

CONTINUOUS IMPROVEMENT

WORKBOOK

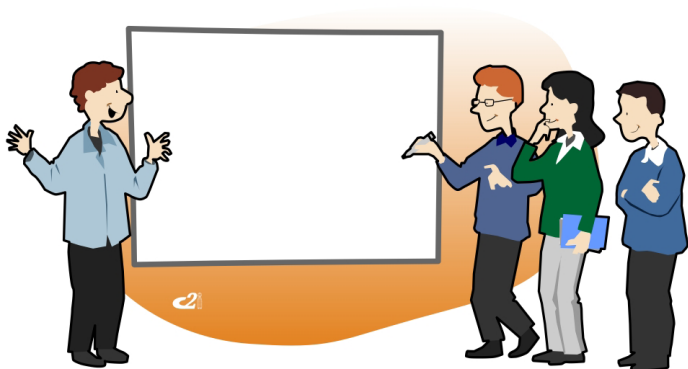


*A practical guide to creating
a continuous improvement culture*

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A practical guide to creating a continuous improvement culture



To benefit from this workbook you need to meet regularly in your workgroups to hold short and focused improvements meetings.

Improvement work is like orienteering



To become successful at improvement work you should as often as possible ask yourselves four questions:

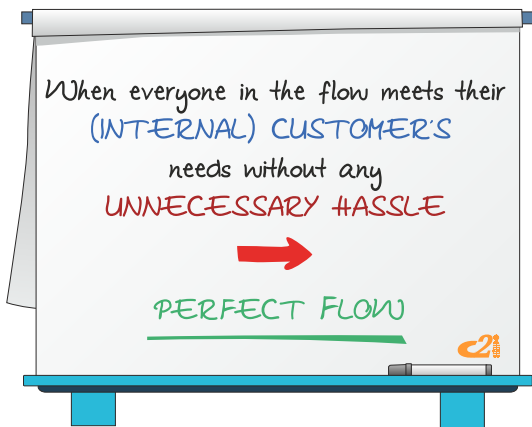
1. *Where are we?*
2. *Where are we going?*
3. *How do we get there?*
4. *How do we make sure we have the energy to make it all the way?*

Give yourselves the opportunity to learn as often as possible



The more often you and your workgroup check where you are in relation to your target the more often you get the opportunity to learn. It could be compared to completing a loop in the “improvement loop” above.

A recipe for perfect flows



- ▶ Find out what your (internal) customers need and list the most important activities you perform to fulfill that need.

| | |
|----------------|---------------------------------|
| Customer need: | Activities fulfilling the need: |
| Customer need: | Activities fulfilling the need: |
| Customer need: | Activities fulfilling the need: |

No more hassle



Make a list of the hassle (unnecessary activities and sources of irritation) preventing you from spending time on fulfilling the (internal) customer need.

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Vote by individually putting three pen strokes each on the hassle or the hassles you think you as a group should tackle first. Focus on hassle that you can do something about yourselves.

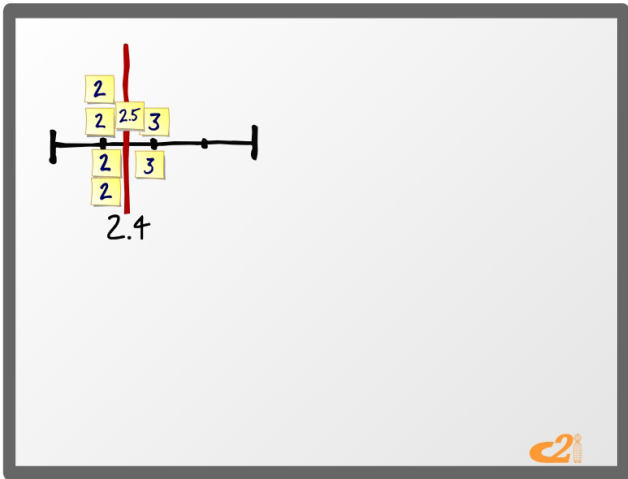
Where are we?

- Improvement meeting step 1

- ▶ Start with the hassle that got the most votes and measure the size of the problem, at once if possible.

To quickly get going you can either use historical data or measure how the problem is perceived by letting everyone in the group give a mark for a statement or a question:

*How well organized is our work place on a scale from 1 – 5? or
On a scale from 0 – 10, give a mark for our knowledge about the need of our internal customers.*

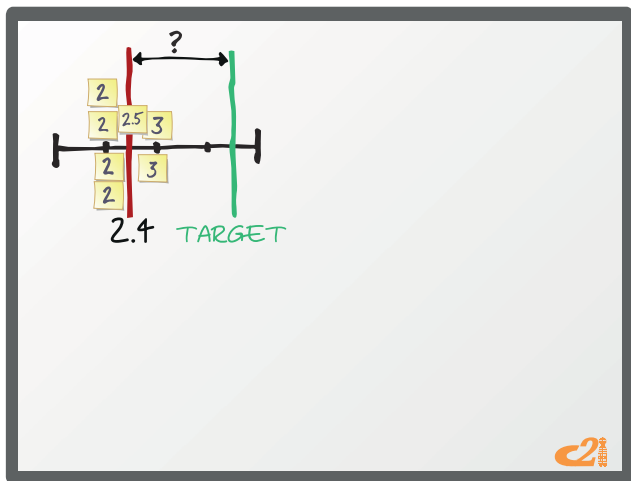


Where are we going?

- Improvement meeting step 2

- ▶ Set a target to work towards. How much should you reduce the hassle? How much do you want to increase the mark? When do you expect to achieve the target?

Targets you can achieve quickly can give you energy for more improvement work. More challenging targets forces you to find new, smarter solutions since you won't achieve them by simply sweating more.



How do we get there?

- Improvement meeting step 3

The gap between where you are and where you want to be is your problem. The way to finding improvements starts with the following question: *Why is there a gap?*

▶ Dissect the problem and find solutions by following these instructions for producing a fishbone diagram in 15 minutes:

FORMULATE THE QUESTION:

Focus the problem using a 'Why' question, *1 minute*

INDIVIDUAL WORK:

Answer the question on Post-it notes (one reply per note), *3 minutes*

SPREAD OUT THE NOTES:

Group the notes and give the branches headings, *5 minutes*

HAVE CONSENSUS THROUGH VOTING:

Prioritize the root cause groups (branches), *1 minute*

YOUR TO-DO LIST:

List solutions and the person responsible, including completion date, *5 minutes*

▶ Divide the responsibility for implementing the improvements among the members of the group. Visualize the fishbone and the to-do list on your improvement board.

How do we make sure we have the energy to make it all the way?

- Improvement meeting step 4

- ▶ Set subtargets and decide how you will celebrate together when you achieve them and your final target. Document all your targets and how you are going to celebrate and visualize it on your improvement board.

| Subtarget/Target | Celebrate |
|------------------|-----------|
| | |
| | |
| | |
| | |

The image shows a hand-drawn improvement board. On the left, a horizontal axis has a red vertical line at 2.4 labeled 'TARGET'. Above the axis, there are yellow sticky notes with numbers: '2', '2.5', '3'. Below the axis, there are more yellow sticky notes: '2', '3'. A double-headed arrow above the axis is labeled with a question mark '?'. To the right, there is a tree diagram with a central horizontal line and several branches leading to yellow sticky notes with text. A box on the right contains the text: 'Why aren't we scoring 4.5 on average for 'neat and tidy?''. Below the diagram is a table with two columns: 'Subtargets' and 'Celebration'. The table contains the following data:

| Subtargets | Celebration |
|------------|-------------|
| 3.5 | Cake |
| 4.0 | Lunch |
| 4.5 | Bowling |

Below the table is another table with three columns: 'What', 'Who', and 'When'. The table contains the following data:

| What | Who | When |
|------------------------------|----------|--------|
| When did I do it? I did it! | Usher J. | 3/9/12 |
| Why did we do it? Because... | Usher J. | 4/12 |
| How did we do it? We did it! | Kath W. | 20/0 |
| What did we do? We did it! | Usher J. | 2/12 |




In the bottom right corner of the board, there is a logo with the number '2' and a small figure.

Celebrate your progress at every improvement meeting

Documenting, visualizing and celebrating positive results are crucial components of successful improvement work.



PAR – Problem, Activity and Result – is a simple structure for describing a completed improvement.

| | |
|--|--|
| <p>Problem: Cluttered and difficult to find things.</p>  | <p>Activity: Sort and structure</p>  |
| <p>Result: Neat and tidy, easy to find what you need, saves time, less irritation</p>  | |

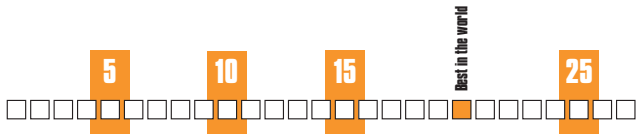
Note: A stylized '2' logo is present in the bottom left corner of the result section.

Set a target for the number of completed improvements per person per year




- ▶ Set a target in your workgroup for the number of completed improvements per person per year. Visualize your target by drawing a vertical line below and visualize your progress by ticking a box each time your average increases.

Number of completed improvements per person per year:



Agenda for future improvement meetings

1. Follow up the number of completed improvements per person and highlight your positive results and examples of completed improvements to make sure you have the energy to make it all the way to your target.
2. Status of ongoing improvements (the to-do list) – Where are we?
3. Targets and outcome – Where are we? and Where are we going?
4. New fishbone (if needed).
5. Focus on the top priority root cause preventing you from achieving your target and divide responsibility for the new improvements among the members of the group – How do we get there?
6. Evaluate the meeting by individually giving it a mark on a scale from zero to ten and improve your future improvement meetings by discussing why you did not give a higher mark.

 When you are done with one hassle you continue with the hassle next in your order of priority.


Contribution to the company's overall objectives



► Discuss and document the impact of the group's improvement work on the company's overall objectives at least twice a year.

| | |
|---------------------------------|--------------------------------------|
| <i>Implemented improvement:</i> | <i>Impact on overall objectives:</i> |
| <i>Implemented improvement:</i> | <i>Impact on overall objectives:</i> |
| <i>Implemented improvement:</i> | <i>Impact on overall objectives:</i> |

Continuous Improvement Culture Checklist (part 1)

 Tick a box below if the corresponding statement describes your improvement work.

CUSTOMER FOCUS
Everyone is fully aware of what our (internal) customers need

UNNECESSARY HASSLE REDUCTION
Our improvement work is focused on reducing unnecessary hassle


LEADERSHIP
We coach each other sufficiently on our journey towards the targets

TARGET FOCUS
Our improvements have a positive impact on the overall objectives


UNITED
We work with improvements in a way that stimulates collaboration

RESULTS
We talk often enough about positive examples of improvements

EVERYONE
We use simple tools that everyone can and wants to use

 Improve your improvement work by performing "Improvement meeting step 3" (page 8) for each box you did not tick above.

Continuous Improvement Culture Checklist (part 2)

 Tick a box below if the corresponding statement describes your improvement work.

CUSTOMER FOCUS
Our improvement work makes it easier to fulfill the customer need

UNECESSARY HASSLE REDUCTION
We gather facts to identify problems and the extent of these problems


LEADERSHIP
We focus on improvement areas that we can influence ourselves

TARGET FOCUS
We set targets for and follow up the number of improvements made

UNITED
We make it easy for our (internal) suppliers to fulfill our need

RESULTS
We celebrate our progress towards our targets frequently enough

EVERYONE
In our group everyone takes part in the improvement work

 Improve your improvement work by performing "Improvement meeting step 3" (page 8) for each box you did not tick above.

Continuous Improvement



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