

Video Action Team (VAT) Guide

Course: Creating a Continuous Improvement Culture



What is a Video Action Team?

It is a small group of 4-8 people who come together on a weekly basis to discuss the Construction Accelerator® videos they are watching and to share their learning. The intent is to clarify the ideas, pick out the most relevant ones for their work, and put what we learn into *Action*. Today.

How to use this guide

Ownership of a Course or purchase of a Pass or Subscription gives us access to the videos. This Guide groups videos in a “small batch” way that allows us to watch about 15 minutes of video before each week’s meeting, then, in the meeting, discuss them for 45 minutes, developing our Action Plans. Meetings can be in person or virtual using Zoom, Teams, etc.

The opening round robin on the next page is a general query to the group to get the conversation going and bring out the thoughts that are top of mind. There are a selection of discussion questions that follow, but don’t feel like we need to go through all of them! Use them to branch out from the round robin discussion or lead the group to explore other ideas in the videos.

The overall goal of the discussions is to give the group good answers to the second Action Round Robin: “What action can you personally take immediately...”

Tips

- **Switch it up!** Swap who leads the discussion each time we meet. A big part of Lean practices involves leading a group through thoughtful discussion to fruitful action. Get some practice here!
- **Stick to a regular schedule!** If we intend to meet once a week and that keeps not happening, then consider shifting to every other week if that helps. Avoid continually shifting or cancelling meetings because things get “busy”. Consistency is key for morale *and* for motivation!
- **Follow your interests!** While this VAT Guide charts a logical path to learning each topic, if your interest – or the demands of your work – take us to a different set of videos, we can let our needs “pull” us in the right direction. Just assure you come back where you let off.

Note: This series on “Continuous Improvement” weaves in a special resource – Paul Akers, “2 Second Lean” – a free download at <https://paulakers.net/books/2-second-lean>

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Session 1: What is Continuous Improvement for YOU?

PREPARATION

WATCH 2 Videos: “What is Continuous Improvement?” (in green) and “What Creates Your Culture?” (in yellow)

READ: “2 Second Lean” by Paul Akers, Chapter 1 (pages¹ 11-14) and Chapter 5 (pages 28-35) – free download at <https://paulakers.net/books/2-second-lean>

DO: The first 2 Action Items: (1) Think about your daily routine. Getting ready to go to work, the things you do at work, the people you talk to, the things you must do. Imagine all the time things take or the things that frustrate you. What “bugs you” in your daily life? It can be related to work or your personal life. Be very specific and candid. Nothing is too small or too large. **Type in your list in the first Action Item of the Continuous Improvement Topic in Construction Accelerator or upload your document there.**

(2) Before the session, talk to one or two other people about work. Beyond the paycheck and employee benefits, what motivates you? What drives you to do better? What increases that sense of motivation for each of you? **Type in a brief summary in Construction Accelerator Action Item #2 of anything noteworthy you realized about yourself or others.**

Select Course:

Continuous Improvement – You and Your Team

Select Topic:

Creating a Continuous Improvement Culture

CREATING A CONTINUOUS IMPROVEMENT CULTURE	
What is Continuous Improvement	02:34
What Creates Your Culture	06:32
Using Continuous Improvement to Shape your Culture	05:42
Stories from the Field: One Small Improvement Changed my Life	04:09
Daily Improvement (Kaizen) Examples	04:13
Problems and Tips!	03:35

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these, let the discussion flow.)

- What is Kaizen? (Note: we don't often use Japanese terms, but this is one you should know.)
- What can you improve in your own work? What bugs you?
- How continuous is Continuous Improvement? How can you possibly do that?
- What are a couple of words to describe OUR culture?
- What behaviors and values do you think we expect and promote?
- Do we celebrate team wins and meeting goals? How often?
- What motivates YOU? Is that extrinsic or intrinsic?
- What motivates your boss? Your colleagues?
- What is our purpose in this organization? Our reason for being?
- Do you feel your ideas are valued?
- Do you feel you have room to grow? To succeed or fail?
- Why bother continuously improving?
- What's wrong with “if it ain't broke, don't fix it”?

ACTION ROUND ROBIN

- What action can you personally take immediately from what you learned in this discussion?
- What action can you or your team take to make at least one slight improvement tomorrow?

¹ “Pages” refer to the page numbers at the bottom of each page in the PDF, not to the number in the sidebar thumbnails.

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PLUS/DELTA

- What did you like about today's session and what would you change for the next time?



TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?

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Session 2: Let's create a Continuous Improvement culture!

PREPARATION

WATCH 2 Videos: “Using Continuous Improvement to Shape Your Culture” (in green) and “Stories from the Field: One Small Improvement Changed my Life” (in yellow)

READ: “2 Second Lean” by Paul Akers, Chapter 8 “Let’s Build a Lean Culture” (pages 51-59) – free download at <https://paulakers.net/books/2-second-lean>

DO: The 3rd Action Item: (3) Review your list of what bugs you and select one of those or others you think of to improve and make one small improvement each day for a week. Briefly list each here. **Type in your descriptions in the 3rd Action Item of the Continuous Improvement Topic in Construction Accelerator or upload your document there.**

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Continuous Improvement - You and Your Team

Select Topic:
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OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Could you see yourself being the person in the video changing the lives of others with one small improvement?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS

- What things have you been over-complicating?
- What are the top 3 things you need to simplify for your team to succeed?
- How will you share those improvements with your team tomorrow?
- How will you get their buy-in so it's not YOUR idea alone?
- Does our current organization's culture set an expectation for Continuous Improvement?
- What can you do if you encounter improvement-resistance from part of the organization?
- How could we “inspect” Continuous Improvement DAILY?
- At what times or meetings can we share Continuous Improvement stories and offer praise?
- When could we do a Waste Walk to spot other areas for improvement?
- How can we impact our organization's culture to foster daily Continuous Improvement?
- What things are you doing to grow the people over whom you have influence?

ACTION ROUND ROBIN

- What's one thing you are going to start doing tomorrow to grow people?
- What is the first thing you will simplify tomorrow for your team to better succeed?

PLUS/DELTA

- What did you like about today's session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

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Session 3: Daily Improvement Stories – Others and Yours

PREPARATION

WATCH 2 Videos: “Daily Improvement (Kaizen) Examples” (in green) and “Problems and Tips!” (in yellow)

READ: “2 Second Lean” by Paul Akers, Chapter 7 “Let’s Think Like Hoks!” (pages 42-50) and Chapter 9 “Beyond the Morning Meeting” (pages 60-65) – free download at <https://paulakers.net/books/2-second-lean>

DO: The last 2 Action Items: (4) Continue making small improvements each day for a week, but this time, make a short before and after video of one of your improvements. Keep it short, under a minute total! Edit it together on your phone, or just upload two short videos. **Upload your video in Construction Accelerator and bring it on your phone to show others.**

(5) Talk to someone else who is also making small daily improvements in your company, or if no one else is, talk to them about the idea. Either help them talk through improvements they could make to the things they do on a daily basis, or talk to them about the improvements they have already made. And make sure to tell them what a great job they’re doing! Ask them, “Is this something you can commit to doing on a regular basis?” **Bring your results to the session to report.**

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OPENING ROUND ROBIN

- Take turns showing your homemade videos or telling your story of talking with others. (Everyone must offer at least one video or one story.)

DISCUSSION QUESTIONS

- What did you think of Hoks simplifying 5S into 3S (sweep, sort, standardize)?
- How could you use the Hoks example of using 3S to create team bonding and pride?
- Hoks said, “Lean is simple to the core.” Last session you talked about ways to uncomplicate it. What have you experienced?
- What do you think of Paul Akers’ 5-10 minute “morning meeting”? Do you do that?
- Could you show a 3-4 minute video to your team every morning?
- What the biggest thing that frustrates your making daily improvements?
- What’s your biggest joy at making daily improvements?
- What are some ideas for making CI a habit?
- Who did you praise today?
- Have you taken CI home with you? Can you tell a story about an improvement you made at home? (Warning: avoid coercing your spouse into it.)
- What will you do if you miss a couple of days of improvement?

ACTION ROUND ROBIN

- How will you help each other to keep making one small improvement daily?

PLUS/DELTA

- What did you like about today’s session and what would you change for future Study Action Team sessions you may participate in or help organize?

TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?

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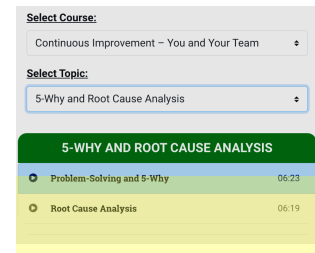
Session 4: 5 Why and Root Cause Analysis

Topic 501 (NOTE: This session is also part of the A3 Course. You only need to discuss it one time.)

PREPARATION

WATCH: 2 Highlighted Videos: “Problem-Solving and 5 Why” (highlighted in green) and “Root Cause Analysis” (highlighted in yellow)

DOWNLOAD and READ: “Root Cause Analysis and 5 Why”.



DO: The first 2 Action Items below the video: “5 Why Session” and “Mitigation Measures” (Please do these BEFORE the session.)

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these)

- Which of these more closely characterizes your project culture or organizational culture: (a) It's your problem, fix it. (b) Let's figure this out together and find the best fix. Discuss.
- So what's so wrong with “Fire Fighting” when it's so much fun and rewarding?
- What's the difference between a Fire Fighter and a Fire Marshall, as applied to your work?
- What is the point of asking “Why” five times?
- What should you do when you ask 5 Why and, as answers emerge, you begin to see multiple root causes?
- Why do we call Root Cause Analysis (RCA) “5 Why on steroids”?
- When you want to draw it, what are the elements of the “fishbone diagram”?
- In a group doing Root Cause Analysis, why do you need a Prepared, Enthusiastic, Neutral facilitator?
- Who should participate in a Root Cause Analysis session?
- What are the best ways to get a “Problem Definition” everyone agrees on?
- What goes on each of the back-bone-connected “fish bones”?
- In each of the back-bone-connected “fish bones”, how and where do you enter answers to “Why that?” and “Why that?” and “Why that?” and “Why that?” and “Why that?”
- What do we draw to indicate what we believe to be Root Causes?
- Why do we call them “Mitigation Measures” instead of “Solutions”?

ACTION ROUND ROBIN

- When you get back with your team, ask your teammates, “What's the problem of the day?” and do a 5 Why till you get to what the group feels is the root cause. Develop a Mitigation Measure and test it. (If your 5 Why reveals multiple Root Causes, here's your chance to practice RCA!)

PLUS/DELTA

- What did you like about today's session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?