



K A I Z E N

*Improving
the Good*

- Ninja Services
- **Activity Structure Analysis (ASA)**
- Questions & Answers

Ninja Services

What is it?



Interdisciplinary Business Excellence.
10+ years in Asia. Greenfield Experiences.

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Goals of this presentation

- **Create basic understanding:** Get to know ASA as a method for analysing and presenting activities and differentiate it from traditional flow plans.
- **Demonstrate benefits:** Explain contribution to transparency, efficiency and knowledge assurance through clear activity and interface analysis.
- **Explain structure:** Present the structure of a ASA concisely and clearly: activities, characteristics (frequency, duration, requirements), assignment (roles, resources), results.
- **Specify areas of application:** Application in Lean / CIP (KAIZEN), Six Sigma, audits, as well as in personnel measurement and qualification – relevant for teams, managers and process owners.
- **Convey quality characteristics:** What makes a good ASA – and which typical errors need to be avoided (e.g. unclear description of activities, missing interfaces, no update).



KAIZEN

Method Mix / Solution Methods

Activity Structure Analysis (ASA)

Definition

- An activity structure analysis (ASA) is a systematic and numerical determination of the tasks carried out.
- In particular, the workload for the tasks carried out is determined methodically and compared with the capacity offered.
- The methodological framework of the ASA provides an excellent opportunity to determine improvement potential and quantify its impact.
- The ASA is an ideal supplement to the value stream analysis of administrative processes and a substantial basis for process cost analysis.

Key questions

- *“What tasks do we have to complete every day?”*
- *“How much time do we spend on activities that are not actually part of our tasks?”*

Goals

- Understand activities in the context of their requirements and results
- Make interfaces, roles and responsibilities visible
- Understanding resources and resource contributions
- Create the basis for in-depth analyses and improvement measures
- Raise awareness and activate teams for holistic work and process thinking

KAIZEN Method Mix / Solution Methods



Visualization & Management

➤ Team Board

The team board serves as a communication tool for the team leader. Employees are informed at regular meetings and have the opportunity to make improvements.

➤ GEMBA Walk / GEMBA Talk

The GEMBA Walk enables managers to observe the actual work process, to get in touch with employees, to gain deeper firsthand knowledge about the work process and to discover practical opportunities for continuous improvement.

➤ 5S & Waste

The 5S method is a structured approach to improve workplace organization. It aims to avoid disruptions in the workplace, lengthy searches, long transport routes, and waiting times, for example. Wastes in production and administration form the basis for practical ideas for improvement.

➤ KAIZEN Maturity Level

The KAIZEN maturity level includes the implementation of the KAIZEN as a whole and is determined by these modules: Goals (solution methods), topics (dialogue), 5S audits and level of fulfilment (solution methods).

Problem Solving & Process Quality

➤ Improvement Card

The card is a tool for capturing and placing changes within the company. It will be reviewed and discussed on the team board.

➤ Problem-Solving Story (PSS)

The problem-solving story is suitable for *problems for which the cause is not known*. The specific root cause analysis is used to avoid wrong decisions and to define measures.

➤ Process Mapping (PM)

Process mapping involves analysing an *entire process*. Using KAIZEN flashes, wastage / problems are identified, a target process and a plan of measures are defined.

➤ Input-Output Check (SIPOC)

The SIPOC method highlights *process steps* with their inputs and outputs. Supplier and customer are included in the analysis, asking: What are the demands, what are the customer's wishes?

➤ Activity Structure Analysis (ASA)

The ASA is primarily used in the administrative area to analyse activities and eliminate waste in the process (waiting time, search time, etc.).



KAIZEN

Activity Structure Analysis (ASA)

- **Area of Application**
- **Procedure**
- **Classification of Activities**
- **Calculate Losses**
- **The Method**
- **The Profile**
- **The ASA Template**
- **Tracking List**

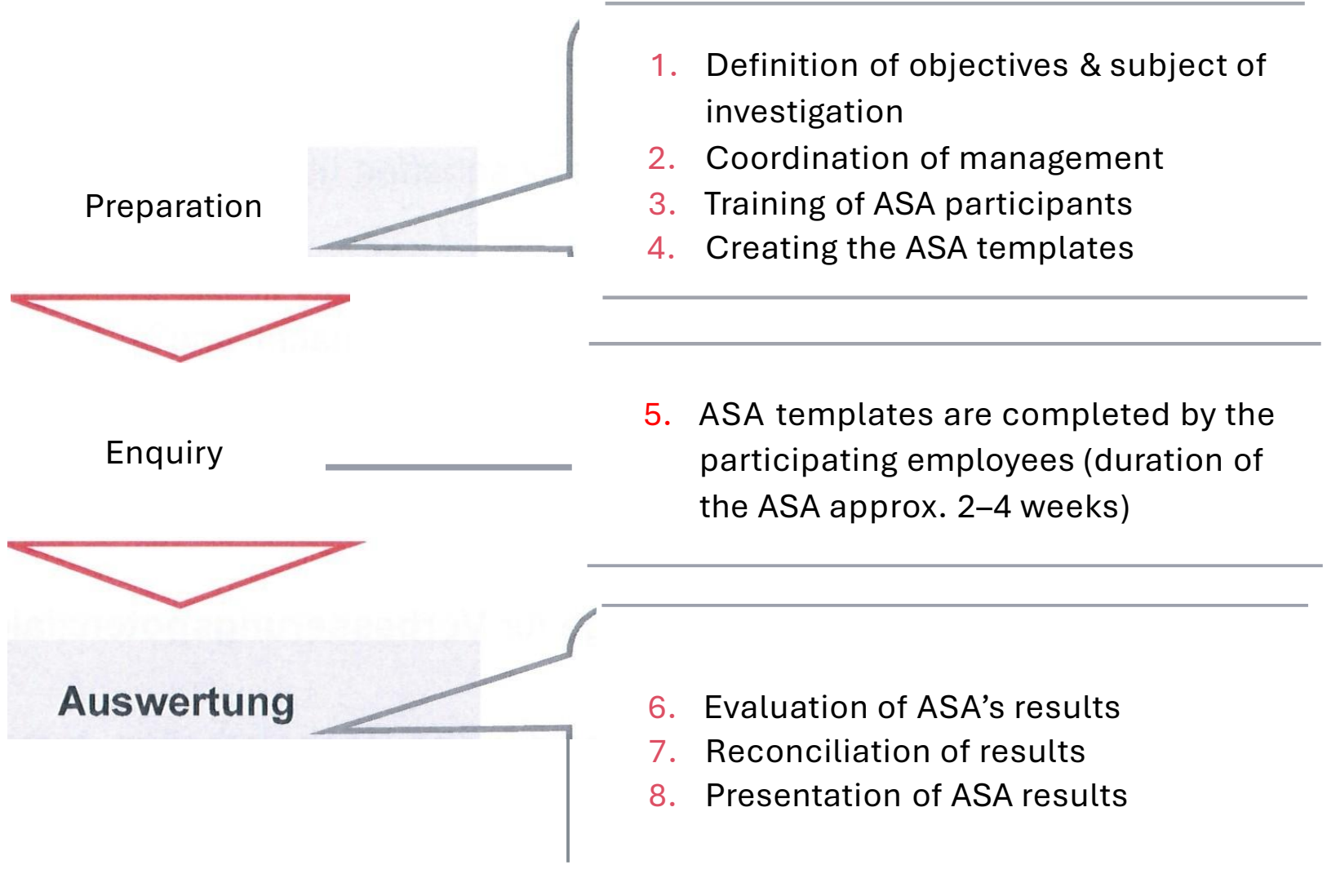
Area of Application



An ASA is used for the following questions:

- What does the department do?
- What is the numerical basis for capacity supply and consumption?
- What exactly are the resources (working minutes) used for?
- Is the allocation of resources to the processes efficient?
- Are there any hidden reserves or inefficiencies in processes, activities?
- Where are there areas for improvement and where is the greatest potential?
- How many resources do I actually need?
- Why do some employees complain about the burden and others do not?
- How do we ensure that everything is handed over seamlessly and cleanly in the event of the imminent reorganization of the units?

Procedure



Classification of Activities

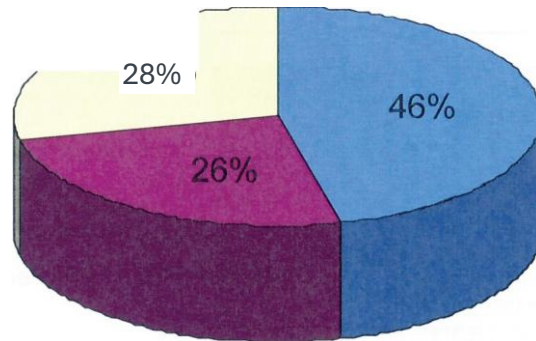


Evaluation according to core, secondary and organizational activities

→ Practical example of sales field service

28% Core activities

- Customer visits
- Customer contact management
- Price negotiation
- Negotiating the contractual conditions



46% Secondary activities

- Write offers
- Complaints management
- Complaints handling
- Business trips

26% Organizational activities

- Generally, read, answer, edit Outlook/intranet messages
- Internal reporting
- Travel planning and invoicing

Core activities

A function's "very own" tasks (according to job description, such as customer contact reports)

Secondary activities

Go beyond the core activities, but serve the corporate purpose

Org. Activities

Support the functioning of a company as an organization, e.g. holiday planning

Calculate Losses



Time wasted in the office

Gross working hours per week

40 40 40 40 40

40 h/wk

During this time, we lose:

		MON	DI	MI	DO	FR		Rank
<u>Lost time due to</u>								
Search	of documents, files, information of all kinds	2		1.5	1	1,125	1.4 h/wk	5
Waiting	on IT programmes, colleagues, signatures, etc.	2		0.5	3	1,125	1.7 h/wk	2
Interruption	of actual work due to disruptions	2		1	3	1,125	1.8 h/wk	1
Follow-up	of missing information, unreachable colleagues	2		0.5	1.5	0.75	1.2 h/wk	6
Holding out	in inefficient, too long or inconclusive meetings	1		1	1	0.375	0.8 h/wk	8
Sorting out	of over-information, promotional mail, e-mail, spam, etc	1		2	2	1,125	1.5 h/wk	3
Clearing up	of poorly delegated, unclear or confusing tasks	2		1	1	1,875	1.5 h/wk	4
Correct	of incorrect, incomplete directives/input	1		0.2	2	0.375	0.9 h/wk	7
Follow	complicated, outdated or bureaucratic processes	0.5		0.2	0.5		0.4 h/wk	10
Transport	from and to copiers, in-house mail, etc.	0.5		0.2	1	0.375	0.5 h/wk	9
Total time losses		14	0	8.1	16	8.25	11.7 h/wk	
		35%	0%	20%	40%	21%	29%	

The following are still available for the actual, productive work:

Net working hours per week

26 40 31.9 24 31.75

28.3 h/wk

The Method



ASA – Activity Structure Analysis Method Card



What does ASA mean?

The Activity Structure Analysis is used to determine in detail how the various tasks are distributed among the employees within a function, what organizational influences there are and how long the individual activities last.

Activity structure analysis is a method for recording all activities of a person or team during a certain period of time. The activities are put into an overall context. This enables waste to be quantified and evaluated.

The activity structure analysis is carried out by self-observation or external observation. For example, it is possible to determine how much time is lost for activities such as documentation, duplication, etc. or how many search times or "journey times" are spent on certain activities.

Area of Application of the Method

An activity structure analysis (ASA) is used for the following questions:

- What does the department do?
- What exactly are the resources (working minutes) used for?
- Is the allocation of resources to the processes efficient?
- Are there wasted processes/activities (search time, duplication, etc.)?
- Where are there areas for improvement; where is the greatest potential?
- How many resources do I actually need to complete my tasks?
- Why do some employees complain about the burden and others do not?

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ASA – Activity Structure Analysis Method Card



Different tools can be used to record work processes at a workplace, depending on the focus.

Process Step List

The individual work steps are documented as a list. A uniform level of detail must be ensured. In order to record as many of the employee's activities as possible, the first step must follow the last step in the process.

Core processes / main activities are defined and the *imagined* and *actual* tasks are compared. Unclear dividing lines of activities are also included. This makes time-consuming tasks and disruptions in the circulation visible.

Create job profile:

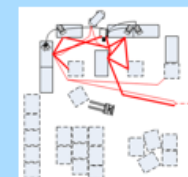
Activity	Daily	Time	Weekly	Time	Monthly	Time	As required	Time
Activity A	X	15 mins						
Activity B					X	3 hours		
Activity C	X	2 hours						
Activity D			X	30 mins				

spaghetti diagram

If the focus is on the employee's walking paths at the workplace, a spaghetti diagram is suitable for recording.

In a true-to-scale layout of the workplace, an observer marks all of the employee's walkways as a continuous line. The time taken for recording is determined beforehand (e.g. 10 cycles, 20 minutes).

Above all, confused paths indicate waste due to movement and transport. Based on the spaghetti diagram, the workplace layout and the sequence of individual activities can be optimized.



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The Profile



The “Profile” for KAIZEN workshops is a compact document that summarizes the most important information in a clear way. It fulfils several key functions:

Purpose of the profile

- It provides clear guidance for all participants and shows at a glance what the workshop is all about.
- It defines the organizational framework: goals, procedure, responsibilities and expected results.
- It facilitates communication in advance, such as during invitations, votes or internal approval.
- It creates commitment by providing precise information on the time, place, target group and methodology.
- Last but not least: **It also serves as an internal order.**

Advantages of the profile

- It saves time on preparation and coordination.
- It ensures transparency, as all parties involved have the same level of information.
- It can promote motivation and commitment if it is formulated in an appealing and clear way.
- It serves as documentation and reference for subsequent evaluations or follow-up workshops.

KAIZEN WORKSHOP PROFILE		
To ensure effective and efficient preparation and follow-up of a workshop, the following profile must be completed. It also serves as an internal assignment:		
Commissioner (Name):		Place / Date:
Thema:		
Initial / Current Situation:		
Goal(s) SMART (Specific, Measurable, Achievable, Reasonable, Time Bound):		
Method(s): Which method is applied? PSS, PM, TSA, SIPOC:		
Metrics (Numbers, Data, Facts, and KPIs for Measurement):		
Duration, Date(s), Time:		Facilitator(s):
Participants Workshop:		
-		-
-		-
-		-
-		-
-		-
Material: ☐ Flipchart, Quantity ____ ☐ Pinboard, Quantity ____		Infrastructure (Room, Beamer): ☐ Brownpaper ☐ PSS Template (Paper)
Reporting ☐ Send Photo Minutes		☐ Fill in Presentation Template ☐ Invite for 100-Days-Check
Signature Commissioner: _____		

ASA Template



ACTIVITY STRUCTURE ANALYSIS

List of Process Steps

Root Processes /
Main Activities:

Analyzed Activities

Date:

Date

Where:

Units, Departments, Locations

Daily	Duration	Weekly	Duration	Monthly	Duration	<u>As Required</u>	Duration
Tabelle einfügen							

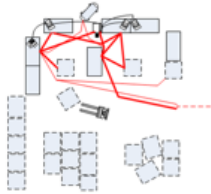
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Page 1

ASA Template



ACTIVITY STRUCTURE ANALYSIS



Spaghetti Diagramm

When the focus is on an employee's walking paths at the workplace, a spaghetti diagram is a suitable recording method. In a true-to-scale layout of the workplace, an observer draws all of the employee's walking paths as a continuous line. Beforehand, the observation period is defined (e.g. 10 cycles, 20 minutes). Especially tangled walking paths indicate waste caused by unnecessary movement and transport. Based on the spaghetti diagram, both the workplace layout and the sequence of individual tasks can be optimized. (See also: TSA method card)

→ Insert Image(s)

**Root Processes /
Main Activities:**

Analyzed Activities

Date:

Date

Where:

Units, Departments, Locations

Before



 Bild einfügen

After



 Bild einfügen

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ASA Template



ACTIVITY STRUCTURE ANALYSIS

Root Processes /
Main Activities:

Analyzed Activities

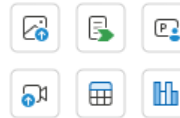
Date:

Date

Where:

Units, Departments, Locations

Text hinzufügen



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KAIZEN

ASA – Self-Test



ASA Self-Test



Please tick the fields marked with the relevant number:

0 = Almost always correct 1 = Often matches 2 = Sometimes correct 3 = Almost never true

1. I'm constantly disturbed by the phone, and the conversations are usually unnecessarily long.
2. Due to the large number of visitors from outside or from home, I often can't get to my actual work.
3. The meetings often take far too long and their results are often unsatisfactory to me.
4. I usually put off large, time-consuming and therefore often unpleasant tasks, or I have Difficulties in completing them as I never stop ("procrastination").
5. There are often no clear priorities and I try to complete too many tasks at once. I deal with too much Small things and can't focus enough on the most important tasks.
6. I often only keep to my timetables and deadlines under tight deadlines, as there is always something unforeseen or I've set myself too much.
7. I have too much paperwork on my desk; correspondence and reading take too much time. The overview and order on my desk is not exactly exemplary.
8. Communication with others is often poor. Late exchange of information, misunderstanding or even frictions are part of our daily routine.
9. Delegating tasks rarely works properly, and I often have to do things that others would have can do that.
10. I find it difficult to say no when others want something from me and I actually want my own work in the future.
11. A clear objective, both professional and private, is missing from my life concept; I often cannot make sense of it to see what I do during the day.
12. Sometimes I lack the self-discipline needed to carry out what I set out to do.

Please add the numbers you have marked together and enter the total number of points in the field provided.

My total score:

0	1	2	3
			
			
			
			
			
			
			
			
			
			
			
			

ASA Self-Test



0 – 17 points:

You don't have any time planning and are driven by others. You cannot lead yourself or others. With time management, a new and successful (working) life begins for you.

18 – 24 points:

You try to get your time under control, but you're not consistent enough to succeed in the long term. We recommend a partner or coach with whom you can talk about the results on a regular basis. Ideally, you should help each other to improve your time management. (mentor-mentee principle).

25 – 30 points:

Your time management is good – and can still be improved. Look out for the petty thieves in day-to-day business. It's often unnecessarily long conversations or lengthy online research. Make a plan for empty runs:

- < than 15 minutes → E-mail check and processing
- < than 30 minutes → Project status check
- < than 1 hour → GEMBA Walk & Talk

31 – 36 points:

Congratulations (if you answered – towards yourself – honestly). You are a role model for everyone who wants to learn how to deal with the times. Let others benefit from your experiences.

KAIZEN

Communication

- **Communication**
 - **Conflict Management**



Communication



Perception

I've seen...
I heard...

Effect

That's what made me...
This makes me feel...

Wishes

I hope that...



Communication component	Description	Impact in%
Body language	Gestures, facial expressions, breathing, clothing	> 50%
Voice	Quiet, loud, listless	> 30%
Factual statement	Message content	< 20%

Gestures and facial expressions have a significant impact on the feedback!
Non-verbal communication = **80%**



***“It’s the tone that makes the music”
”How to call into the forest, so it comes back”***



Communication → Conflict Management



Typical forms of conflict

Conflict type	Description
Conflict of interest	Conflicting goals hinder cooperation
Valuation conflict	Differing opinions, values, and norms lead to disagreement
Distribution conflict	Dispute over resources such as time, money, tasks
Conflict of relations	Personal injuries, misunderstandings, lack of appreciation
Role conflict	Unclear responsibilities, hidden power issues
Conflict of power	Competitive behaviour towards line managers or colleagues
Conflict of values	No common basis for views, moral tensions

Why are conflicts so difficult?

- Emotional conflicts often operate below the surface
- Particularly sensitive during phases of life such as puberty, mourning or pregnancy
- Objective solutions do not apply to personal injuries
- Lack of communication exacerbates momentum

Dealing with conflicts

- Identifying and naming conflicts early on
- Treat causes instead of symptoms
- Clarify roles and responsibilities
- Create a common value base
- Use moderation or external support

Conflicts are part of KAIZEN

KAIZEN stands for continuous improvement – but change brings friction. Tensions can be triggered by new processes, allocation of roles or transparency. **Conflict management is therefore not a secondary issue, but an integral part of KAIZEN.** Sustainable improvements can only be achieved by recognizing and addressing conflicts and resolving them constructively.

Questions & Answers

