Kaizen Kanban

A Visual Facilitation Approach to Create Prioritized Project Pipelines

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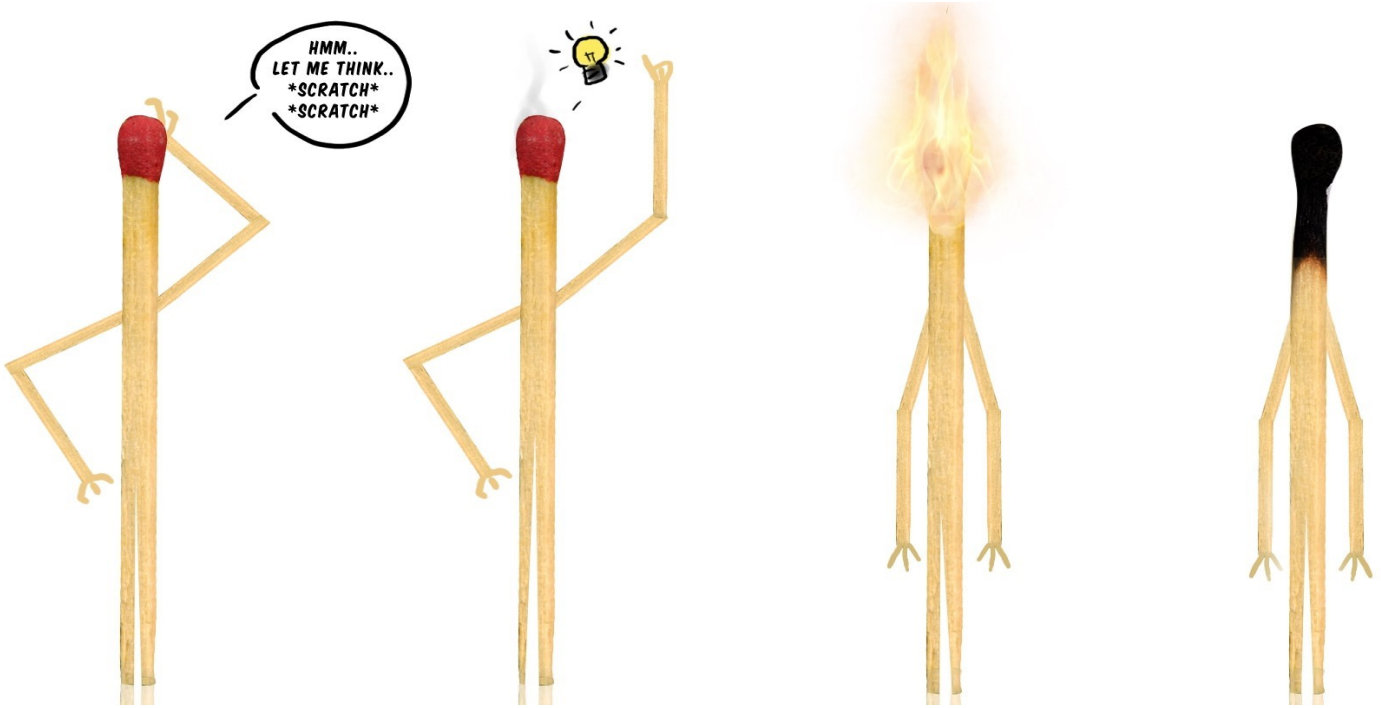
TRANSFORMATIONAL BUSINESS SOLUTIONS

FABRICE BOUCHEREAU

2/20/2017

What Do You Do Every day?

Why Do Project Based Programs Fail?



- Poor Project Selection
- Lack of Facilitation Skills
- Failure to Sustain

Session Objectives

In this session you will:

1. Leverage a “Faster and Better” visual facilitation approach to Identify opportunities for improvements
2. Learn the difference between Kaizen types
3. Discover how a Kanban can be used to prioritize projects

Faster and Better Visual Facilitation

- Complements existing quality initiatives
- Combines various existing toolboxes
- Leverages the experience of all participants
- Compiles and prioritizes improvement opportunities
- Links improvement initiatives to key business objectives

What is a Kaizen?

Team event to quickly break apart & rebuild a process to function better

Kaizen Types

Individual Workstation

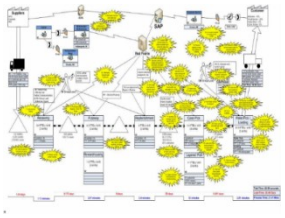
- Waste
- Tool location
- Ergonomics
- Poke Yoke

Work cell or Line

- Workflow
- Cell Layout
- Line balancing
- 5S

Complex Local Issue

- Team forms for the specific purpose of the event



Dock to Dock Value Stream

- Cross Functional Teams
- Process Issues
- System Issues
- Organizational Issues

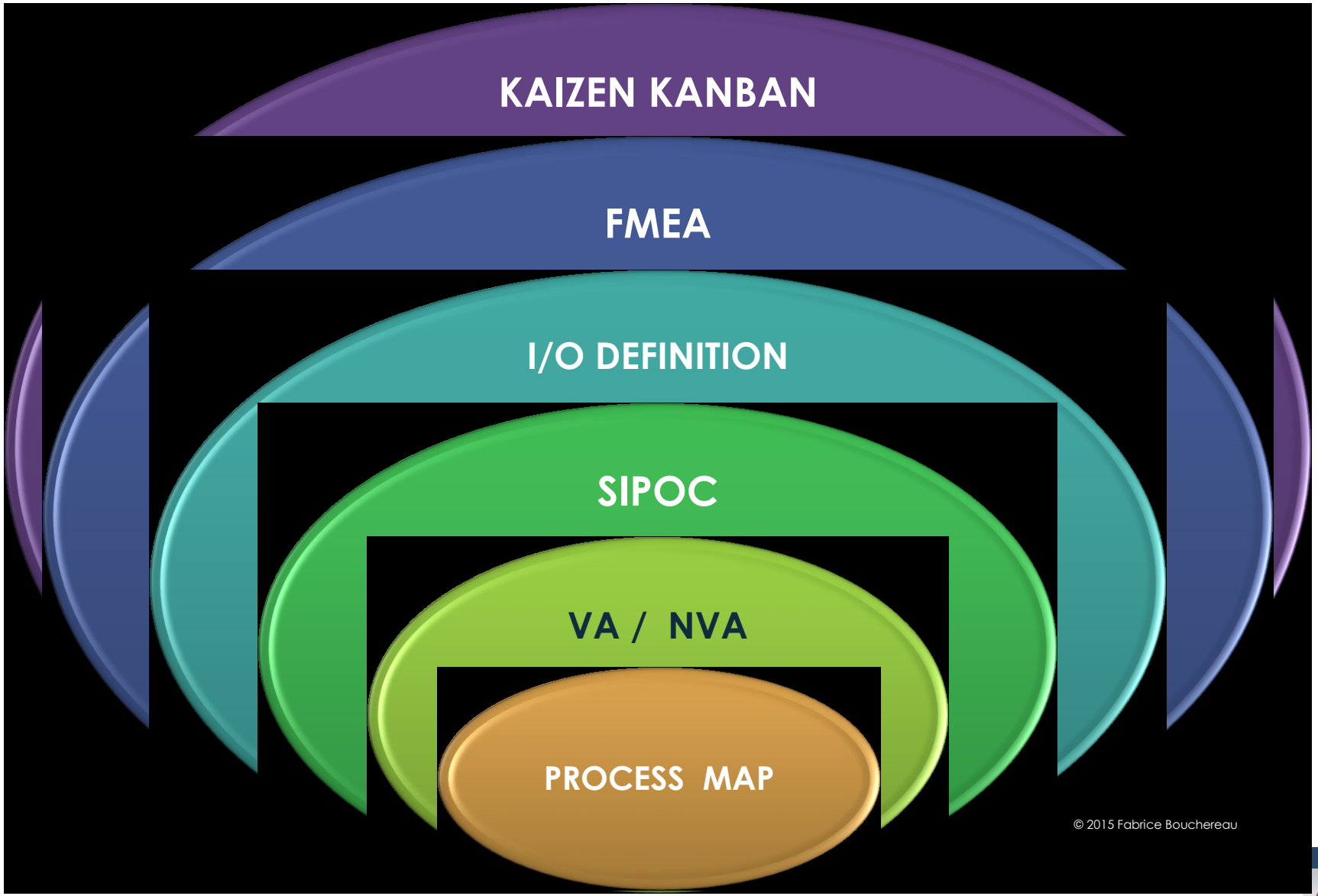
Multiple Companies

- Part-time representatives from participating companies

What is a traditional Kanban?

Kanbans signal to workers
what to build next or what parts to retrieve

Our Roadmap


KAIZEN KANBAN
FMEA
I/O DEFINITION
SIPOC
VA / NVA
PROCESS MAP
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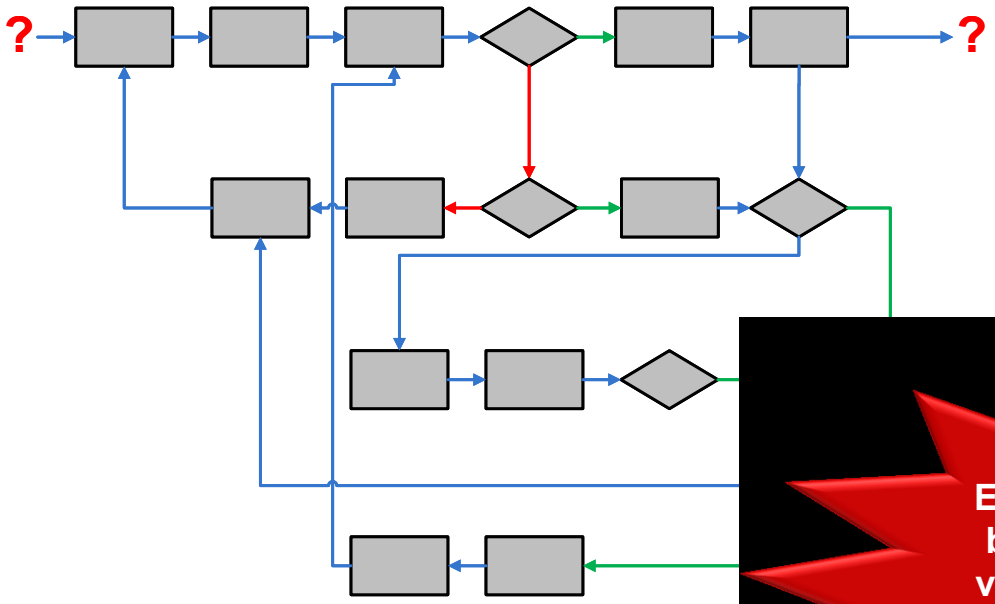
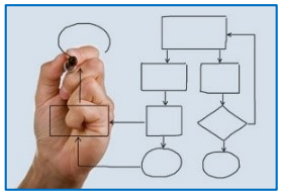
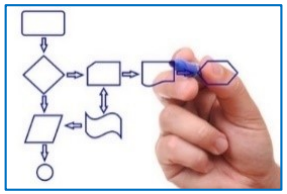
What is a Process Map?

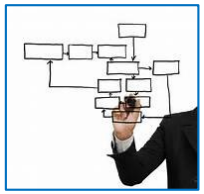


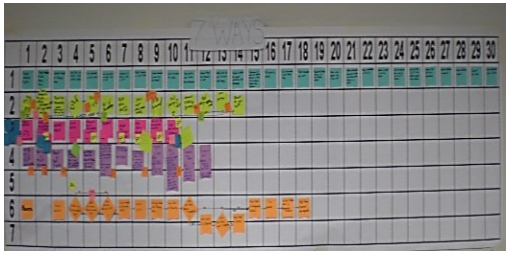
Each step should be written in the verb noun format

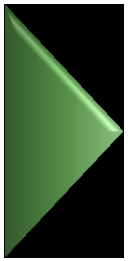
A process map is a visual representation of the steps required to complete a task

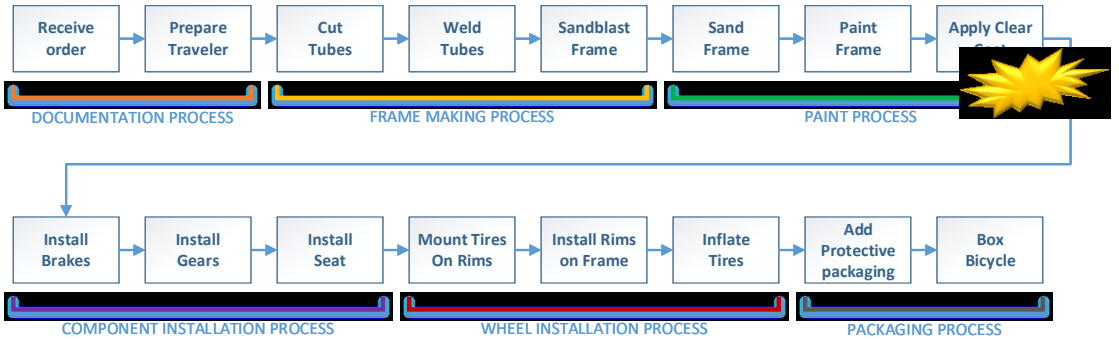


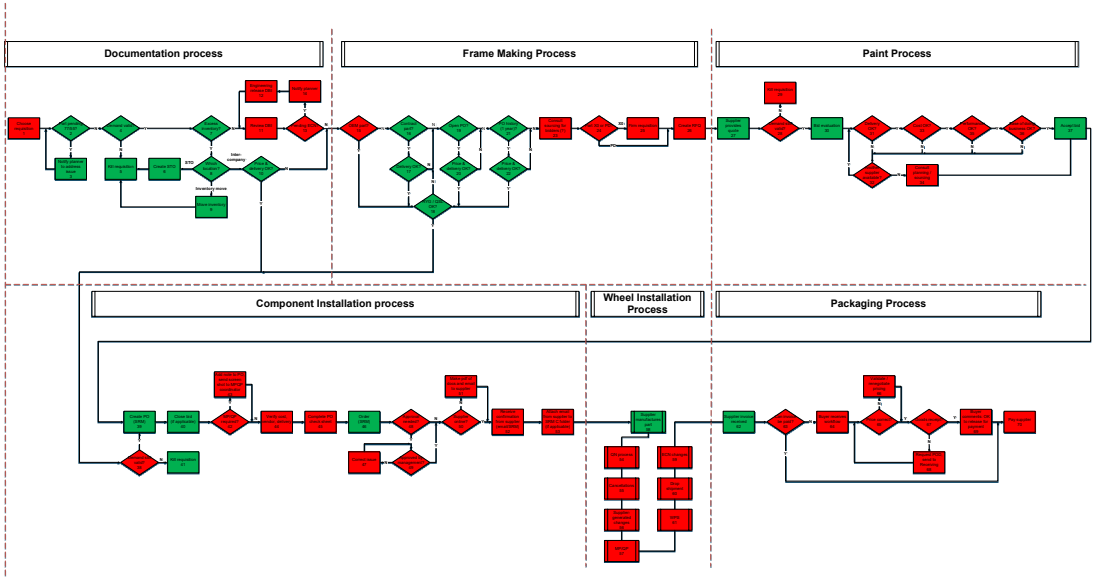






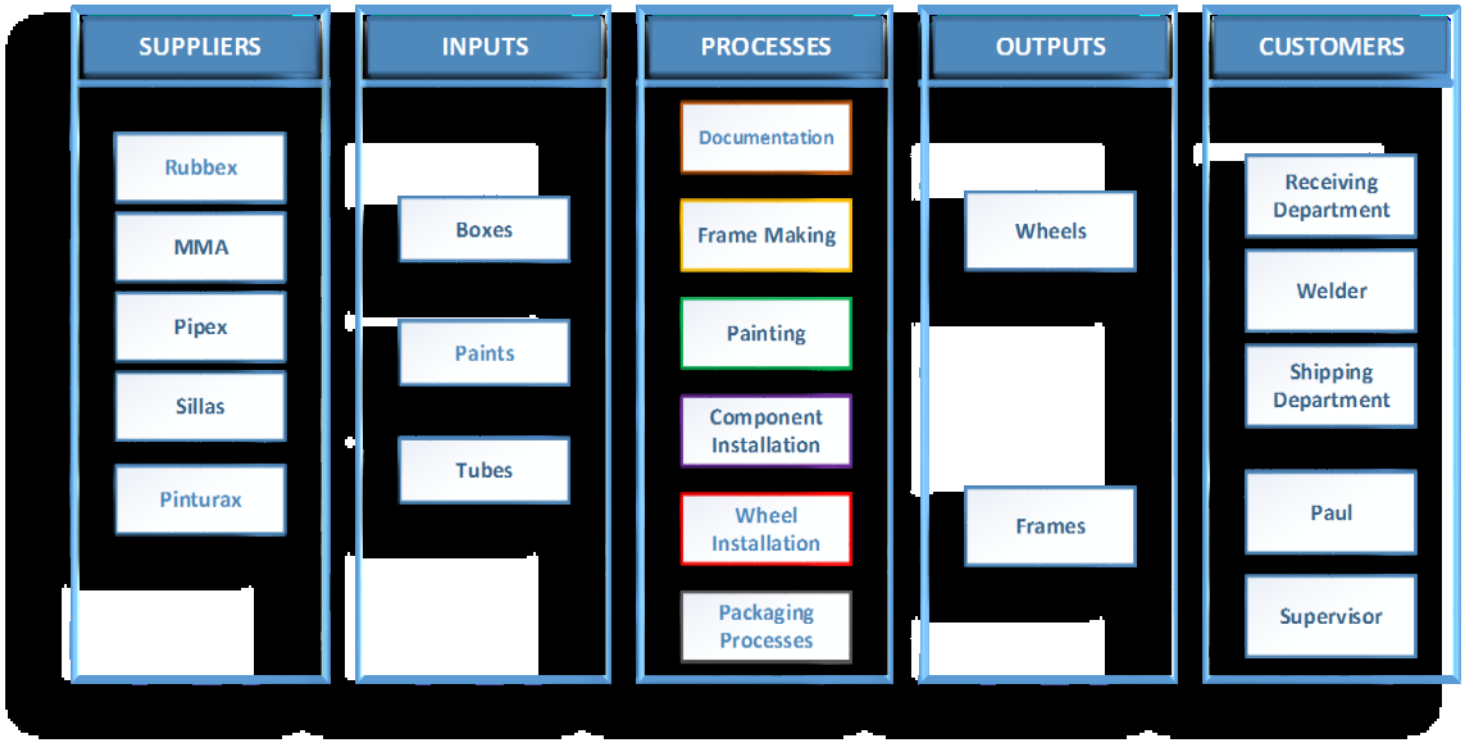
A Process Map provides the medium to display

Opportunities **F**or **I**mprovement (OFI)



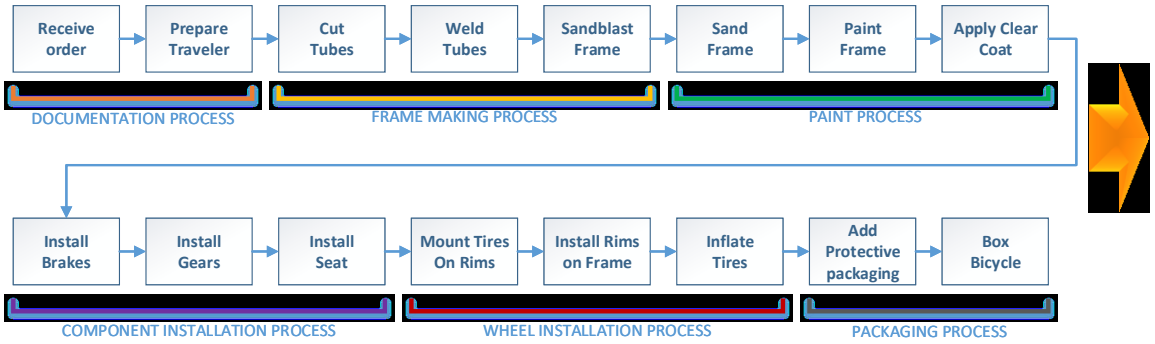
- Value Adding Step (VA)
- Non-value Adding Step (NVA)
- Essential Non-value Adding step (ENVA)

Traditional SIPOC Diagram



Traditional SIPOCs don't clearly show linkages

Enhanced SIPOC Box (ESB) Example



Imput Requirements	Specs
Suppliers	Who Gives it
Inputs	What goes in
Process Operator	Who does it
Process	Verb Noun
Process Owner	Who owns it
Trigger	Why do you start
Outputs	What comes out
Customers	Who Gets it
Output Requirements	Specs

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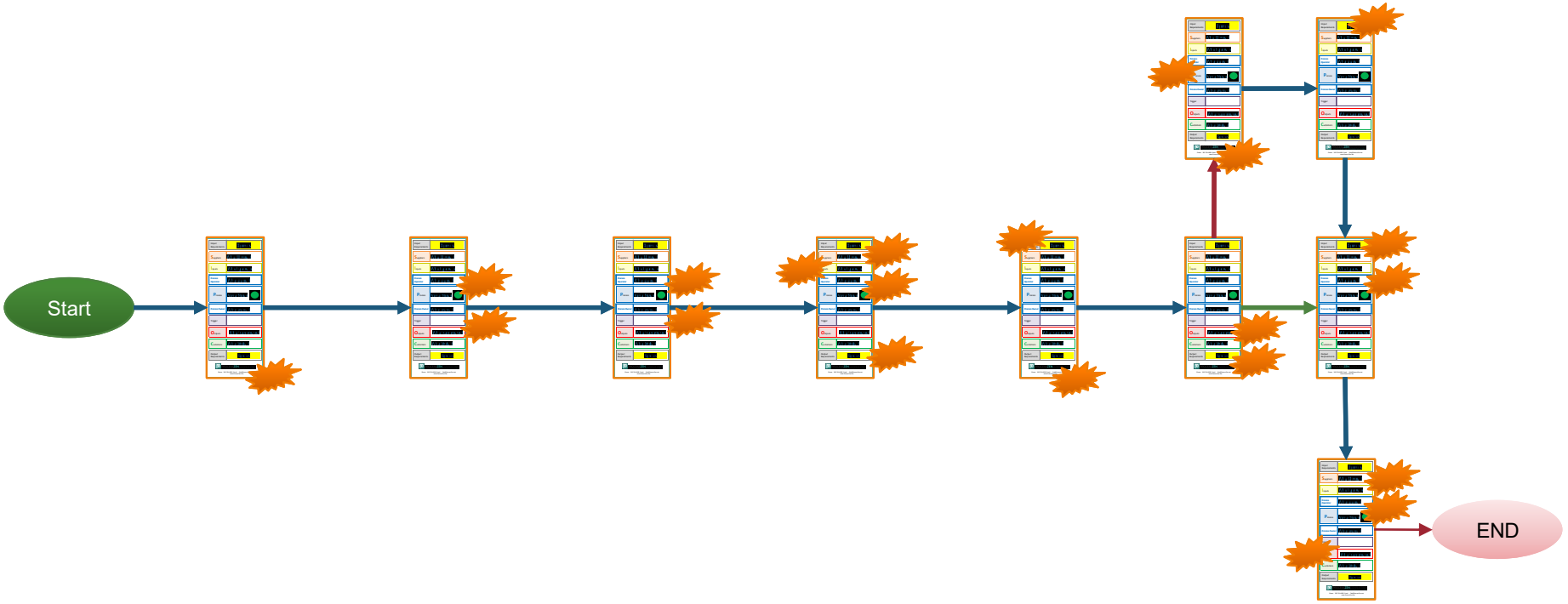
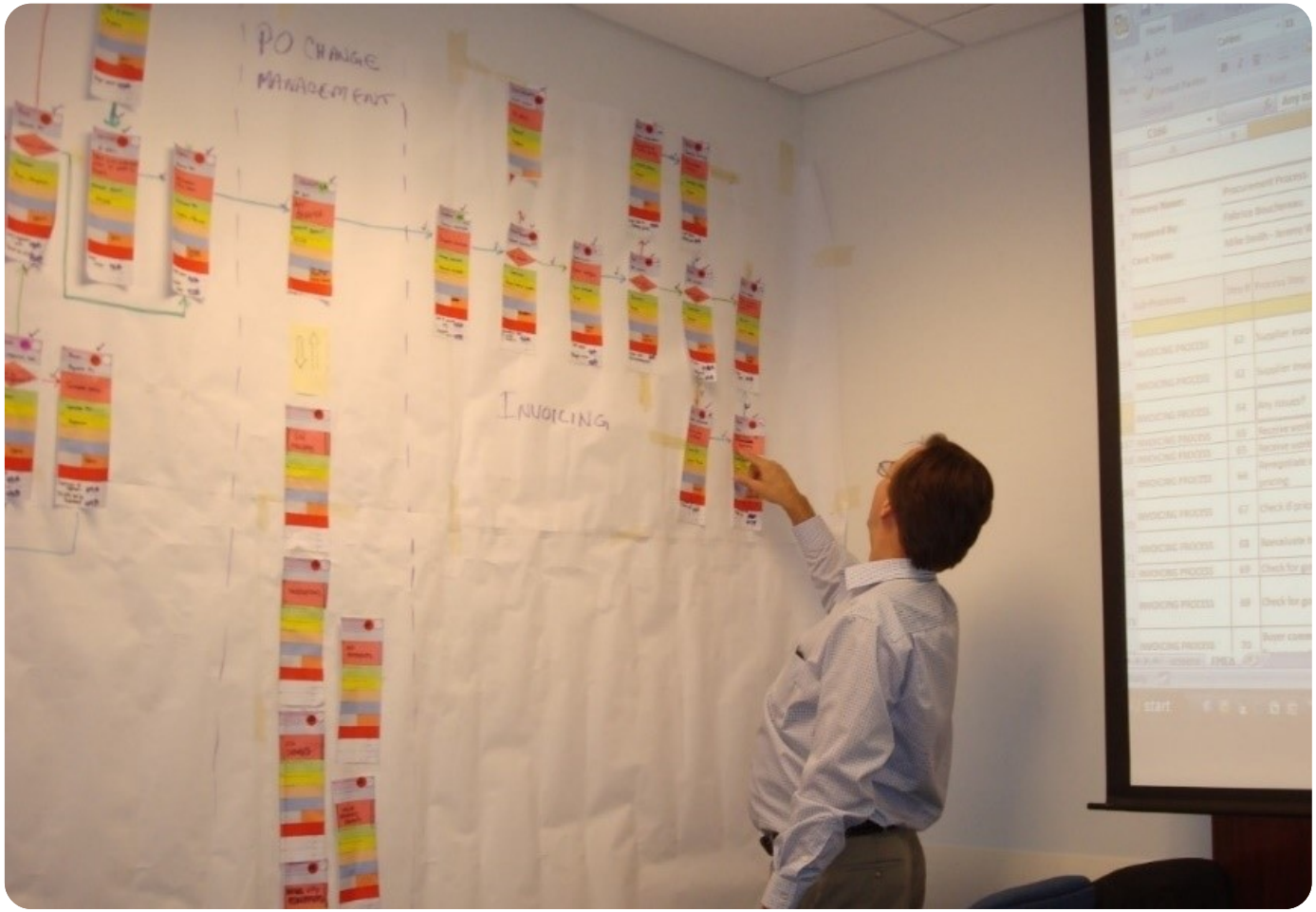
ESB applied to Process Map



Enhanced SIPOC Example



Failure Mode and Effect Analysis (FMEA)

FMEA is a proactive tool used to assess, manage, and reduce risk associated with the failure or potential failure of products, processes, services, and other systems before they occur.

Traditional FMEA

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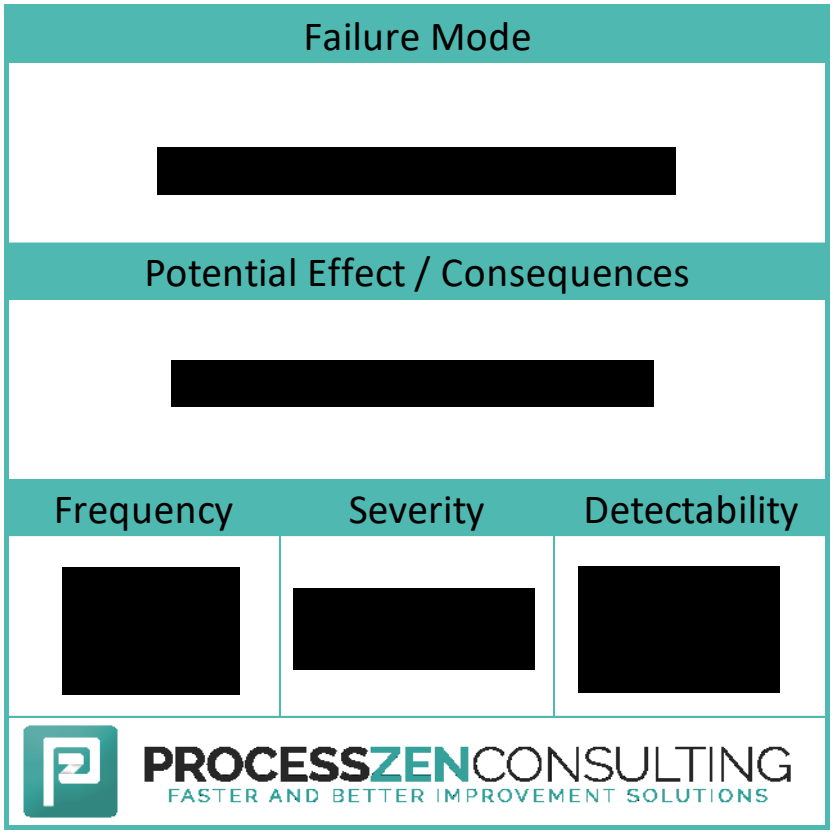
Line #	Current Process	Failure Mode	Controls	Severity	Occurrence	Detectability	Risk Category
1	Truck Arrives at Gate:			1	1	1	1
							0
2	Truck arrives at dock. Check Documents	Incorrect or missing Paperwork		3	8	6	144
		Dock is blocked					
3	Unload Truck to staging area	Fail to unload pa					
		Unsafe load					
		Parts already d improperly prot					
		Wrong Pallet Siz					
		Driver not wearin					
		Unload unsafely					
		Forktruck not a					
		Area Full					
		Large part deliver lack crane or spa					
4	Verify Part numbers, EQ numbers, and tag numbers with Pallet number	Fail to recognize					
		Part improperly					
5	Place paperwork in clerk basket	Forget to put in b					
6	Get paperwork and check part numbers to SAP	Misread/mistype					
7	Transact to receive item in SAP	Problem PO					

FMEA sessions can be time consuming and frustrating

Failure Box (F-Box)



FMEA applied on a Process Map

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Risk Priority Number (RPN) Calculation

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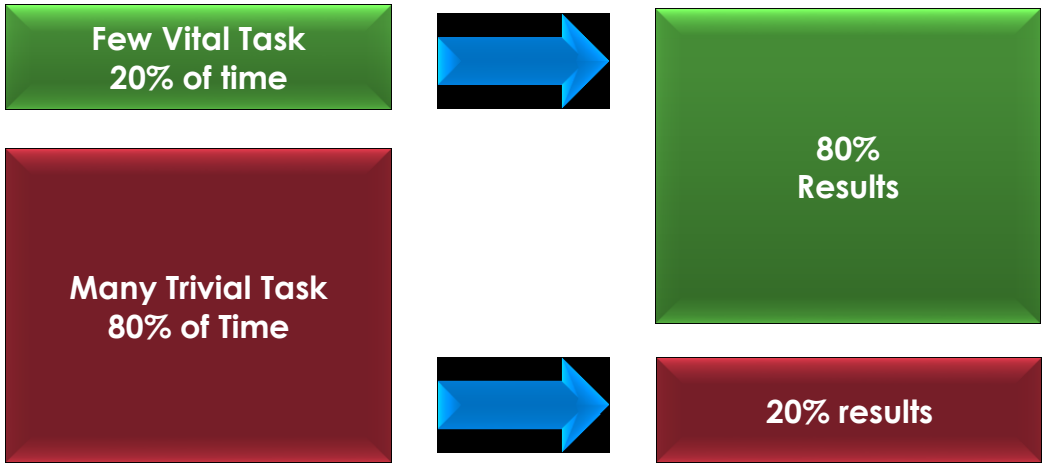
Potential Failure Mode and Effect Analysis (Process FMEA) & VA/NVA Analysis

Process Name:	Bicycle Assembly	**Department:**	Mountain Bikes	**FMEA #:**	FMEA 2010 - 002
Prepared By:	Julia Tran	**Process Owner:**	Leandro Garve	**FMEA Date:**	May 18 2016
Core Team:	Mike - Jessica - Harris - Cammy - Jorge - Donald - Pedro - Naila - Conrad - Kiera - Michelle				

Sub-Processes	Step #	Process Step	Potential Failure Mode(s)	Potential Effect(s) of Failure	Frequency	Severity	Detectability	RPN
Frame making Process	3	Cut Tubes	Tubes too long	Rework and delay	3	2	1	6
Frame making Process	5	Cut Tubes	Tubes cut at wrong angle	Scrap	5	4	5	100
Frame making Process	4	Cut Tubes	Tubes cut too short	Scrap	3	6	1	18

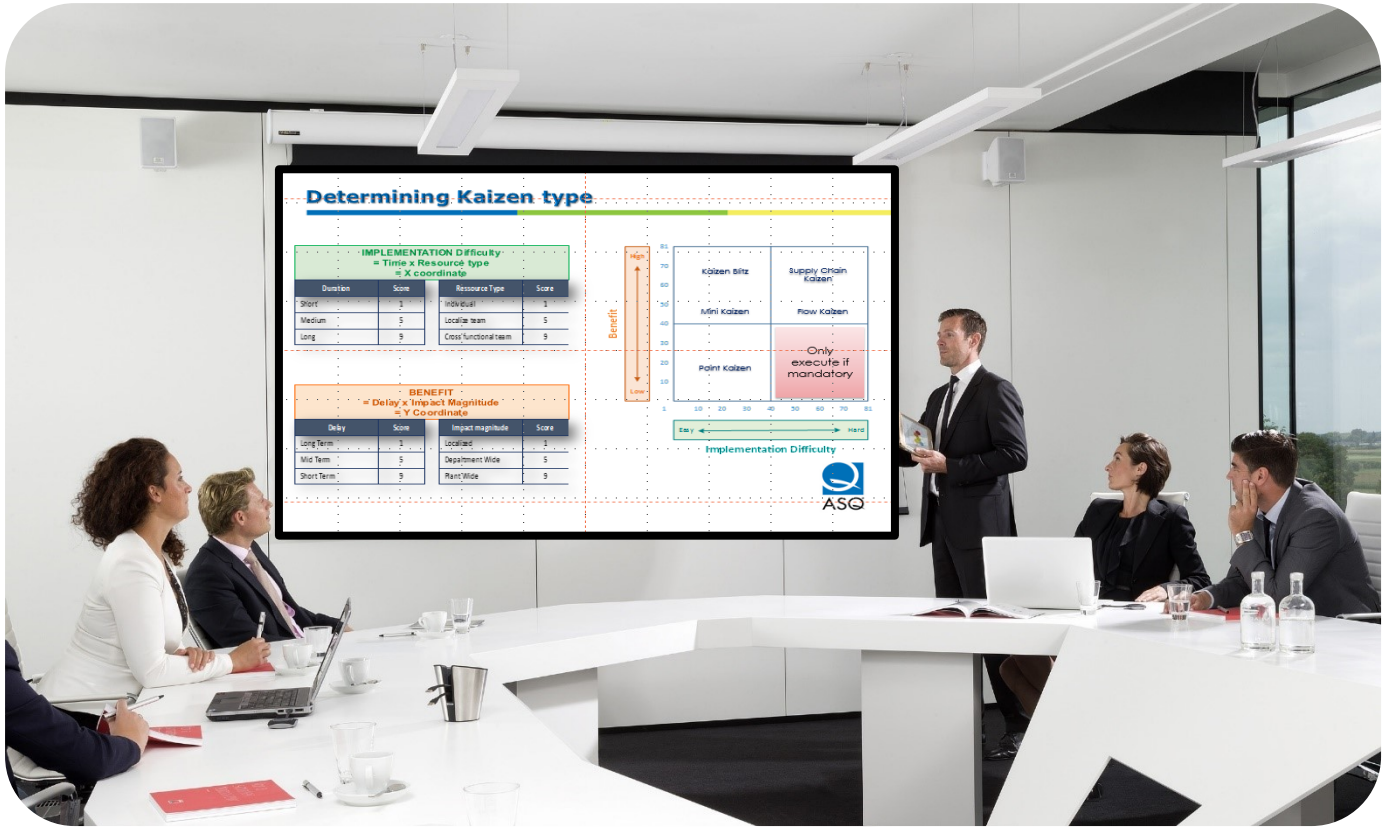
Risk Priority Number =
Frequency x Severity x Detectability



Sort the FMEA by RPN and
focus on top 20% of Failure Modes

Write Problem Statements for OFIs

- Who is affected by the issue OR who discovered the issue/trend?
- What is the problem
- When did it occur (date, time, etc.)?
- Where the problem took place (room, location, ect)
- Extent or magnitude of the situation?



Sponsors and stakeholders recommend path forward

Kaizen Kanban Cards

What is a Kaizen Kanban?

Kaizen Kanbans are communication boards to display prioritized project pipelines

Characteristics of Kaizen Kanbans?

- Visual communication tools
- Based on traditional Kanbans principles
- Visible to all levels of employees within the organization
- Used by improvement teams
- Used to coordinate project selection and execution

Learning Objectives Recap

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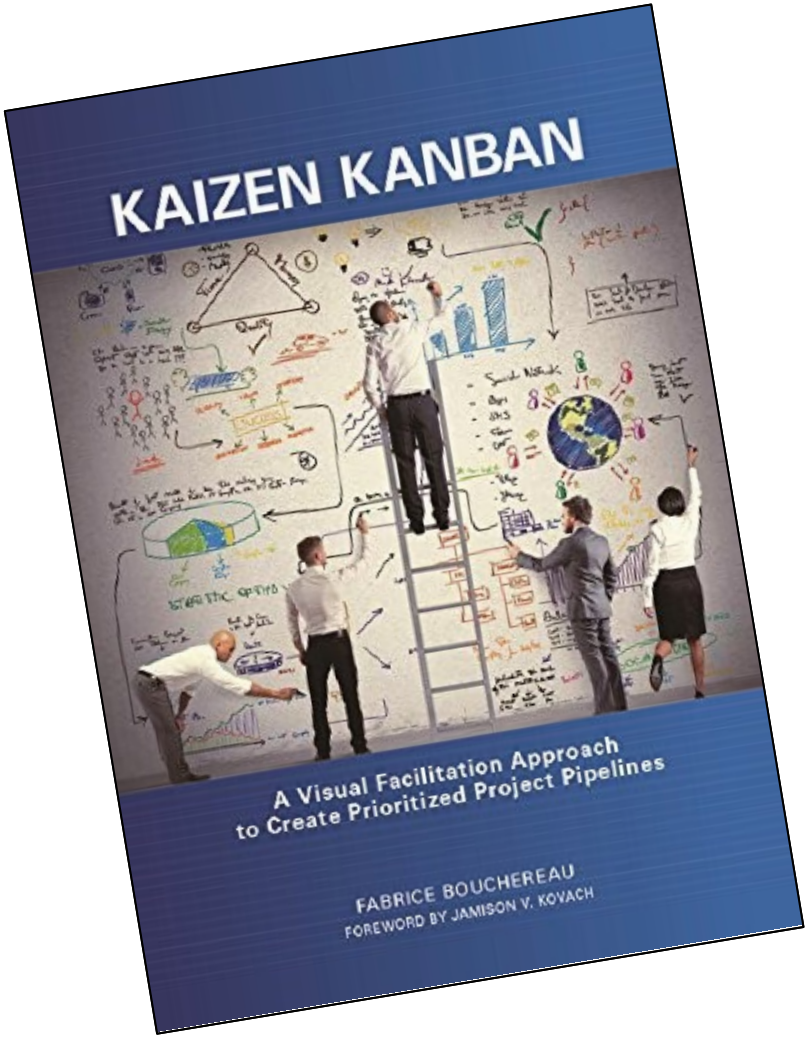

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The job market has historically favored individuals who focused on single fields for entire careers. In the last few years, there has been ever increasing pressure on businesses to improve their bottom lines with fewer employees. This has resulted in the rise of cross-trained multi-purpose employees who perform a variety of functions and tasks once reserved for career specialist.

As companies are streamlined, traditional silos are torn down. Project managers are now frequently asked to execute projects in a broad range of industries including healthcare, manufacturing, pharmaceuticals, textiles, transportation, oil & gas and banking.

In this new competitive space, customers expect short term engagements and immediate results. As Project managers, we must discover how to repurpose PM tools and transform ourselves into Innovative Facilitators and Change Agents who thrive in the modern workplace.

The goal of this session is to show how AGILE and Waterfall Project Management can be :

- leveraged to lead Continuous Improvement and Innovation Initiatives
- adapted and applied to lean, quality and Innovation projects across a variety of industries

Fabrice Bouchereau, PE, PMP, SSBB

PROCESSZEN CONSULTING
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- Licensed Industrial & Systems Engineer, facilitator and trainer with 18 years of experience managing improvement projects and teams
- Founder of Houston-based ProcessZen Consulting
- Vast experience in changing company culture and improving processes, covering a broad range of industries including healthcare, medical devices, pharmaceuticals, textiles, transportation, oil & gas and energy
- Fluent in English, French, and Spanish and has delivered training in the United States, Caribbean, Mexico and Latin America
- Author and frequent speaker for world and regional conferences such as the American Society of Quality, The Houston Project Management Institute, and HR Houston and Universities

EDUCATION

- Master of Business Administration, University of Miami, Coral Gables, FL
- Bachelor of Science Industrial Engineering, University of Miami, Coral Gables, FL

CERTIFICATIONS

- Licensed Professional Engineer (PE), 2015
- PMI Agile Certified Practitioner (PMI-ACP), 2016
- Project Management Professional (PMP), 2015
- Certified in Production and Inventory Management (CPIM), 2011
- Manager of Quality/Organizational Excellence (CQM/OE), 2007
- Certified Quality Engineer (CQE), 2007
- Six Sigma Black Belt (CSSBB), 2007

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