Practical Problem Solving
Facilitator’s Guide

Step 8: Standardize Success and Learn from Failures
Learn what Yokoten and Hansei are and why they are a critical aspect of the Practical Problem Solving methodology.

A step by step guide to presenting Gemba Academy’s 5S course to lean learners in all positions. This guide includes key points, discussion items, quiz questions and answers, and helpful tips. Using Gemba Academy’s online learning content, any facilitator can teach teams of people to solve problems quickly and efficiently.
Step 8: Standardize Success and Learn from Failures

Preparation and Lesson Plan
Use this page to prepare for each training session.

Resources
- Gemba Academy videos
- Online quizzes

Prepare for a Successful Training Session
- **Watch videos and complete quizzes** on your own at least one day before the training session.
- **Read this guide thoroughly** and become familiar with the course content before presenting to others.
- Prepare a suitable **training room** for your participants.
- Prepare a **computer with internet access** and a projector or large screen. Test all equipment before the training session.
- Have your Gemba Academy **username and password** ready.

U: ____________
P: ____________

- **Choose your quiz style.** The most popular option is to use the online interactive quiz, answering questions as a group with open discussion. Another option is to print the PDF version and have participants complete the quizzes individually.

Training Session Outline
- **Step 1: Introduce** the session topic and content to the participants.
- **Step 2: Play a video.**
- **Step 3: Lead a group discussion** using this guide. Review key points, ask prepared questions and have participants fill in the blanks in their workbooks.
- **Step 4: Take the quiz** and review responses.
- **Step 5: Apply** what has been learned in your workplace.

**Choose Your Quiz Style**

When questions come up, encourage other participants to answer. Responding to questions with “What does the team think?” goes a long way to build engagement.
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Step 1: Session Overview

- **Introduce** the training topic.
  - This module explains how to standardize the successes of your efforts and how to learn from your failures, using techniques called Yokoten and Hansei

- **Explain** what to expect during this session.
  - In this session we will:
    - Watch “Step 8: Standardize Success and Learn from Failures” (8:41)
    - Discuss what we learned from the video using the workbook
    - (optional) watch “PPS Action Guide” (3:40)
    - Review the content with a quiz and talk about the results.

- **Before you begin**…
  - Ask your participants if they know what the terms “Yokoten” and “Hansei” mean. If they do, discuss the implications of these terms and what they might look like for your company.

Step 2: Play “Step 8: Standardize Success and Learn from Failures”

Step 3: Review Key Points

Overview

- As we get started on this step, we’re actually moving into the final step of PDCA: **Act** or Adjust.
- This step often gets glossed over by over-enthusiastic practitioners, but is very important.
- It’s absolutely critical to spend time standardizing, sharing, and building on our successes, while learning and growing from the failures that are sure to happen.
- No matter what we’re dealing with, success or failure, it’s important to continually ask **“why?”**
- Don’t wait for problems to **appear** to react to them.

Plan & Do Revisited

- For most of this course, we’ve covered the Plan and Do portions of the process.
- Those two steps are similar to **mountain** climbing; we spend a lot of time planning before we actually do anything.
- Getting to the summit is optional, but getting down is **mandatory**. Once countermeasures have been implemented, we must verify if they’ve worked or not, while standardizing success and learning from failures.
- Otherwise, our countermeasures will die like mountaineers stranded on a summit.
- Once a countermeasure has been proven to work, it’s critical to share it throughout the organization horizontally instead of vertically (Yokoten), with the expectation that people will go see how another area did kaizen for themselves.
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Hansei
- During the Check and Act phases of PDCA, we should practice Hansei, which is often translated as reflection or repentance.
- It allows the opportunity to reflect on what went right and what went wrong, allowing us to adapt to these issues.
- “Han” = “to change, turn upside down”, “sei” = “to look back upon, review, examine oneself”
- Hansei is both an intellectual and emotional exercise, and involves a sense of shame to some extent.

Turn the Cycle
- During this last step, we must turn the PDCA cycle and set the next targets for improvement.
- “No problem is a problem”: it’s impossible that there are no more problems in the workplace.
- If we think that all of our problems have been solved, we’re not looking hard enough.

Step 4: Quiz

1. As we move into step 8 of the process, which is focused on standardizing success and learning from failures, we’re actually moving into the _________ phase.
   - [x] act
   - [ ] check
   - [ ] plan
   - [ ] do

2. No matter what results we’re dealing with, success or failure, it’s important to continuously ask why.
   - [x] True
   - [ ] False

3. The Plan and Do phases of PDCA can be likened to what analogy?
   - [ ] Getting down from the mountain
   - [x] Preparing for and climbing a mountain
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4. This word means to share success horizontally throughout the organization.

☐ Yamaha
☐ Hansei
☐ Kanban
☑ Yokoten

5. Loosely translated, hansei means to celebrate successes as a team.

☐ True
☑ False

Step 5: Play “PPS Action Guide”

Step 6: Reflection
Give your participants 10-15 minutes to fill out the reflection questions at the end of their workbook. When they’ve finished, have a short discussion with them. Now that you know what Yokoten and Hansei involve, go ahead and share your results with other departments, and be sure to reflect on what went right and what went wrong during the process. Spend 5-10 minutes discussing the best way to do so.