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.

E-mail services@ericroth.org
Internet ericroth.org/services

ericroth.org/professional/my-background

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).

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**

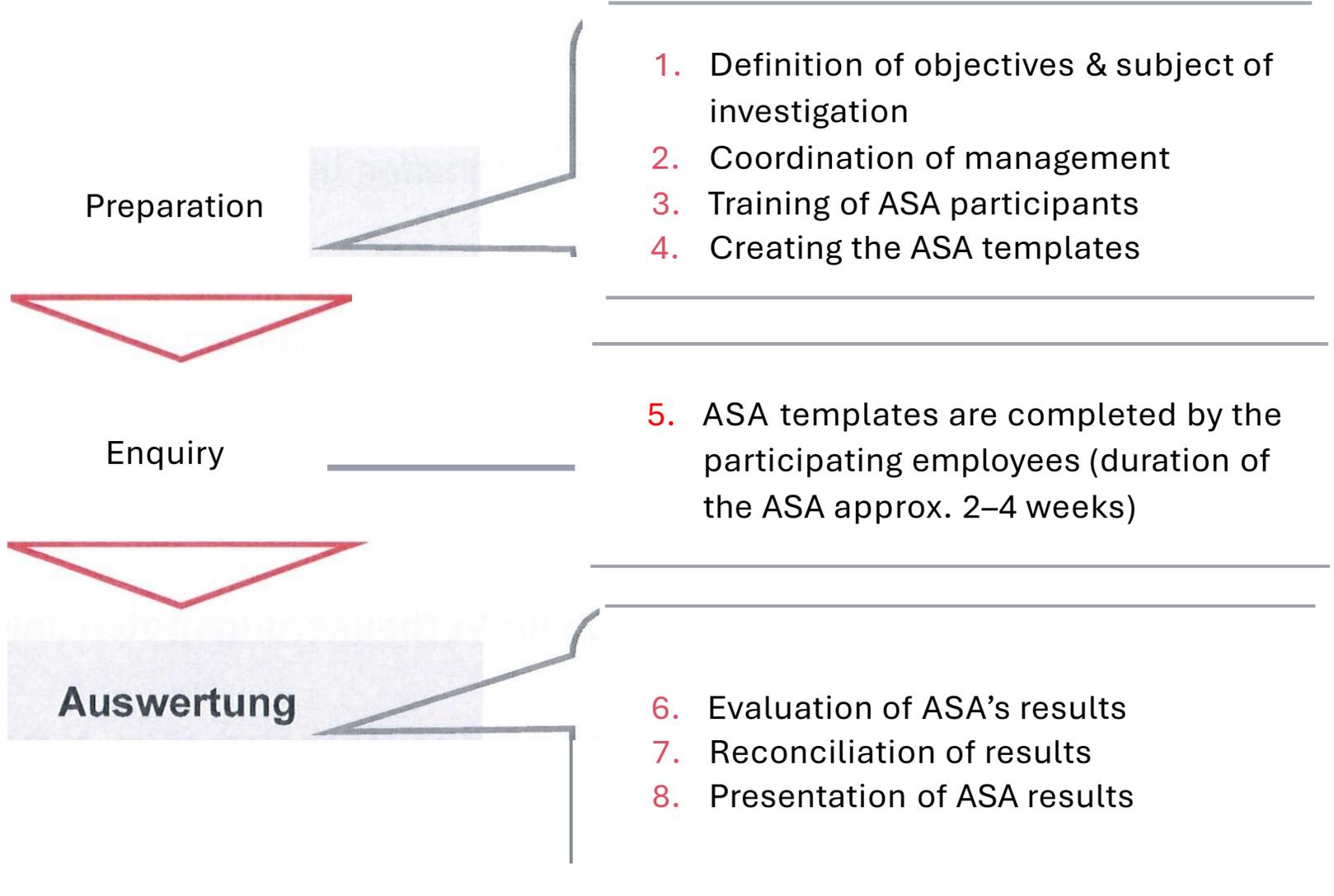- **The ASA Template**

- **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

Preparation

1. Definition of objectives & subject of investigation
2. Coordination of management
3. Training of ASA participants
4. Creating the ASA templates

Enquiry

5. ASA templates are completed by the participating employees (duration of the ASA approx. 2–4 weeks)

Auswertung

6. Evaluation of ASA's results
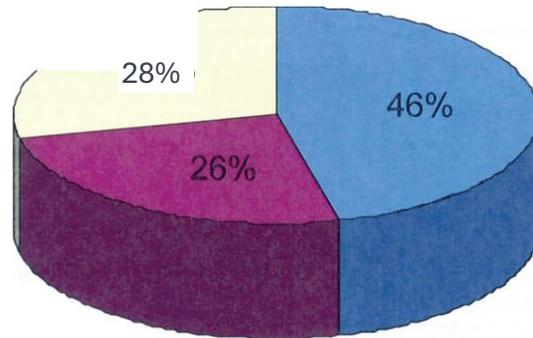7. Reconciliation of results
8. Presentation of ASA results

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

		MON	DI	MI	DO	FR		
Gross working hours per week		40	40	40	40	40	**40 h/wk**	

During this time, we lose:

Lost time due to		MON	DI	MI	DO	FR		Rank
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:

	MON	DI	MI	DO	FR	
Net working hours per week	26	40	31.9	24	31.75	**28.3 h/wk**

The Method

ASA – Activity Structure Analysis
Method Card

Logo

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?

Created by (name, function) - Created on (date) – Version (no.)

ASA – Activity Structure Analysis
Method Card

Logo

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.

Created by (name, function) - Created on (date) – Version (no.)

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.

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	As Required	Duration

Tabelle einfügen

Created by (name, function) - Created on (date) – Version (no.)

Page 1

ASA Template

ACTIVITY STRUCTURE ANALYSIS

Root Processes / Main Activities:	Analyzed Activities

Date:	Date	Where:	Units, Departments, Locations
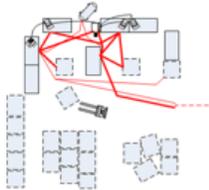
Spaghetti Diagramm

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)*

Before

Bild einfügen

After

Bild einfügen
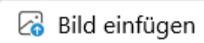
Created by (name, function) - Created on (date) – Version (no.)

ASA Template

ACTIVITY STRUCTURE ANALYSIS

Root Processes / Main Activities:	Analyzed Activities

Date:	Date	Where:	Units, Departments, Locations

Text hinzufügen

Tracking List

It is advisable to record the **improvement cards** as well as **measures from KAIZEN workshops** and also the results of **5S audits** in tracking lists and to always keep them up to date centrally. There are many reasons for this: a) It contributes to the calculation of the KAIZEN maturity level, b) It provides an overview and completeness, e.g. also for effectiveness monitoring, etc.

KAIZEN
ASA – Self-Test

ASA Self-Test

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

	0	1	2	3
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:

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 → Conflict Management

Conflicts are part of further development

Change creates friction. Where transparency increases or working methods change, tensions arise. A professional approach to conflict management is therefore crucial for implementing improvements / transformations in a stable and sustainable way.

Typical forms of conflict

Type of Conflict	Description
Conflicting goals	Conflicting goals hinder cooperation
Evaluation conflict	Differing opinions, values, and norms lead to disagreement.
Distribution conflict	Dispute over resources such as time, money, tasks
Relationship conflict	Personal hurt, misunderstandings, lack of appreciation
Role conflict	Unclear responsibilities, hidden power struggles
Power struggle	Competitive behavior towards superiors or colleagues
Value conflict	No common ground for viewpoints, moral tensions

Why are conflicts so difficult?

- Emotional tensions often operate beneath the surface.
- Objective solutions are ineffective when dealing with personal injuries.
- Lack of communication exacerbates the dynamics

Dealing with conflicts

- Recognize and name conflicts early on
- Treat the causes, not the symptoms.
- Clarify roles and responsibilities
- Use moderation or external support

Communication Share	Description	Influence
Body language	Gestures, mimics, breathing, clothing	> **50%**
Voice	Quiet, loud, listless	> **30%**
Factual statement	Message content	< 20%
Gestures and facial expressions significantly influence the effect of feedback! → **Nonverbal communication = 80%**		

« It's the tone that makes the music »
« What goes around comes around »

Questions & Answers