Department’s earlier development activities

- How familiar is Lean in your unit?
- How would you describe the development culture of your unit?
- How has the development culture changed during or since Kaizen?

Planning of and preparing for the Kaizen event

- On a scale of 1-5, how prepared were you for the Kaizen event?
  - 5 = very well prepared
  - 3 = neutral
  - 1 = not prepared at all
- How did you prepare for the Kaizen event?
  - Was the guidance clear — did you know how to prepare?

Implementation of the Kaizen event

- On a scale of 1-5, how well did you get started in the Kaizen event’s workflow?
  - 5 = very well
  - 3 = neutral
  - 1 = poorly
  - What made getting started easy/difficult?
- What went well during the Kaizen event?
  - What went poorly? What could have been done better?
- Did you get enough support from the Lean coaches and Kaizen consultant?
  - Was the division of responsibility for the participants clear?

The problem or process that was the subject of development

- What was the problem or process set to be the target of development?
  - What were the root causes of the problem?

Implementation of the specified changes in the department

- What was designed as the solution to the problem?
  - What kind of goals were set?
- What changed in your unit compared to the situation before the event?
  - How were the changes received?
Immediate and long-term results and follow-up of the Kaizen activities

- When did the first results of the Kaizen activities appear?
  - What were those results?
  - Were there any other immediate results?

- What long-term results have your unit achieved?
  - Did you reach the objectives?
    - Why / why not?
  - Are you able to sustain the results achieved?
    - Why / why not?

- What results have your unit achieved in addition to the results in performance metrics?

Continuous improvement and permanence of changes and results

- How do you follow the development activities in your unit?
  - Follow-up meetings?
  - How often and for how long?

- By what metrics is the development monitored in your unit?
  - Have the metrics changed somehow? Why?
  - Is the data being utilized somehow? How?

- On a scale of 1-5, how well does continuous improvement take place in your unit?
  - 5 = very well
  - 3 = neutral
  - 1 = not at all
  - How does continuous improvement appear in the unit?

- What are the challenges associated with continuous improvement?
- What factors do you feel are essential for continuous improvement and the persistence of change?

Future of the improvement activities of the department

- On a scale of 1-5, how optimistic are you about future development activities in your unit?
  - 5 = very optimistic
  - 3 = neutral
  - 1 = not optimistic at all
  - What might your development activities be like in the future?

- What did you learn during the Kaizen event or after?