WORKSHEET + WORKED EXAMPLE

# Make Small Improvements Stick

A small improvement cycle with participation, a test, and a way to keep what helps.

20 minutes | Kaizen · Everyday improvement

## Use it in three moves

1. Choose one friction with the people who experience it. Describe what happens now and what you hope to change.

2. Try a small adjustment within an agreed boundary. Notice the effect on quality, effort, and other people's work.

3. Keep, change, or stop the adjustment based on what happened. Give a useful improvement a place in the ordinary routine.

### Notice one friction in real work

Go to the work with the people doing it. Ask what makes the task harder than it needs to be.

### Understand the current method

What happens, why, and where does the difficulty occur? Avoid starting with blame.

### Choose a small change together

Keep it within an agreed boundary and easy to revise. Include those who will maintain it.

# Make Small Improvements Stick

YOUR WORKING NOTES / CONTINUED

## Try and compare

Set a short period, owner, and observation. Include unintended burden.

## Keep, revise, or undo

If useful, update the everyday method and explain it. Do not add a permanent check without a benefit.

## Make improvement part of the rhythm

Give people a route, time, response, and authority for the next small problem.

# A question for me

What happens here when someone points out an ordinary, fixable problem?

# See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

### Notice one friction in real work

The shared trolley is missing a frequently used item at the start of each shift.

### Understand the current method

Restocking responsibility changes at shift handover, but no one can see whether it was completed.

### Choose a small change together

Trial a visible restock marker and one named handover check. Ask both shifts to shape it.

### Try and compare

Run for one week; record missing-item starts and time spent maintaining the marker.

### Keep, revise, or undo

If missing items decrease without extra delay, include the marker in the handover guide. Otherwise revise or remove it.

### Make improvement part of the rhythm

At the weekly shift review, reserve five minutes for one friction and report what happened to last week's idea.

## The thinking behind it

An invitation to improve is hollow if nobody can change anything. Give people time, a response, and a decision boundary.

Kaizen is associated with continuing improvement through the participation of people doing the work. This original activity connects observation, a small test, and updating the working method. It is not a suggestion quota or a demand for constant cost cutting.

Lean Enterprise Institute · Kaizen

Read You Have a Culture Problem by Nic Payne