

How to Avoid a Lean Workshop Disaster: 5 Critical Success Factors

1 Ensure the sponsor knows their role and is actively involved

- Be sure you have budget and/or management authority over the processes being changed
- Have a clear, one-page charter that includes the theme of the workshop, relevant background information, goals or targets, the process boundaries of the workshop, and a simple timeline
- Validate that the workshop charter is aligned with organizational goals and strategies
- Monitor and support the team's progress
- Attend the kick-off and report-out meetings

2 Involve employees and stakeholders from the beginning

- Make sure that employees are involved in the workshop if their work will be affected or changed by the workshop
- Make sure that stakeholders are involved if the results of the workshop will affect them
- Make sure that managers are included in the workshop when the change may affect the way they do their work

3 Ensure that the scope of the workshop is manageable

- Limit the scope to that which falls under your budget or management authority
- Make sure the team has the time and resources to accomplish the task and achieve the workshop goals

4 Prepare, prepare, prepare

- Demand comprehensive preparation for Lean workshops
- Make sure the team has a workshop plan, with just-in-time training

5 Follow through after the workshop

- View obstacles as opportunities to become even better
- Track progress of the improvements after they have been implemented
- Find out what didn't work and why
- Find out what is being done to correct errors, omissions, and unintended consequences
- Ask your people how you can help them sustain continuous improvement in your organization