

JESSENKEN

“Go-and-see-ism” plus Speed.

Many similar attributes to a Kaizen Blitz, Jessenken focuses on short-term improvements and problem solving through a cross functional team activity. Jessenken methodology has been adopted by Yokohama Tire Corporation and is delivering significant results. Some of the Jessenken concepts are portable to any Kaizen event.

First the team takes a crash course in PDCA (Plan, Do, Check, Act) by following a step-by-step approach.

1. Go see, and get the facts (at the trouble area)
2. Share, Review, and identify problems of each fact (determine what loss or problem could occur for each fact found)
3. Analyze each fact, find the root cause, and determine action needed to eliminate each loss.
4. Design a trial(s) and do it.
5. From the results of facts and trials, make an action plan
6. Management Review

What makes Jessenken different is the focus on speed, speed, speed ... Also a typical event does not last longer than a couple of days. A key point is to make improvements without spending money or capital expenditures.

A Jessenken activity starts with supervisors from outside the target areas visiting and conducting an audit to find opportunities. The opportunities are then aligned against a table of the 9 deadly wastes to help the team measure success.

All supervisors and key individuals have been trained on Continuous Improvement techniques and how to apply them. This helps individuals create the “Improvement Eye”. Any employee can suggest a Jessenken topic but by utilizing trained employees to act as auditors stimulates more ideas and opportunities.

I have always been a bit nervous about companies doing Kaizen Blitz's since in many cases this the first foray using Lean Techniques, which typically result in “Kamikaze Kaizen”. The difference that I see with Jessenken, is that this tool is used after an organization has already embarked on a Lean journey but is looking for additional ideas to stimulate progress.

It is important to remember that Continuous Improvement is all about making small incremental improvements. As we recently learned at driving school, if you ...

Focus on Technique, Speed will follow ...

“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

HOW TO EXECUTE A JISSENKEN ACTIVITY

STEP 1

A Jessenken activity starts with an employee proposing a topic and gathering the benchmark data for the topic (if available). A leader is then selected (normally the person who proposed the topic) and form a cross functional team.

STEP 2

The Jessenken activity is then assigned a facilitator whoes role is different from the leader's. This person is the coach and must must make sure the team stays focused and on track. The team first confirms and agrees with the "theme" of their activity and the target for results. The leader assigns the "Gemba" area to each member for fact gathering. The team suspends everything they know about the theme and goes to the target area for fact gathering and documentation.

STEP 3

Next step is to determine the problems/loss that could result from each fact.

Know what the root cause is for each problem found. You can use any of your familiar problem solving tools to help determine potential root cause (5 Why, K-T, A3 etc) Each fact is then categorized by the effect on: The 9 Wastes of lean; Safety; Environmental; Quality; Cost; Delivery; and the 4M's: man, machine, material and method.

Each fact is given a priority (0 to 5; 0 = no effect on theme; and 5 = highest effect on theme).

STEP 4

Next analyze what you have found thus far and determine trials to execute. The trials should be done immediately. After they are complete, analyze for results and determine next step.

STEP 5

Making an Action Plan. The key point to this step is to make your actions happen fast.

STEP 6

The team presents before-and-after results to management. Management and the Team determine if the Jessenken theme can be closed or not. If yes, the Team must show how to maintain their good results. If no, the Team follows up in a month and begins the PDCA process again. Typically the Team insures sustainment through daily check sheets, visual management systems or a change in standard operating procedures.

Jessenken will work in an organization where a solid understanding of Continuous Improvement exists supported with a robust auditing system, in order that Management needs to only provide advice and encouragement to the teams.

Jessenken is also more suited when paired with problem solving.