

Adapted from *Kaizen: The Key Japan's Competitive Success* by Masaaki Imai McGraw-Hill Publishing Company 1986

Kaizen

“There will be no progress if you keep on doing things exactly the same.”

Toyota's belief in customer satisfaction, the ability to trim costs but not sacrifice product integrity, build collaboration, establish cross-functional teams and create sustainability drew me to look deeper at this management model

What is Kaizen?

- Kaizen: Means gradual unending improvement by doing little things better; setting and achieving ever higher standards.
- Kaizen: focus on customer satisfaction.
- Kaizen: customer-driven strategy for improvement.
- Kaizen: assumes all activities should eventually lead to increased customer satisfaction
- Kaizen: managers must seek to satisfy customers to stay in business and make a profit.
- Kaizen: managers should spend 50% of their time looking for ways at ways to improve.

Improvement East and West

Western view of improvement is focused on great leaps forward as a method to improve an existing situation.

- Innovation to the west is a dramatic attention getter: One shot phenomenon.

Eastern view of improvement is deeply rooted in the idea of gradual, steady steps toward improving an existing situation.

- Kaizen: un-dramatic and subtle results which are seldom immediate and visible: A Continuous Process.

Role of Management

Constant effort is required on everyone's personal effort. Management must make a conscious and continuous effort to support workers' individual efforts. There is more focus placed on process and not results. Looking at process means focusing on people and how they work and the environment they work in. Effort must be made to improve productivity and quality at the same time. Productivity is only a description of the current state of affairs and the past efforts of people.

Kaizen: process orientated measures look into the efforts of improvement, the worker is supported and less emphasis is placed on early results. This is based on a belief in people's inherent desire for quality and worth, and management has to believe that supporting the worker is going to pay off in the long run.

Kaizen Model of Creating Change

	Kaizen	Innovation
1. Effect	Long-term and long lasting but un-dramatic	Short-term but dramatic
2. Pace	Small steps	Big steps
3. Timeframe	Continuous and incremental	Intermittent and non-incremental
4. Change	Gradual and constant	Abrupt and volatile
5. Involvement	Everybody	Select few “champions”
6. Approach	Collectivism, group efforts, systems approach	Rugged individualism, individual ideas and efforts
7. Mode	Maintained and improvement	Scrap and rebuild
8. Spark	Conventional know-how and state of the art	Technology break-through, new inventions, new theories
9. Practical requirements	Requires little investment but great effort to maintain it	Requires large investment but little effort to maintain it.
10. Effort orientation	People	Technology
11. Evaluation criteria	Process and effort for better results	Results for profit
12. Advantage	Works well in slow-growth economy	Better suited to fast growth economy.

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Kaizen: Total Quality Control

Company-wide quality control conducted by all people in the company. People must help to identify and solve problems. Process oriented view looks at the quality of people and expect all people to be trained in the tools of problem solving. Where information is properly collected, processed, channeled, and put to practical use there is always the possibility of success. Quality first and not profit is the focus. Quality assurance, cost reduction, efficiency, meeting delivery schedules, safety and staff moral are areas that are constantly monitored for improvement opportunities.

Quality Control

- ❖ Speak with data and quantify as much as possible using data analysis.
- ❖ Check with results and by results. Look at what steps have been followed and work jointly to establish criteria for improvement. Encourage feedback and establish communication pathways.
- ❖ Best practice drives performance. Data and facts drive discussion.

PDCA Cycle

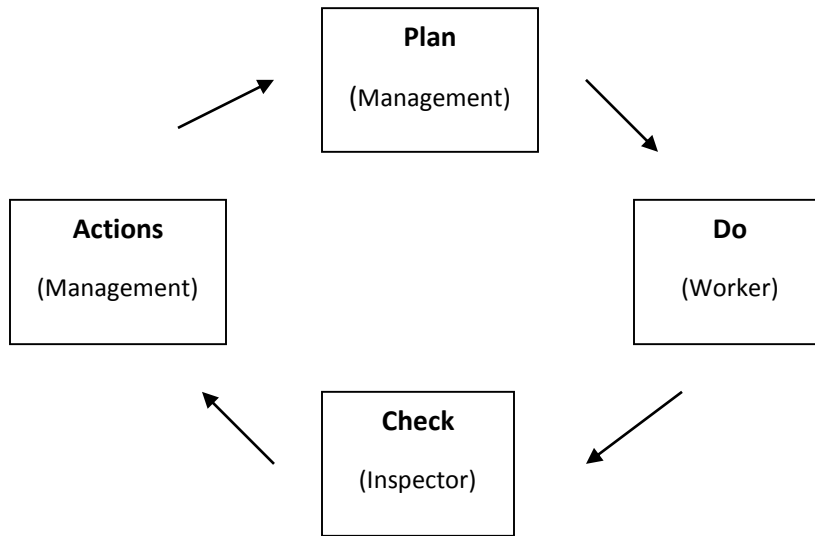
- ❖ **Plan:** using a data identify problem or challenge, study the current situation and create a plan.
- ❖ **Do:** Implement plan
- ❖ **Check:** look for customer satisfaction, check with worker to examine if workers' actions have produced desired results.
- ❖ **Actions:** any and all corrective action was taken in case of errors or defects were found in the plan once implemented.

Look at current situation and gather data, design and implement plan, check to see if the plan created the change needed, if the plan was successful then it becomes standardized. Once a standard has been created it then to be challenged and viewed as something to improve upon.

Role of Quality Circles: Problem Solvers

1. Responsible for defining the problem by plotting key factors contributing to the problem and numbering them in order of importance.
2. Create a cause and effect diagram to analyze the causes of the problem and then begin to use analysis to develop solutions.
3. Implement and check for improvement.
4. Critical eye on how to improve the standard once it is standardized

Kiazen: QC Circle Meeting Format



Quality Control Questions

Who	What	Where	When	Why	How
Who does it?	What to do?	Where to do it?	When to do it?	Why does he/she do it?	How to do it?
Who is doing it?	What is being done?	Where is it done/	When it is done?	Why do it?	How is it done?
Who should be doing it?	What should be done?	Where should it be done?	When should it be done?	Why do it there?	How should it be done?
Who else can do it?	What else can be done?	Where else can it be done?	What other time can it be done?	Why do it then?	Can this method be used in other areas?
Who should be doing it?	What else should be done?	Where else should it be done?	What other time should it be done?	Why do it in that way?	Is there any other way to do it?