Overview

A Rapid Improvement Event (RIE) is a powerful way of implementing meaningful change. It is typically a four day event with a report out on Friday. The team of experts works together to improve a process. A trained RIE facilitator assists the team and ensures they have developed and implemented solid improvement s with sound performance metrics.

Characteristics of an RIE

- Results in a positive change of action, not a recommendation or plan
- Driven by the people who know the process best
- Team empowered by executive management to make change
- Open and transparent environment
- Multidisciplinary team of 7 to 9 people
- Focused on improving a particular process/metric
- Originates from a Value Stream Analysis
- Uses an A3 to guide problem solving and to document the RIE process and results

RIE Roles

- Team Members
- Team Lead
- Process Owner
- Executive Sponsor
- Consultant
- Facilitator
- Value Stream Owner
- Sensei

Preparing for the RIE

- With the Executive Sponsor and Processor Owner, develop the RIE Charter
  - RIE Schedule
  - Description
  - Reason for Action
  - Metrics (do not underestimate the importance or difficulty of this)
  - Process Trigger
  - Process End
  - Team Members
  - Customers
- Schedule room
- Prepare supplies
• Get some toys and food
  • Don’t underestimate RIE logistics
  • Use the Preparation Checklists

What makes for a successful RIE?

• Having all metrics before the event
  o Baseline
  o Target
• Sticking to the process
• Finding opportunities to teach
• Staying with the team during the Waste Walk
• Splitting up the team if possible to accomplish more
• Using processing mapping
• Taking lots of pictures
• Reviewing expectations on Day 3
• Including customers as consultants

Common Mistakes for an RIE

• Not properly preparing for the event
• Not following the RIE process – taking short cuts
• Insufficient data/metrics collection
• Not engaging team members’ hearts, heads, and hands
• Not being action based – allowing implementation to degrade to planning
• Not “raising the flag” early enough when major issues are encountered
• Not performing proper event follow-up
• Spending too much time in the room

An RIE Schedule – Day 1 – Current State

• Kick-off – Support from Executive Management sets the tone for the week
• Lean 101
• Agenda
  o Review agenda and introductions
  o Team Rules and Team Expectations
  o A3 Introduction (and begin A3 presentation)
  o Reason for Action
  o Review Metrics
  o Map Current State

An RIE Schedule – Day 2 – Future State
• **Agenda**
  o Review Day 1
  o Conduct Waste Walk
  o Review Waste Walk
  o Design Ideal State (be visual)
  o Design Target State
  o Create first draft of standard work
  o Design Rapid Experiments
  o Prepare for Debrief
  o Consult consultants

• **Debrief**
  o Metrics, Accomplishments, Barriers, and Plans

**An RIE Schedule – Day 3 – Implement New Work**

• **Agenda**
  o Review Day 2
  o Polish Rapid Experiments
  o Conduct Rapid Experiments
  o Design Production Board
  o Eliminate waste and increase customer value
    ▪ Implement processes
    ▪ Create standard work
  o Observe new processes and any change in metrics
  o Consult consultants

**An RIE Schedule – Day 4 – Adjust and Fine Tune**

• **Agenda**
  o Review Day 3
  o Complete any lingering Rapid Experiments
  o Eliminate waste and increase customer value
    ▪ Continue implementing new processes
    ▪ Complete standard work
  o Consult consultants
  o Complete A3 presentation (don’t underestimate this effort)
  o Practice A3 presentation

**An RIE Schedule – Day 5 – Celebrate**

• Report out to management using the A3
  • Celebrate!
Post – RIE – Follow-up

- Implement open items from the completion plan
- Schedule and conduct 30, 60, and 90 day follow-up events
  - Transition control to the process owner
  - Process owner should be scheduling and conducting the 60 and 90 day meetings
- Publicize event results
- Ensure visual management tools are being used
- Make sure the process owner has the Parking Lot items

Beyond the Read-out

The read-out isn’t the end... It is really the beginning of the hardest phase: EXECUTING the improvements on a daily basis.

- Team members will face issues with those resistant to change
- Track results and post in unit to see progress
- Consider bringing the team back together to help resolve any issues
- Process owner must own the result