

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 improvements 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
 - Baseline
 - 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**
 - Review agenda and introductions
 - Team Rules and Team Expectations
 - A3 Introduction (and begin A3 presentation)
 - Reason for Action
 - Review Metrics
 - Map Current State

An RIE Schedule – Day 2 – Future State

- **Agenda**
 - Review Day 1
 - Conduct Waste Walk
 - Review Waste Walk
 - Design Ideal State (be visual)
 - Design Target State
 - Create first draft of standard work
 - Design Rapid Experiments
 - Prepare for Debrief
 - Consult consultants
- **Debrief**
 - Metrics, Accomplishments, Barriers, and Plans

An RIE Schedule – Day 3 – Implement New Work

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

An RIE Schedule – Day 4 – Adjust and Fine Tune

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

