Kaizen Culture

What is KAIZEN?

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改

KAI   Change

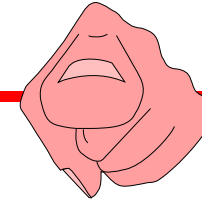善

ZEN   Good (or better)

KAIZEN - Continuous improvement
Elimination of waste

Kaizen Culture   2
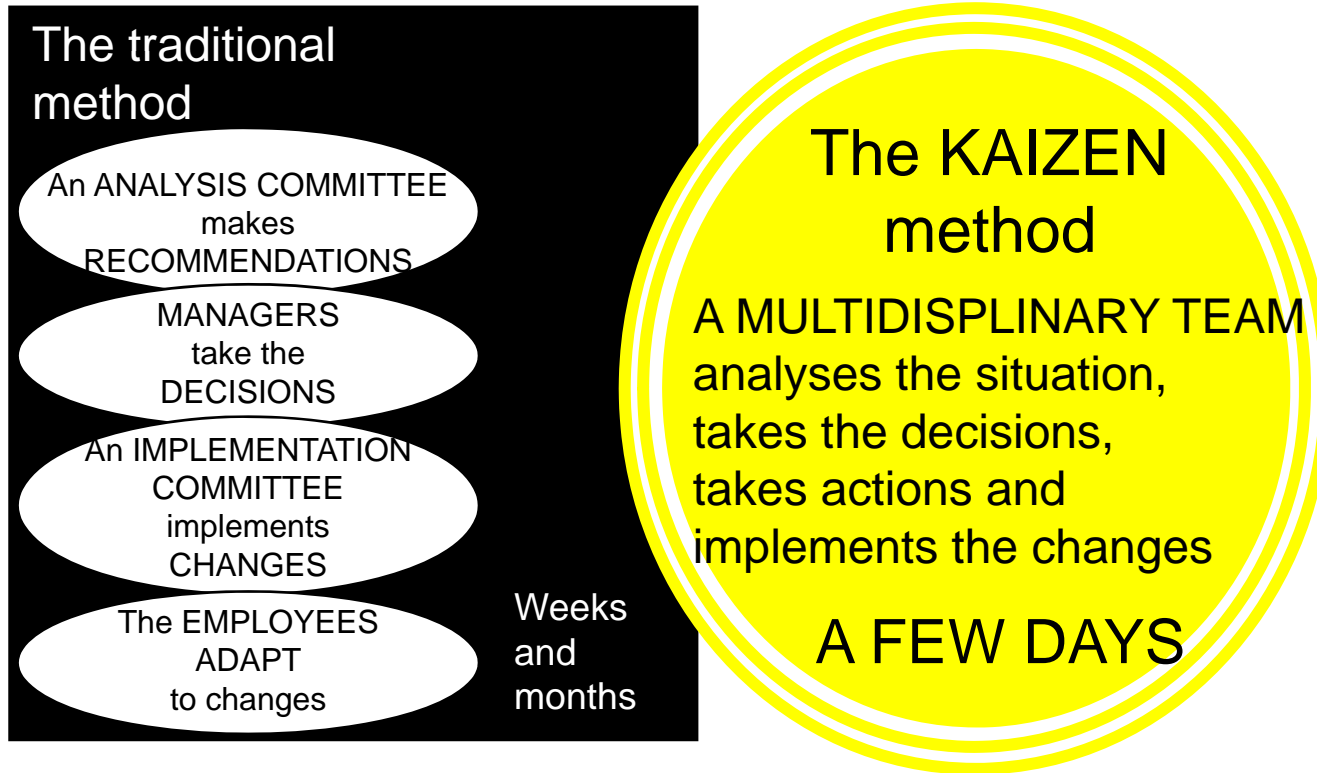
10 Ground Rules for Kaizen

1. Don't try to justify the past – challenge fixed ideas

2. Be positive – think how things CAN be done not why they CAN'T be done

3. Use data, not pet theories

4. Use wisdom not money

5. Work smarter not harder

6. Set high standards

7. Correct failures immediately - 70% now is better than 100% never

8. Lead by example

9. A team is better than 1 expert – involve people

10. Identify the root cause

Can do, do it, do it now!

Traditional Method vs Kaizen

The traditional method

An ANALYSIS COMMITTEE makes RECOMMENDATIONS

MANAGERS take the DECISIONS

An IMPLEMENTATION COMMITTEE implements CHANGES

The EMPLOYEES ADAPT to changes

Weeks and months

The KAIZEN method

A MULTIDISPLINARY TEAM analyses the situation, takes the decisions, takes actions and implements the changes

A FEW DAYS

Kaizen Objectives:

- Develop a problem solving <u>culture</u>
- Elimination of waste
- Smoothing processes
- Making the job safer and easier
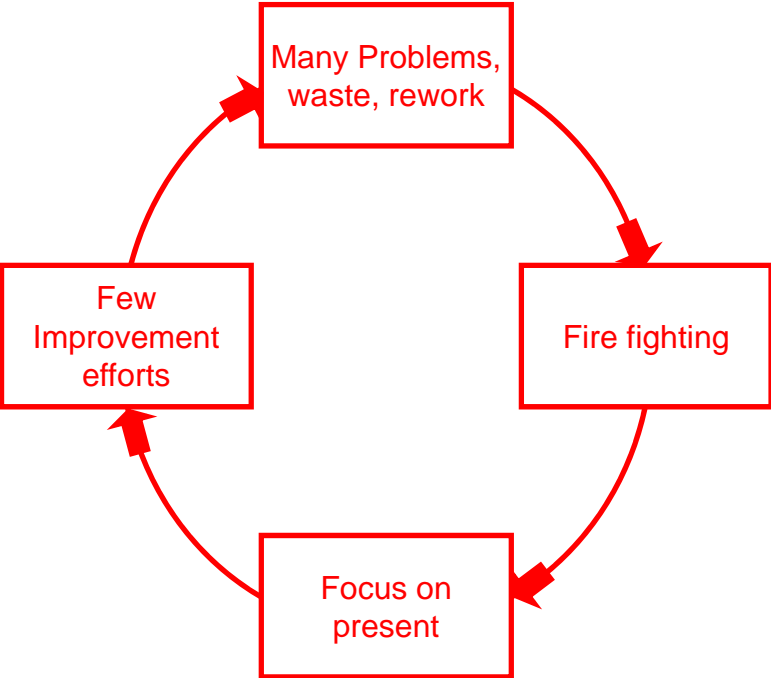- Improving quality
- World class performance
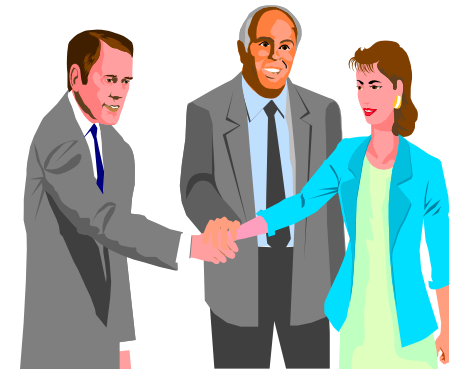
Increased customer satisfaction
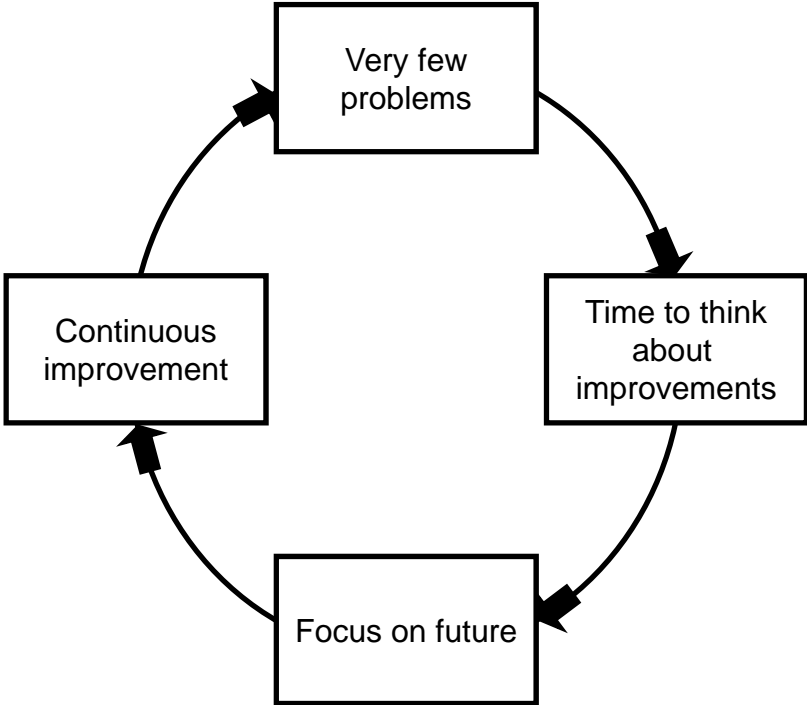*<u>through employee contribution!</u>*

Fire Fighting vs Kaizen

Fire Fighting Spiral

Many Problems, waste, rework

Fire fighting

Focus on present

Few Improvement efforts

Continuous Improvement Spiral

Very few problems

Time to think about improvements

Focus on future

Continuous improvement

Winners vs Losers

WINNERS

Is always part of the answer

Always has a programme

Says "let me do it for you"

Sees an answer for every problem

Sees a green near every bunker

Says "it may be difficult, but it's possible"

BE A WINNER !

LOSERS

Is always part of the problem

Always has an excuse

Says "that's not my job"

Sees a problem for every answer

Sees a bunker near every green

Says "it may be possible, but it's too difficult"

The Kaizen Mind

- **No Excuses**

- **No Waste**
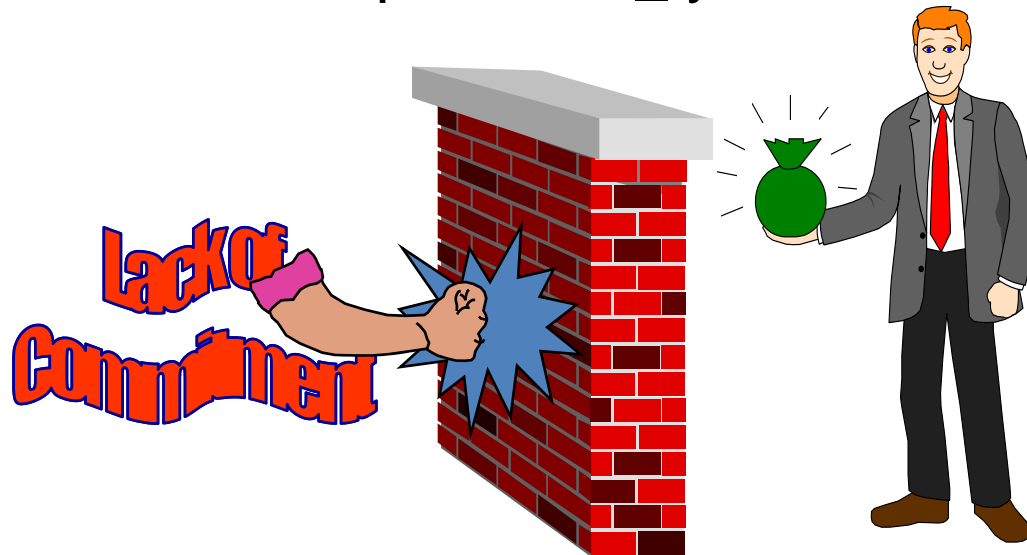
- **Just Do It!**
  - quick to act
  - fast results

Final Words

1. Follow through on actions
2. Kaizen is powerful _if_ you continue

3. Ensure procedures are followed - don't backslide
4. Managers follow-up _yourselves_ - don't rely on reports