

Kaizen Event — Five-Day Agenda

Event name: _____

Process / value stream: _____

Dates: _____

Location: _____

Sponsor: _____

Team leader: _____

Facilitator: _____

Target metric and baseline: _____

Day	Block	Activity	Output you must have before moving on	Owner
Pre-week	T-2 weeks	Scope the event: one process, one metric, boundaries agreed in writing	Charter signed by the sponsor	
Pre-week	T-1 week	Confirm team, book the room for all five days, pull baseline data	Baseline nobody disputes later	
Day 1	AM	Train the team on the tools they will actually use this week	Everyone can read the current-state map	
Day 1	PM	Walk the process. Map current state on the floor, not in the room	Current-state map with real cycle times	
Day 2	AM	Measure: cycle times, waiting, rework, distance, inventory	Data on the map, not adjectives	
Day 2	PM	Analyse causes of the biggest gaps (5 Whys / fishbone / Pareto)	Verified causes, not first guesses	
Day 3	AM	Design future state. Generate options before choosing one	Future-state map plus the trade-offs rejected	
Day 3	PM	Try the change physically — move the bench, change the sequence	Something different is running by end of day	
Day 4	AM	Measure the trial against the baseline. Adjust or revert	Numbers from the trial, honest ones	
Day 4	PM	Standardise: work instructions, visual controls, training	Standard work the operators helped write	
Day 5	AM	Build the 30-day action list for what did not fit in the week	Owner and date on every open item	
Day 5	PM	Report out to the sponsor. Agree the follow-up review date	Sponsor commitment on record	
Follow-up	Day 30	Verify the gain held. Close or reopen	Metric re-measured against baseline	

Who Is in the Room and What They Own

Role	Owns	In the room?	Failure mode when the role is missing
Sponsor	Scope, resources, removing blockers, accepting the result	Day 1 open and Day 5 report-out	Team improves something nobody asked for and the change is reversed in a month

Role	Owns	In the room?	Failure mode when the role is missing
Team leader	The process being improved; lives with the result afterwards	All week	Standard work is written by visitors and quietly abandoned
Facilitator	Method, pace, keeping the team on evidence	All week	Week turns into a discussion of opinions and ends in a list of wishes
Operators	How the work is really done today	All week	The map describes the procedure, not reality — the classic reason gains do not appear
Support functions	Maintenance, quality, IT, scheduling — whatever the change touches	On call, booked in advance	Day 3 trial stalls waiting for someone who was never told
Finance / controlling	Agreeing how the saving is counted, before the week starts	Day 1 and Day 5	Sponsor and team disagree afterwards about whether anything was gained

Free kaizen event agenda and role card — 5xwhys.com/articles/rca/kaizen-event/ · A kaizen event without a Day 30 verification is a workshop, not an improvement.