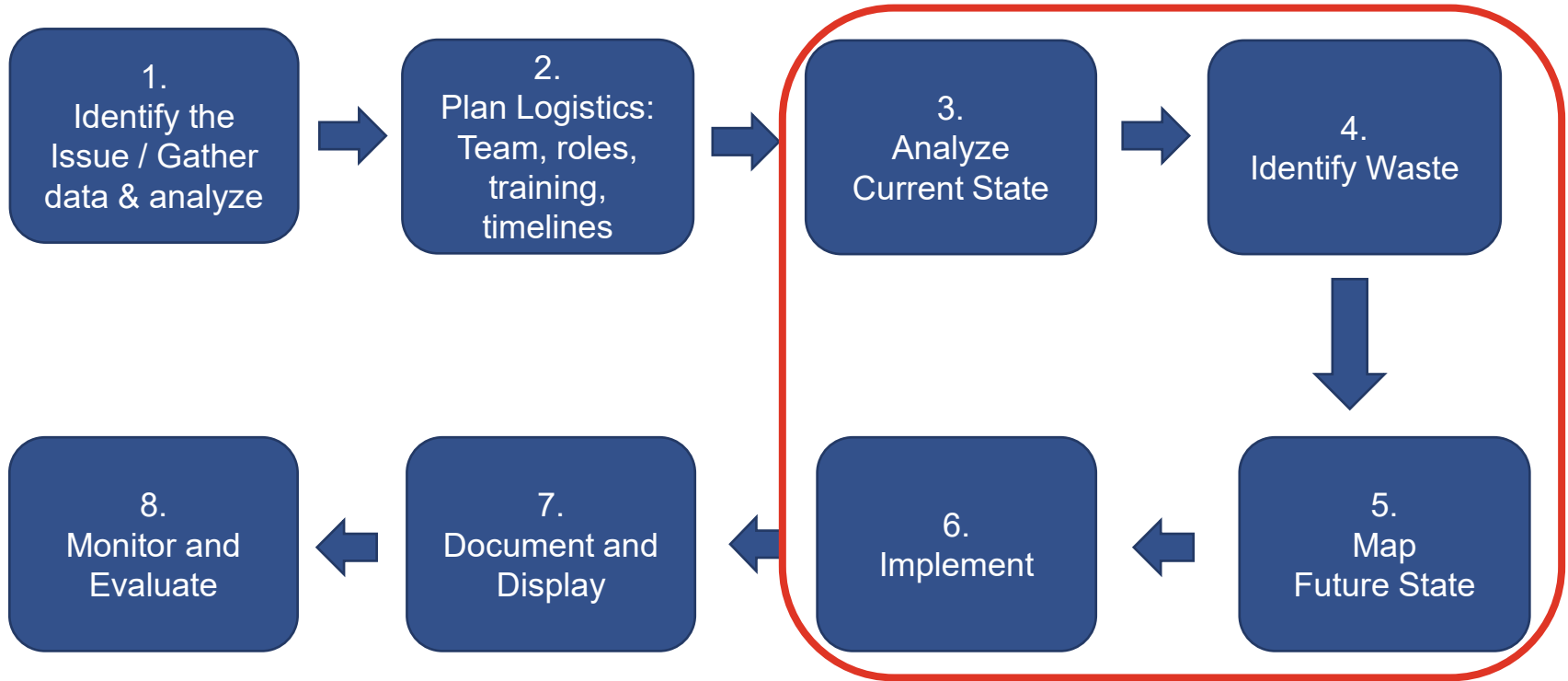
- Appoint a skilled *facilitator*
- Ensure *leadership* is engaged
- Set the *scope and limits* of the event
- Assemble the *stakeholder team*
- *Assign* roles and responsibilities
- Define success or CoS
- *Train* as necessary
- Create the event *timeline*
- Plan the *space* for the event



How: Kaizen Flow

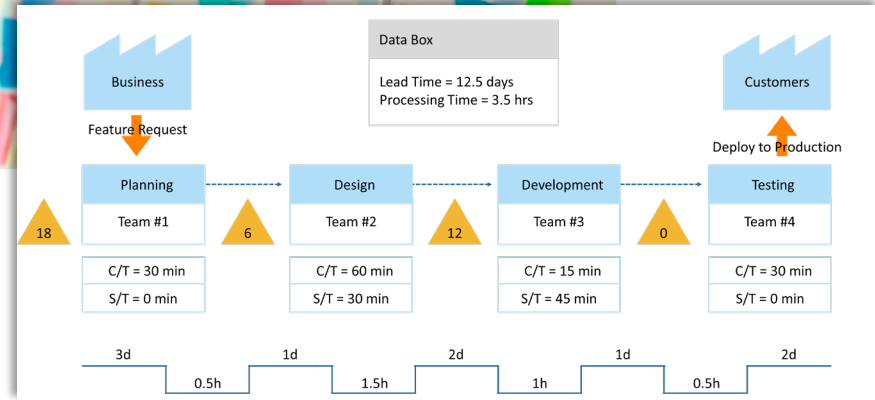
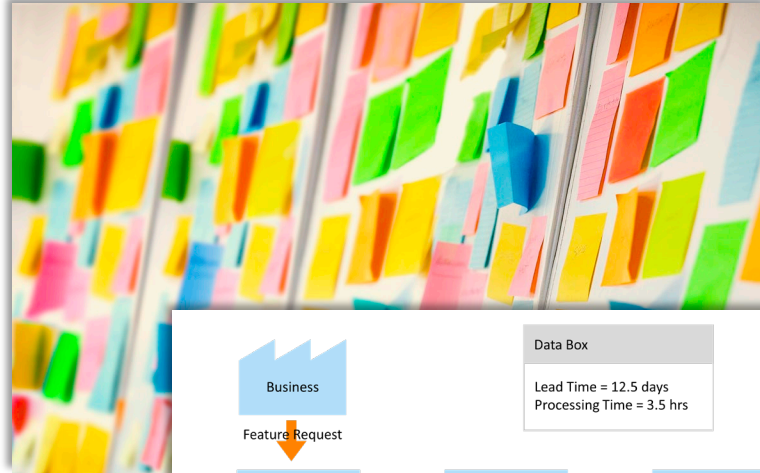


How: Kaizen Flow

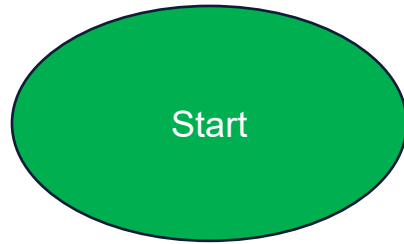


3. Analyze the Current State

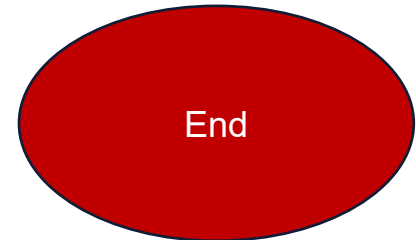
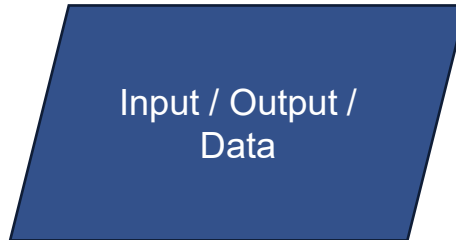
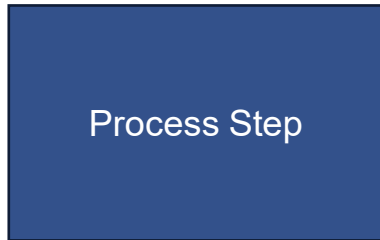
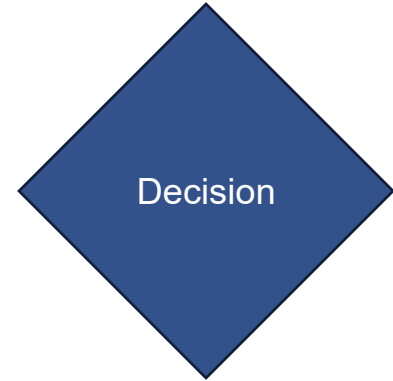
- Align on the current process(es)
- Review data on production
- Understand process/pitfalls
- Visualize it



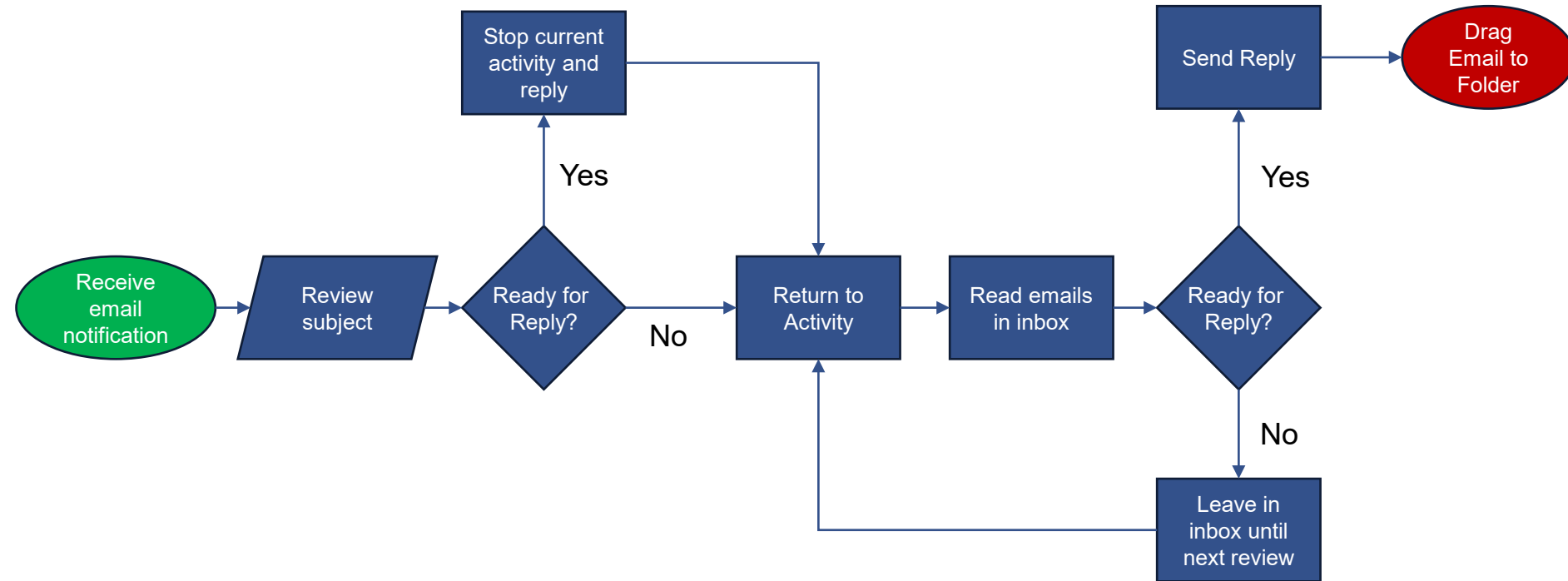
How: Process Map



Connector between
symbols



How: Processing Email



4. Identify the Waste



Defects



Overproduction



Waiting



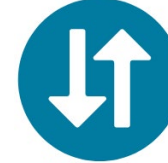
Non-Utilized Talent



Transportation



Inventory



Motion

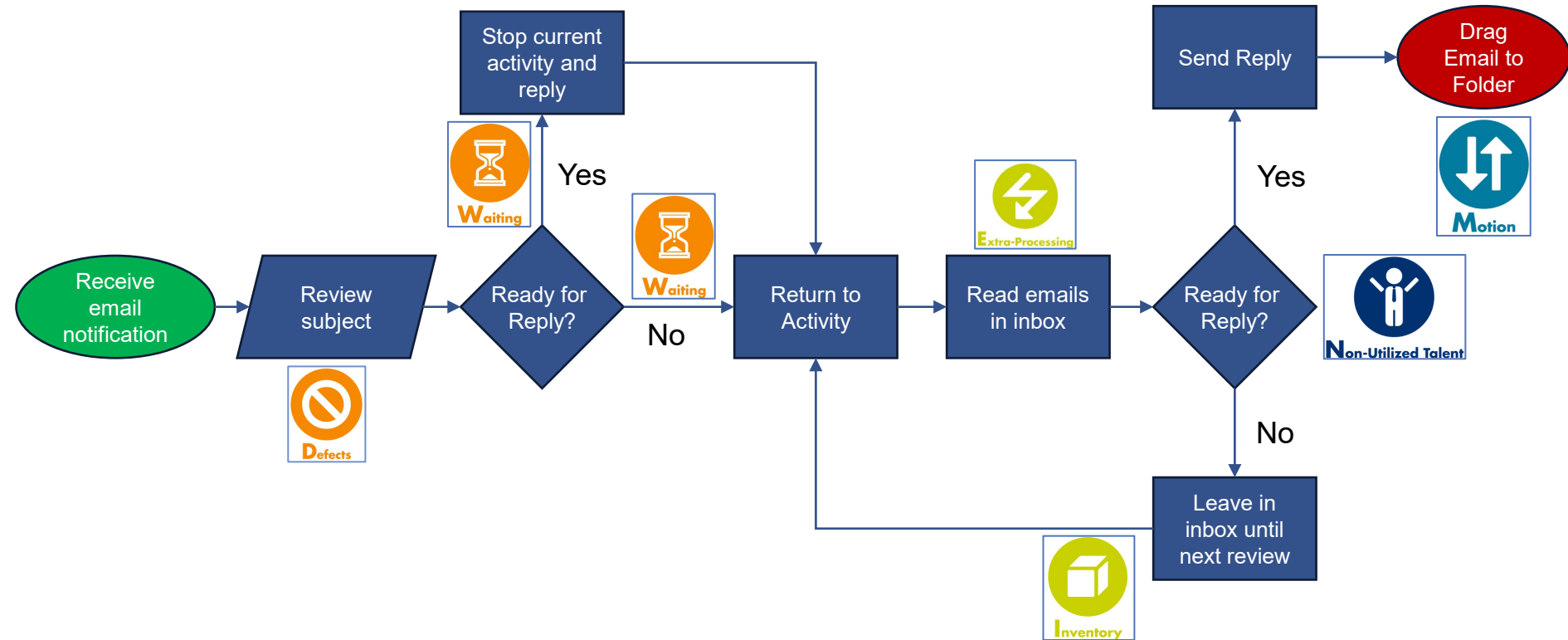


Extra-Processing

DOWN

TIME

How: Processing Email



5. Map the Future State

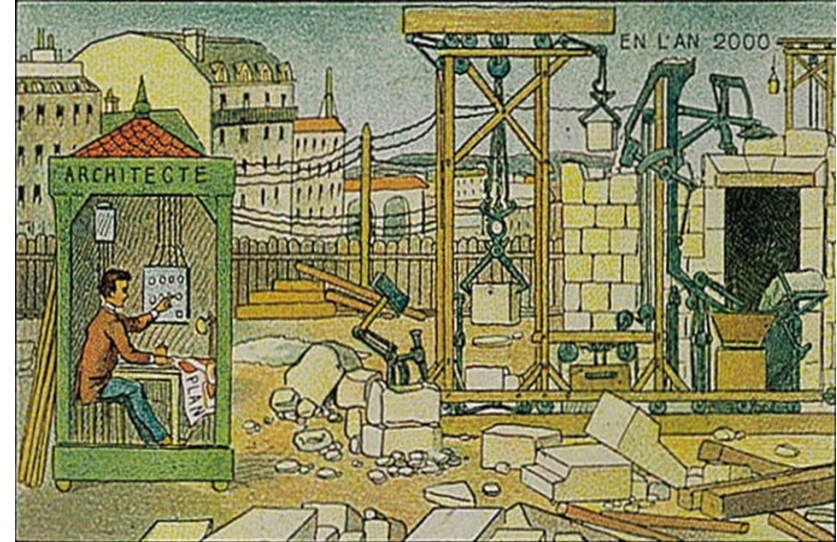
Map the new process with:

- Waste removed
- Non-value added but necessary processes minimized
- Stop-the-line features included to ensure quality
- Agility to make future improvements

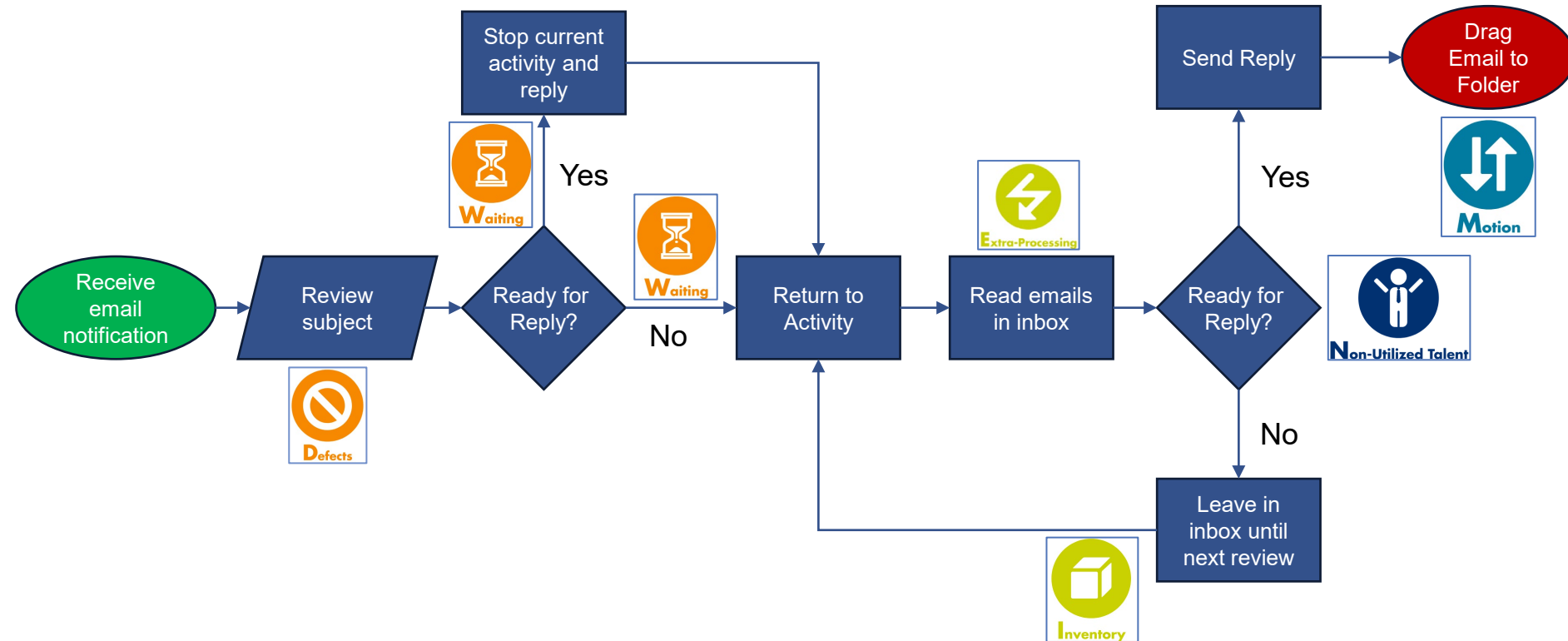


How: Tips to Mapping the Future State

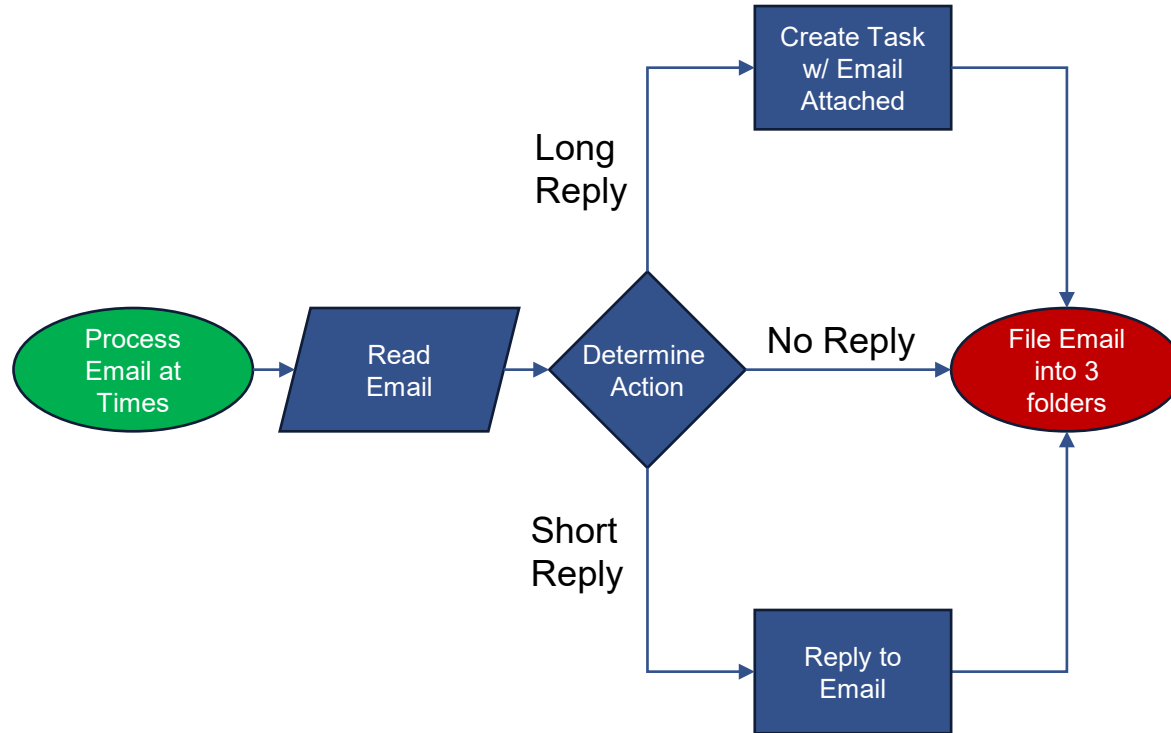
- No restrictions.
- Imagine what could be...
- Open yourself up to change.
- Is it or could it be possible?
- Instead of asking why? Ask why not?
- Just get something on the wall.



Processing Email – Current State



Processing Email – Future State



- Processing email is **ONLY** processing email (not a task list)
- Other tasks aren't interrupted
- Emails only read once
- Inbox to 0 each day
- Important items come as calls
- Notifications for specific people (on occasion)

What: Four Methodologies

1. Kaizen Teian – Bottom-up daily improvement
 - Hot Keys i.l.o. Drag & drop
2. Kaizen Events – Defined improvement event
 - Processing inbox
3. Kaikaku (blitz) – Radical organizational change
 - "I don't do emails any more".
4. Kakushin – Breakthrough innovative change
 - AI writing your email for you



6. Implement

Rollout the new process!



- Explain the reasons
- Motivate/excite
- Clear the path

Employee Involvement

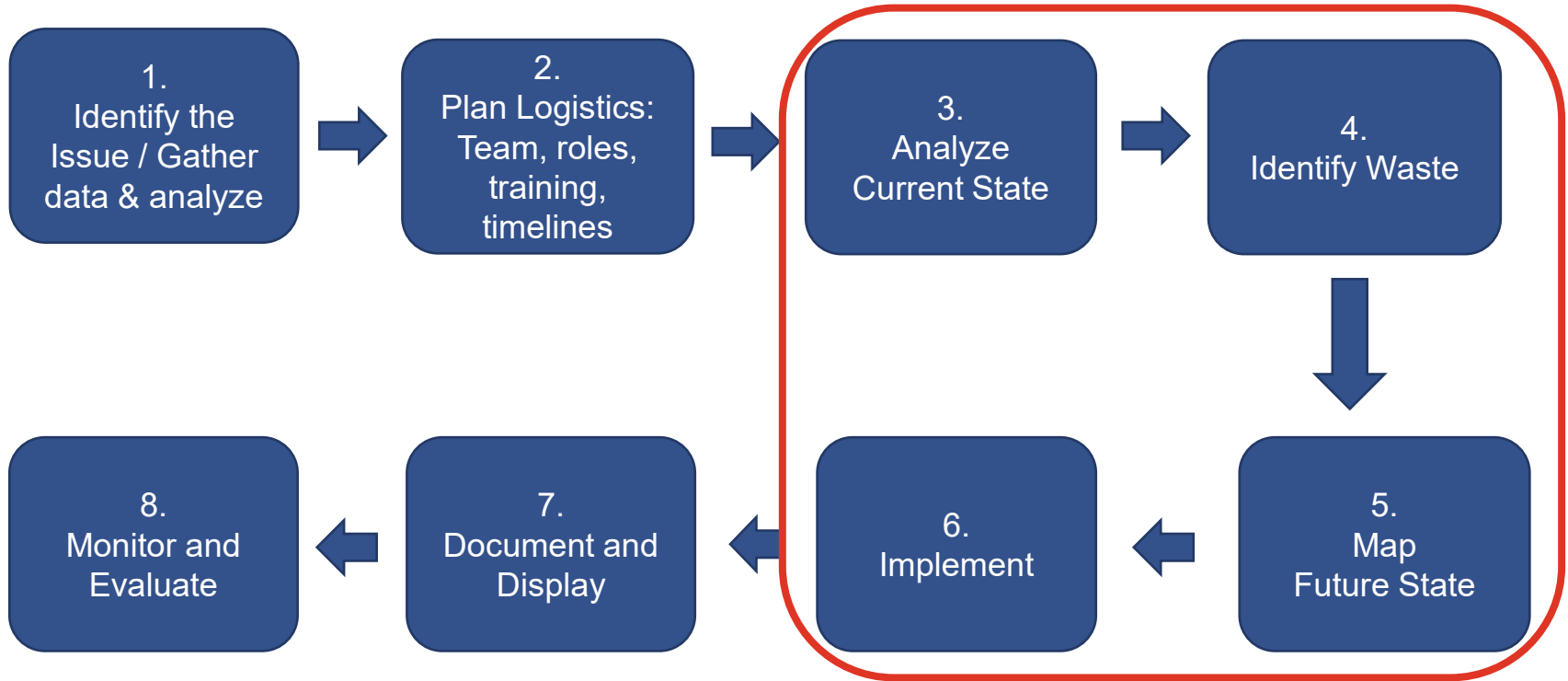
- 10 people's ideas are better than one
- Increased employee empowerment
- Delegate responsibility to workers

Enable employee participation

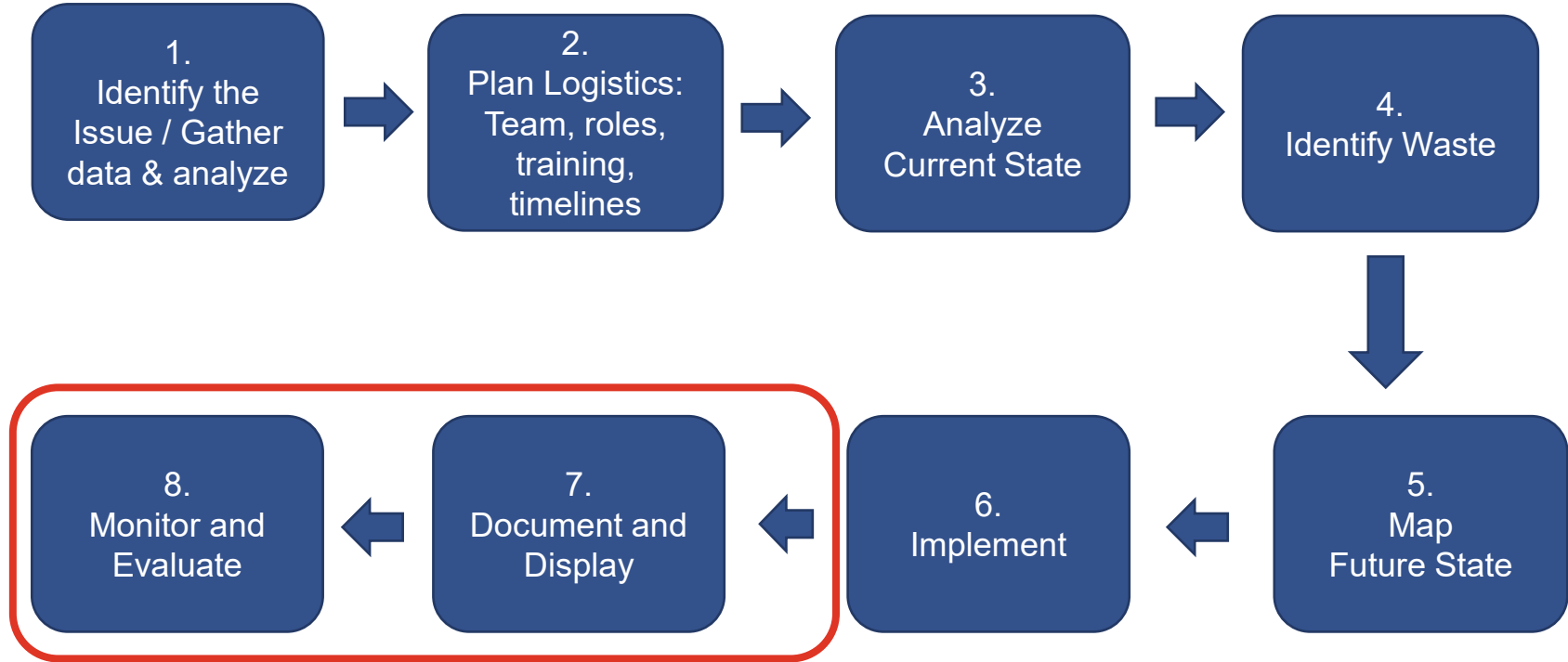
- Set up a suggestion system
- Provide forum for questions



How: Kaizen Flow



How: Kaizen Flow



7. Document and Display

- Where everyone can see
- For future reference
- To instill a habit of self-inspection

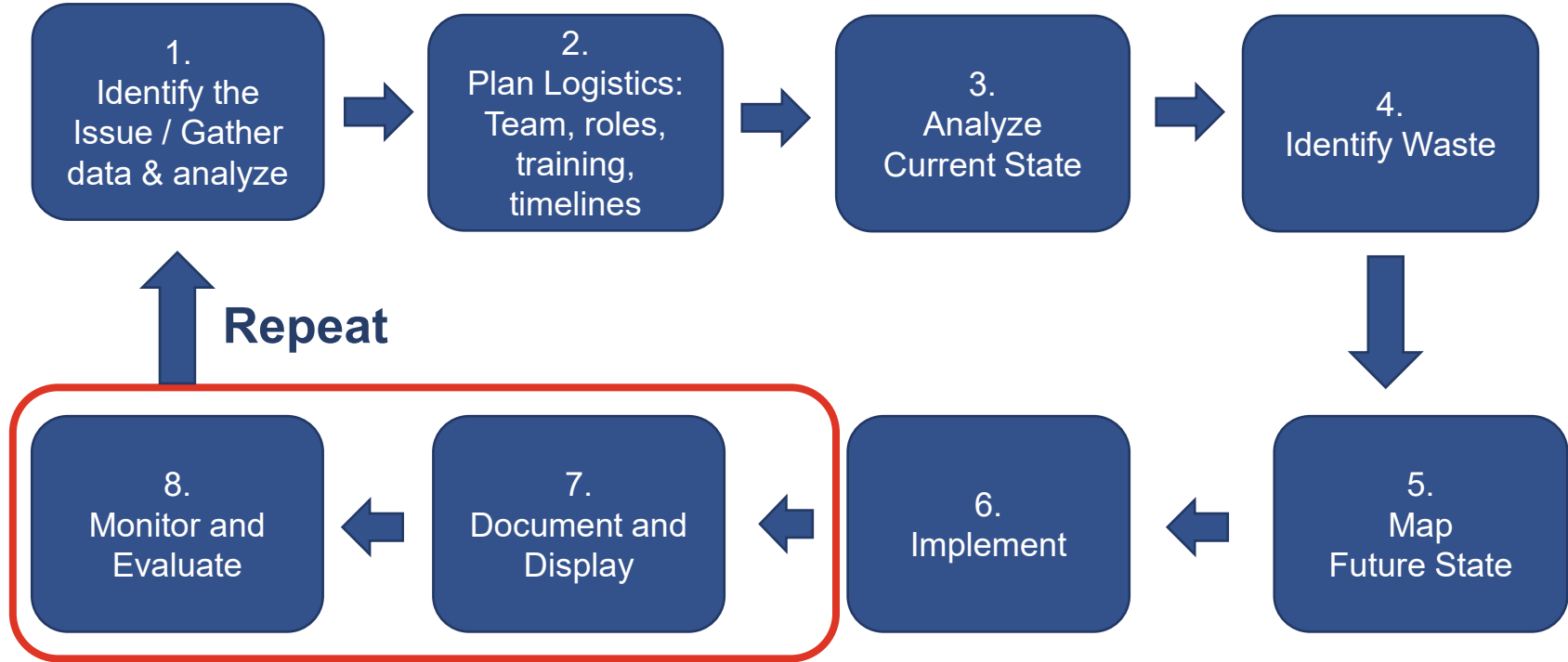


8. Monitor and Evaluate

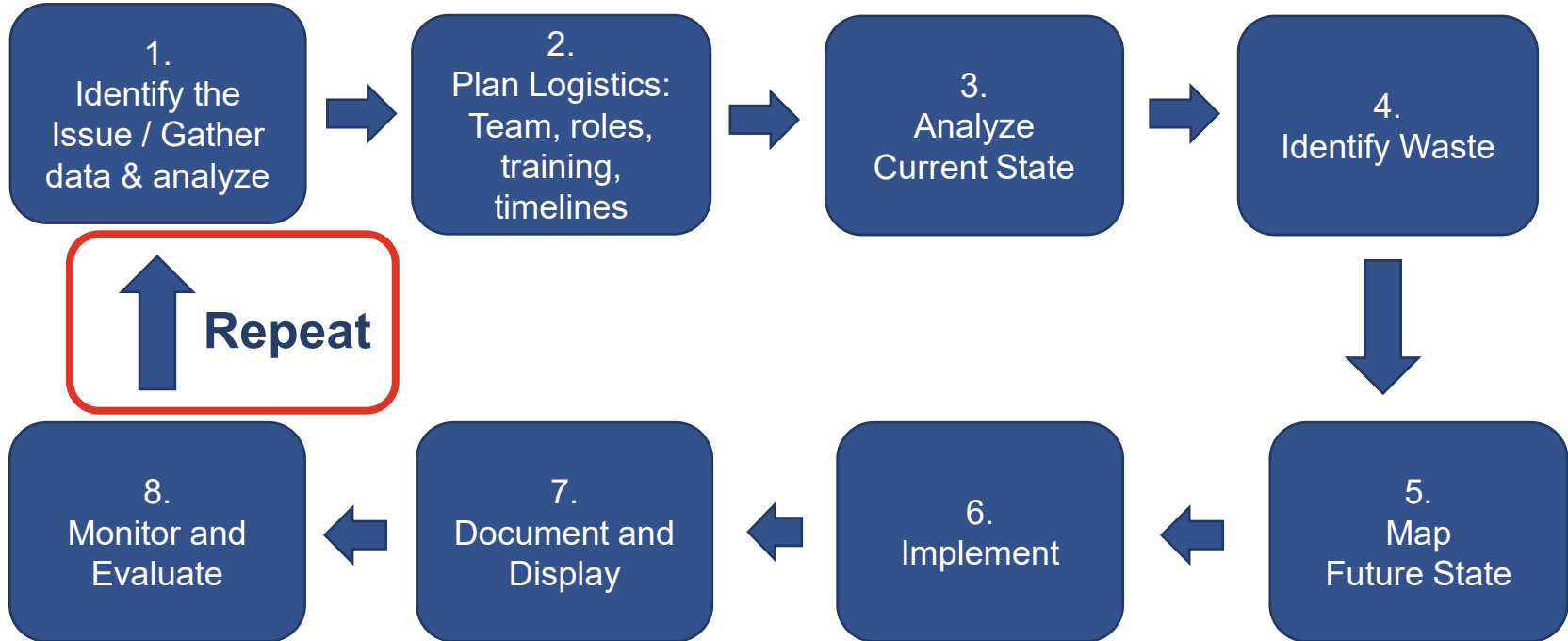
- Evolution of Document and Display
- Do the improvements match your expectations?



How: Kaizen Flow



How: Kaizen Flow



Repeat

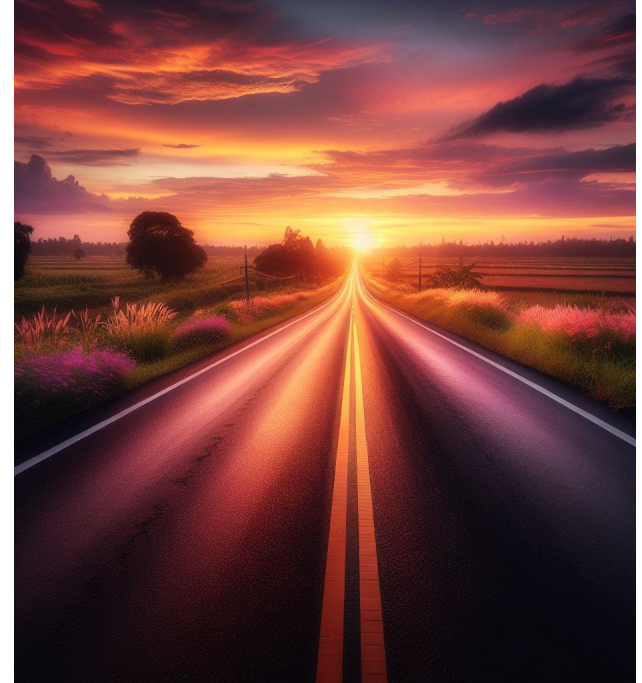
Work towards an *Ideal State Map*:

How would you setup the process from scratch?

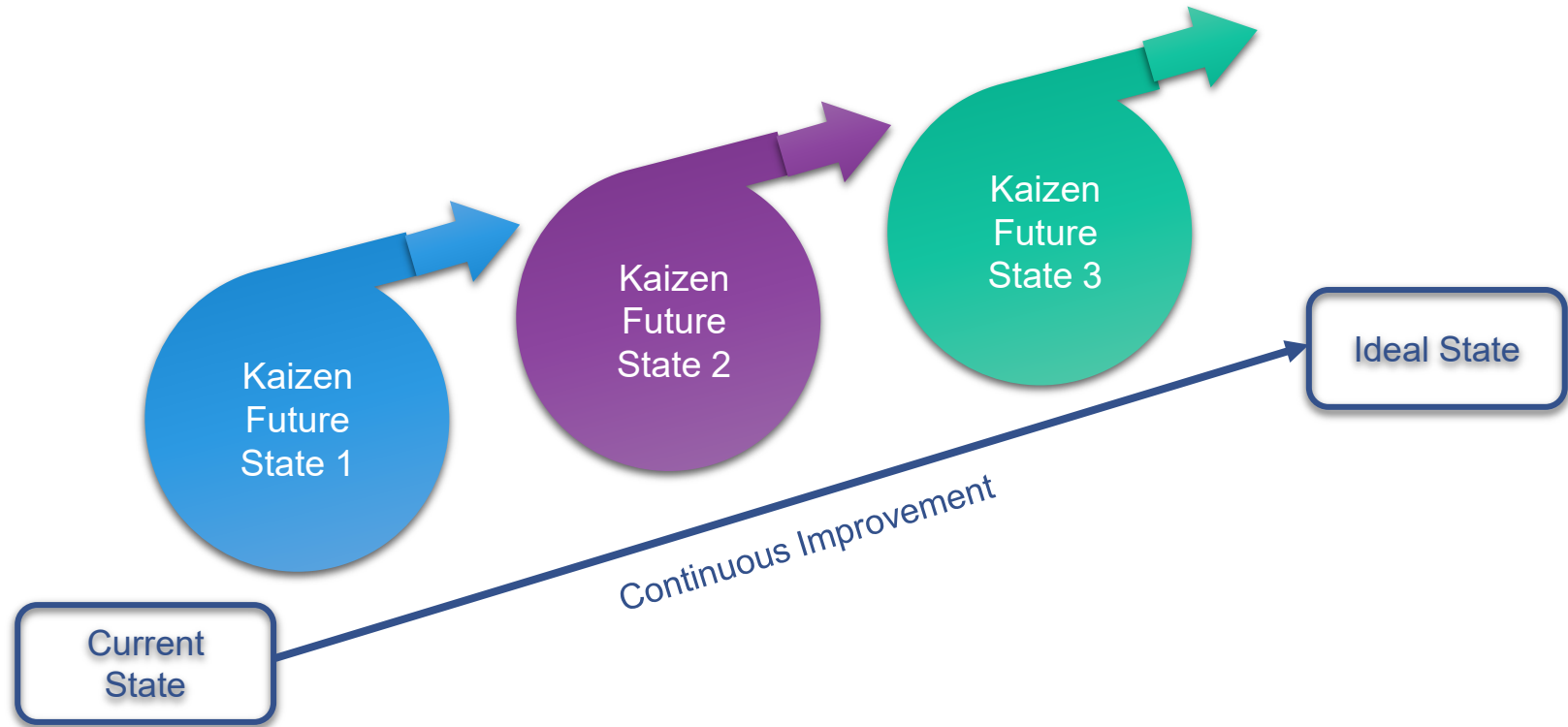
- No boundaries
- All the money needed
- All the people needed
- All the resources wanted

Think *outside the box* time

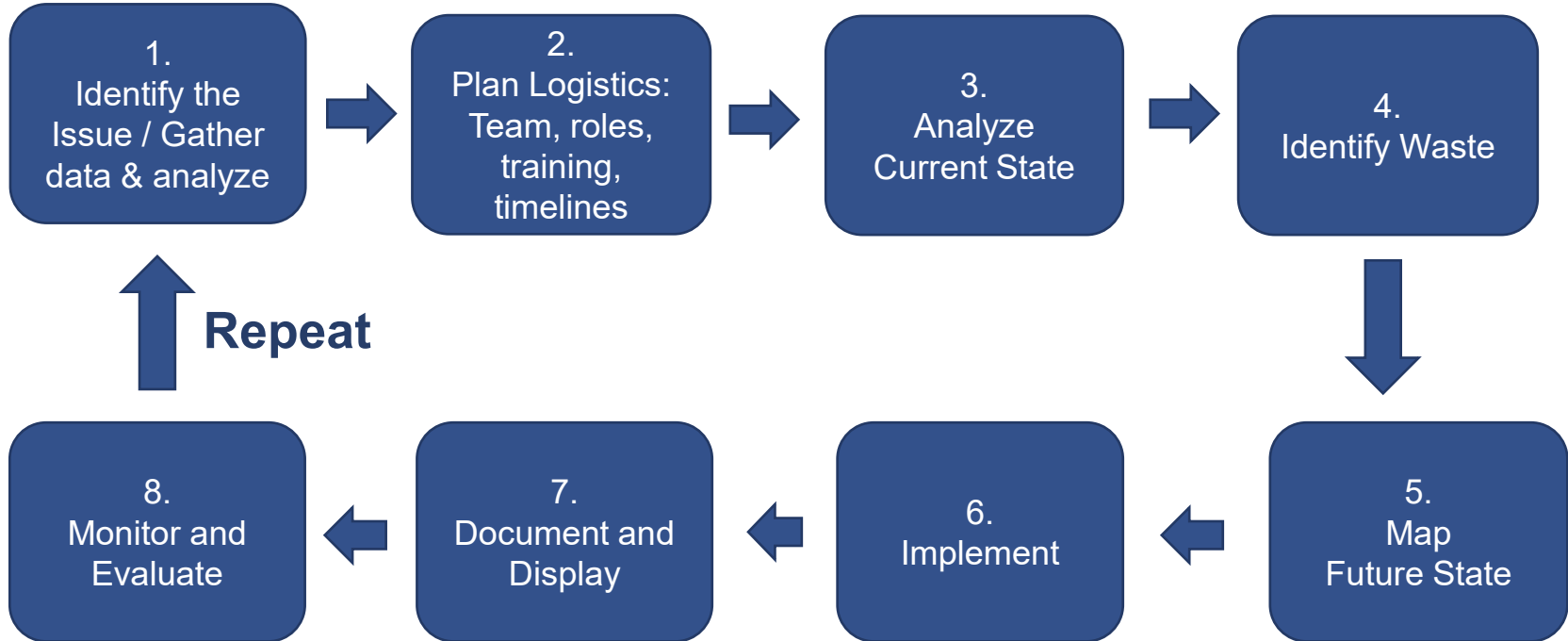
Future State becomes more *transformational*



How: Kaizen Cycles



How: Kaizen Flow



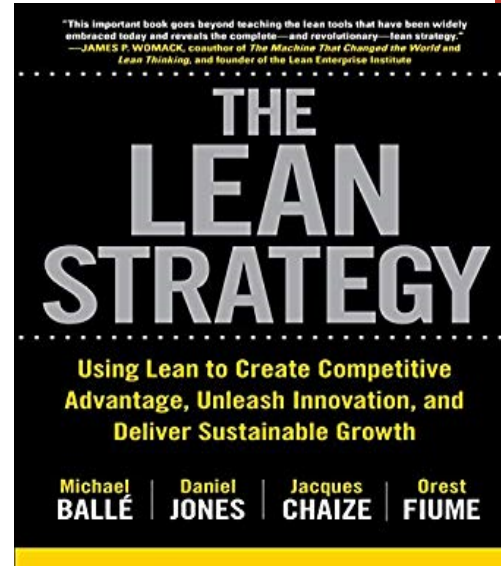
Keys to success

- Kaizen improvements should never be used to downsize the workforce
- Workers should receive wage increases and be cross-trained as a result of Kaizen



Learning Resources

Resources used in the development of this course include:



Lean Journey to Mastery



Questions?



FAQs

1. What should I do for my first Kaizen Event?
2. How big of a challenge should you take on?
3. Can I do this virtually?
4. Do I **need** a facilitator?
5. Does it really need to be multiple days?

Common Challenges

1. Convincing an organization to invest multiple days in this exercise.
2. Gauging the time necessary to hold your first event.
3. Gathering the right stakeholders and SMEs.
4. Keeping the team's full attention for multiple days.
5. Losing momentum after the event when trying to roll-out.