

# Kaizen Tool Kit

Raphael L. Vitalo, Ph.D.

Frank Butz

Joseph P. Vitalo

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Raphael L. Vitalo, Ph.D., Frank Butz, and Joseph P. Vitalo

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# Instructions

## Accessing Tools

- Click here  to access tools by selecting the milestone, task, or step on which you are working.
- Click here  to access tools from an alphabetical listing of all tools.

## Saving Forms

- Create a folder on your hard disk drive in which to store the records of your Kaizen event. Name the folder with the location and date of your event—e.g., Savannah11-02-05
- Once you have opened a form, save it under a new name to the folder you created. Label the file with the name of the form and where your event was performed—e.g., Summary of Findings-Savannah.





Document a Scope for the Kaizen Event

Analyze Whether to Conduct the Kaizen Event

Prepare for the Kaizen Event

Perform the Kaizen Event

Institutionalize the Process Improvements

*To Access a Tool...*

*Click on Activity or Click Here for A List of Tools*



Focus the Kaizen Event

Evaluate the Target Work Process

Solve the Performance Issue

Act to Improve the Target Work Process

- Build
- Walk Through
- Mission
- Goals
- Do's and Don'ts

- Experiment

- Measure
- Pilot

*Don't Forget to Send Us Feedback Click Here for Form*



## Milestone A. Document a Scope for the Kaizen Event

### Purpose

To gather information that defines the focus, boundaries, and expectations for performing a Kaizen event.

### Tools

- Guide: The Event Coordinator Role
- Guide: The Role of Providing Scope Information
- Timeline for Completing a Kaizen Event
- Kaizen Scope Document
- Scope Statement Checklist
- Checking Consistency of Scope Information



## Milestone B. Analyze Whether to Conduct the Kaizen Event

### Purpose

To judge whether holding the Kaizen event is likely to produce the business benefits sought by the people requesting the event.

### Tools

- Logistics Checklist
- Results of Judging the Appropriateness of Doing the Kaizen Event
- Strawperson Direction for the Proposed Event



## Milestone C. Prepare for the Kaizen Event

### Purpose

To advance the success of the Kaizen event by readying the people, setting, and resources needed to conduct it.

### Tools

- Guide: Explaining What Kaizen Is
- Guide: Judging Readiness for the Event
- Kaizen News - Days 1-5
- Kaizen Post-Event Flyer
- Kaizen Pre-Event Flyer
- Logistics Checklist
- Stakeholder Perspective
- Travel and Shipping Arrangements Job Aid



## Milestone D. Perform the Kaizen Event

### Purpose

To uncover and eliminate waste in a work process in a manner that accomplishes the business's purposes.

### Tools

- Certificate of Recognition
- Checklist for Preparing the Setting
- Kaizen Participant Feedback Form
- Kaizen Participant Feedback Summary Form
- Kaizen Summary
- Parking Lot Issues
- Working With Others 10 Minute Review - Instructor Guide
- Working With Others 10 Minute Review - Visuals





## Task D1. Focus the Kaizen Event

### Purpose

To define the direction the Kaizen event will pursue based on the facts in the workplace.

### Tools

- Detecting Value-Added Work and the Forms of Waste Exercise
- Direction for the Kaizen Event (includes mission statement, goals for the event, and do's and don'ts)
- Guide: Observe First
- Guide: Understanding the Forms of Waste
- Questions That Could Be Asked During the Personal Interview
- Questions That Could Be Asked During the Walk Through
- Waste Observed During Walk Through Categorized by Type



## Step D1-S1. Build a Description of the Target Work Process

### Purpose

To equip the team with a common image of the target work process to guide its information gathering and process improvement efforts.

### Tools

- Guide for Documenting Decision Logic
- Template for Describing a Work Process



# Step D1-S2. Walk Through the Target Work Process

## Purpose

To gather information about the work process and any instances of waste within it so that you can define a mission and set goals for the event.

## Tools

- Detecting Value-Added Work and the Forms of Waste Exercise
- Guide: Observe First
- Guide: Questions That Could Be Asked During the Personal Interview
- Guide: Questions That Could Be Asked During the Walk Through
- Guide: Understanding the Forms of Waste
- Waste Observed During Walk Through Categorized by Type



## Step D1-S3. Build the Mission Statement

### Purpose

To identify the business results the event should produce and the work process improvement that will produce them using the results of the walk through.

### Tools

- Direction for the Kaizen Event (*use this form to record the mission statement, goals for the event, and do's and don'ts*)



## Step D1-S4. Set Goals for the Kaizen Event

### Purpose

To set measurable targets for eliminating waste in the target work process using the results of the walk through.

### Tools

- Direction for the Kaizen Event (*use the file in which you recorded the event's mission statement*)



## Step D1-S5. Define the Do's and Don'ts

### Purpose

To understand what the Kaizen team may and may not do as it improves the target work process.

### Tools

- Direction for the Kaizen Event (*use the file in which you recorded the event's mission statement*)



## Task D2. Evaluate the Target Work Process

### Purpose

To produce an exact measure of the types and amount of waste occurring in the target work process.

### Tools

- Guide: Distance Measurement Role
- Guide: Documentation Role
- Guide: Machine Observer Role
- Guide: Photographer Role
- Guide: Process Observer Role
- Guide: Spaghetti Charting Role
- Guide: Timekeeper Role
- Guide: Understanding the Forms of Waste
- Guide: Utility Role
- Guide: Workplace Layout Role
- Machine Analysis Sheet
- Machine Observations Data Sheet
- Parking Lot Issues
- Process Analysis Sheet
- Process Observations Data Sheet
- Sharpening Observation Skills Exercise
- Summary of Findings
- Using the Machine Analysis Sheet



## Task D3. Solve the Performance Issue

### Purpose

To conceive and select the best ways to achieve the Kaizen event's goals.

### Tools

- Design of the Experiment
- Guide: Designing the Experiment
- Parking Lot Issues (*if you already began to list Parking Lot Issues, use the file in which you recorded those issues*)
- Prioritized List of Process and Workplace Improvement Ideas
- Results of the Experiment





## Step D3-S3. Conduct an Experiment

### Purpose

To test the effectiveness of an improvement idea in eliminating waste.

### Tools

- Design of the Experiment (Form)
- Guide: Designing an Experiment
- Results of the Experiment (Form)



## Task D4. Act to Improve the Target Work Process

### Purpose

To execute the selected improvement ideas successfully.

### Tools

- Action Plan Example
- Action Plan Template
- Design of the Pilot
- Guide: Building an Action Plan
- Guide: Planning the Pilot
- Results of the Pilot
- Summary of Monetary Benefits
- Summary of Operating Improvements
- Template for Leave-Behind Measure



## Step D4-S1. Measure Results

### Purpose

To detect and quantify the work process and business benefits produced by the Kaizen event.

### Tools

- Summary of Monetary Benefits
- Summary of Operating Improvements



## Step D4-S3. Conduct a Pilot

### Purpose

To implement an improvement for a portion of a work process or workplace.

### Tools

- Design of the Pilot
- Guide: Planning the Pilot
- Results of the Pilot



## Milestone E. Institutionalize the Process Improvements

### Purpose

To ensure that the improvements made by the Kaizen event generate maximum benefits for the business and its stakeholders.

### Tools

- None.



## Index of Tools

Action Plan Example	Guide: Observe First
Action Plan Template	Guide: Photographer Role
Certificate of Recognition	Guide: Planning the Pilot
Consistency of Scope Information	Guide: Process Observer Role
Checklist for Preparing the Setting	Guide: Questions That Could Be Asked During the Personal Interview
Design of the Pilot	Guide: Questions That Could Be Asked During the Walk Through
Detecting Value-Added Work and the Forms of Waste Exercise	Guide: Spaghetti Charting Role
Direction for the Kaizen Event	Guide: The Event Coordinator Role
Do's and Don'ts	Guide: The Role of Providing Scope Information
Experiment, Design/Results of	Guide: Timekeeper Role
Goals for the Event	Guide: Understanding the Forms of Waste
Guide: Building an Action Plan	Guide: Utility Role
Guide: Designing the Experiment	Guide: Workplace Layout Role
Guide: Distance Measurement Role	Kaizen News - Days 1-5
Guide: Documentation Role	Kaizen Participant Feedback Form
Guide: Documenting Decision Logic	Kaizen Participant Feedback Summary Form
Guide: Explaining What Kaizen Is	Kaizen Post-Event Flyer
Guide: Judging Readiness for the Event	
Guide: Machine Observer Role	



## Index of Tools

Kaizen Pre-Event Flyer	Stakeholder Perspective
Kaizen Scope Document	Strawperson Direction for the Proposed Event
Kaizen Summary	Summary of Findings
Leave-Behind Measure	Summary of Monetary Benefits
Logistics Checklist	Summary of Operating Improvements
Machine Analysis Sheet	Timeline for Completing a Kaizen Event
Machine Observations Data Sheet	Template for Describing a Work Process
Mission Statement	Template for Leave-Behind Measure
Parking Lot Issues	Travel and Shipping Arrangements Job Aid
Pilot , Guide: Planning the	User Evaluation and Feedback Form
Pilot , Results of the	Using the Machine Analysis Sheet
Prioritized List of Process and Workplace Improvement Ideas	Using the Process Analysis Sheet
Process Analysis Sheet	Waste Observed During Walk Through Categorized by Type
Process Observations Data Sheet	Working With Others 10 Minute Review - Instructor Guide
Results of Judging the Appropriateness of Doing the Kaizen Event	Working With Others 10 Minute Review - Visuals
Scope Document	
Scope Statement Checklist	
Sharpening Observation Skills Exercise	



# Vital Enterprises

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777 Hatchet Mountain Road  
Hope, ME 04847

Tel: 207.763.3758  
Fax: 207.763.3710

[WWW.VITALENTUSA.COM](http://WWW.VITALENTUSA.COM)

