



Rules of engagement for a Lean process improvement workshop

Lean is a collaborative scientific approach to solve problems and improve every day. Mapping a process with a view to improve it is only a beginning. To be successful and yield long-term results, management, a champion and participants must focus their efforts and collaborate. By engaging in a Lean mapping workshop, you and your organization agree to:

Sponsor (owns the process) and his/her management team

- Nominate a champion who currently works in the process (not someone external to the process, i.e. from continuous improvement, service improvement or quality assurance unit).
- Provide strategic direction and scope on the process to be improved.
- Participate in the
 - 1h Lean management meeting prior to the workshop,
 - sponsor's kick off (10 min on the first morning of the workshop),
 - 1h report out session on the last day of the workshop.
- Allow 6 to 8 people working in the process to be fully detached for the entire duration of the workshop.
- Agree that the team will experiment with the improvements that they formulate.
- During experimentation and implementation, monitor progress, remove barriers, and make decisions.
- Celebrate success and share. Accept failure as an opportunity to learn.
- Engage in continuous improvement every day with small improvements to your own work.

Champion (currently working in the process)

- Organize the logistics of, and participate in the
 - 1h champion briefing,
 - 1h management meeting,
 - Lean mapping workshop.
- Select only participants who are currently working in the process (max 8 including champion and client(s), if any).
- Finalize the Team Charter and PAPWiC, obtain management approval and discuss with team members prior to the workshop.
- After the workshop (plan), experiment with improvements (do), monitor the process (study) and standardize when working well or examine why it's not working and improve (adjust).
- Report to management on progress and issues, use visual management.
- Engage in continuous improvement every day with small improvements to your own work.

Participants (currently working in the process or a client of the process)

- Consult with colleagues prior to the workshop.
- Participate in a short discussion on the Team Charter (facilitated by the Champion) prior to the workshop.
- Fully participate and engage in discussions during the workshop.
- Be present for 100% of the workshop, no in-and-out, no late arrival or leaving early.
- Lead improvements with Champion's support after the workshop, and engage in continuous improvement every day with small improvements to your own work.