

Kaizen

Notes borrowed from Norm Bodeck

THE PURPOSE OF A QUICK AND EASY KAIZEN SYSTEM

Empower the employees to participate in improvement activities
Make your jobs easier and more interesting
Improve quality, safety, environment, throughput, reduce costs and please our customers

3 REASONS TO HAVE A QUICK AND EASY KAIZEN SYSTEM

A conscious effort
To have improvement activities continue
Improvement becomes an organization-wide effort involving all employees

3 DEFINITIONS OF KAIZEN

Shortcut by changing methods
Small changes
Changes within realistic constraints

THE PROCESS

Employee notices a problem or an opportunity for improvement.
Employee gets an improvement idea, writes it down and submits it to their supervisor.
Employee implements the idea and writes up the idea on a Kaizen form and placed into the idea box.
If suggestions are allowed under your system then it should be written up and put into the Idea box.
Within 24 hours, managers review and give feedback to employee on how to help them get the idea implemented.
If suggestion is approved then the employee should take leadership to implement the idea
All implemented or in process ideas should be posted to share with others.
And praise ... praise ... praise

Douglas McGregor's Theory Y

Human beings bring the same effort to work as to play, voluntary and spontaneous
Once they agree on a certain objective, people can control their own conduct.
Humans beings strive for self-actualization and fulfillment of their potential.
People usually assume responsibility when conditions allow them to do so.
Everyone possesses the capacity to be creative and inventive.
Modern corporations do make the best use of the intellectual capabilities of their employees

Based on the concept of continuous improvement, or Kaizen, every Toyota team member is empowered with the ability to improve their work environment. This includes everything from quality and safety to the environment and productivity. Improvements and suggestions by team members are the cornerstone of Toyota's success

"Unless you try to do something beyond what you have already mastered, you will never grow."

Ronald. E. Osborn

Where Lean Thoughts can become Reality

Kaizen

- Don't attack people, but attack methods
- Change viewpoints, methods, and ways of thinking.
- Saying "be careful" or "pay attention" is not enough, you must change poor methods.
- Unless poor methods are attacked and changed, similar problems will repeat.
- Kaizen is small changes done easily, simply and routinely.
- First take a step. The first step leads to the next one.
- Start where you can. Implement what you can.
- Abolishing unnecessary things, wastes and excesses is kaizen. If it cannot be abolished, reduce however small it may be. If you cannot reduce any further, change elements, matters and conditions.
- You should borrow and utilize other's brains widely. Kaizen does not ask where it is from. As long as your work becomes better with better means and methods, it is kaizen.
- Each individual kaizen won't result in great profits by doing it, or won't result in great losses by not doing it. But, continuity and accumulation makes a big difference.
- Change so that ordinary things can be done properly.
- The best is the enemy of Kaizen. Aim at the best, but starting with the better. If you stick to the best, you will end up with doing nothing. Good, Better, Best.
- Do it, if it doesn't work ... kaizen again. Kaizen may backfire. It may work for you, but it may cause a trouble to the other people. One kaizen may produce another problem. Those who are poor in kaizen will stop there. The masters of kaizen know that that is the time when real kaizen begins. When a kaizen backfires, it is a chance for the next further kaizen.
- Do it, if the result is good, kaizen again. Kaizen is not something you can complete with your one try. Therefore, you don't have to be satisfied with just one kaizen.
- Kaizen = continuous improvement
- Kaizen = continuous perpetual changes and progress
- Ingenuity rather than labor. You can deal with a problem with perseverance (mental) and hard work (tenacity). Kaizen makes it easy.
- Kaizen means omission or shortcut. Omit wasteful labor = kaizen is the omission of unnecessary things. Without kaizen, work get tougher and tougher. Unless you omit unnecessary things, you might omit necessary things. To omit unnecessary things and do necessary things thoroughly, fully and carefully is kaizen.