

# Kaizen

TO BREAK FOR THE BETTER

SIMPLER. FASTER. BETTER. LESS COSTLY.

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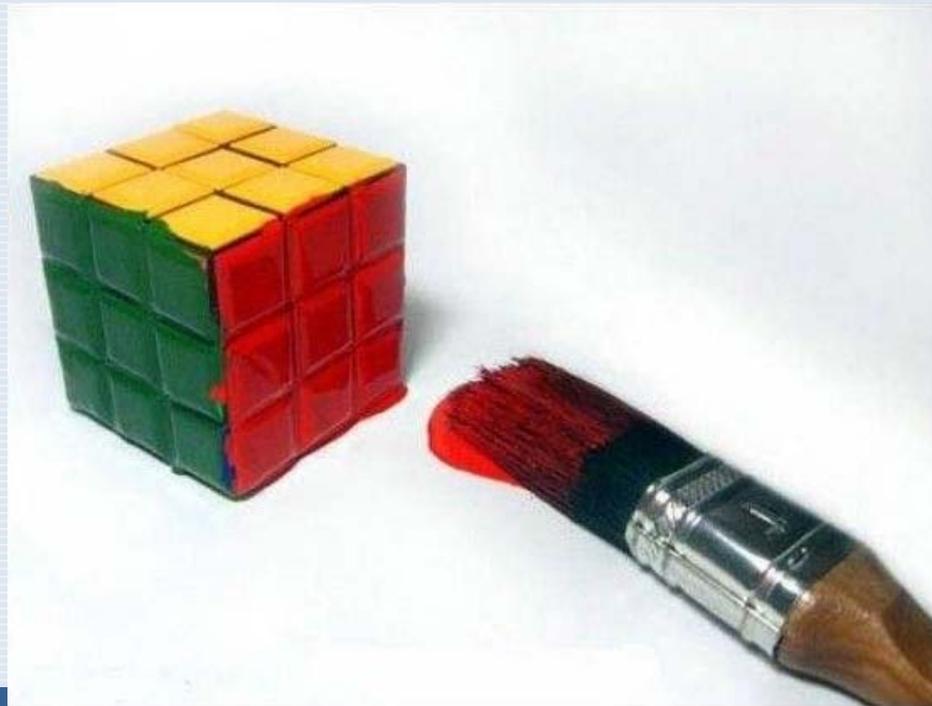
# Kaizen



Kai = To Break  
Zen = For the Better

# Kaizen

- Identifying problems and developing and implementing ideas to solve those problems

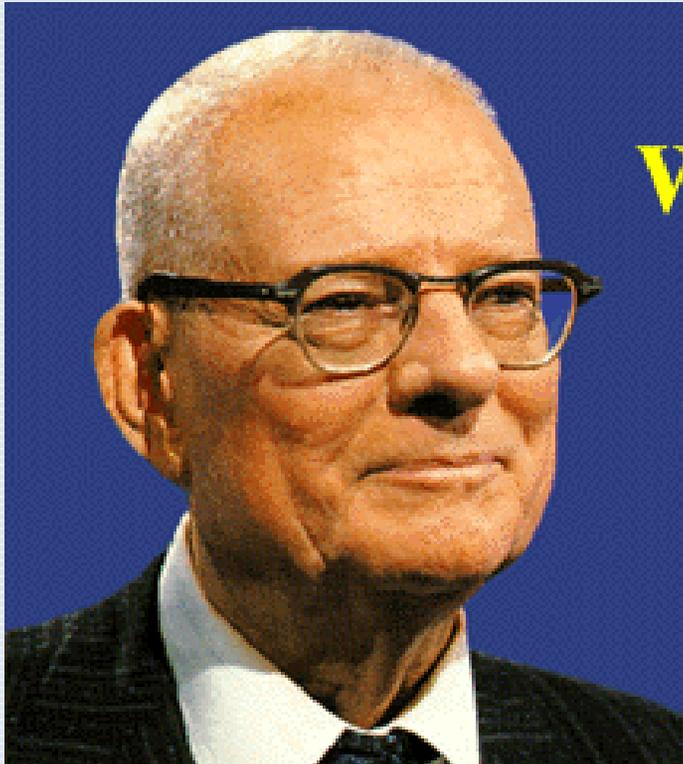


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# Kaizen History

- After WWII, to help restore Japan, American occupation forces brought in American experts to help with the rebuilding of Japanese industry.
- They developed a Management Training Program that taught statistical control methods as part of the overall material.
- This course was developed and taught by Homer Sarasohn and Charles Protzman in 1949-50. Sarasohn recommended [W. Edwards Deming](#) for further training in Statistical Methods.



# W Edwards Deming

1900-1993

*"We have learned to live in a world  
of mistakes and defective products  
as if they were necessary to life.  
It is time to adopt a new  
philosophy in America."*

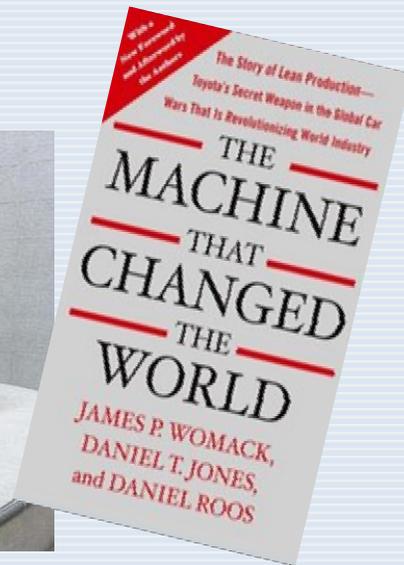
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# Toyota System

- The **Toyota Production System** is known for kaizen, where all line personnel are expected to stop their moving production line in case of any abnormality and, along with their supervisor, suggest an improvement to resolve the abnormality which may initiate a kaizen.

1936 Toyoda AA



2012 Toyota RAV4



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**Kiichiro Toyoda, the company's founder**

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# Top selling car of all-time?

1966



2013



39 million cars as of 2012

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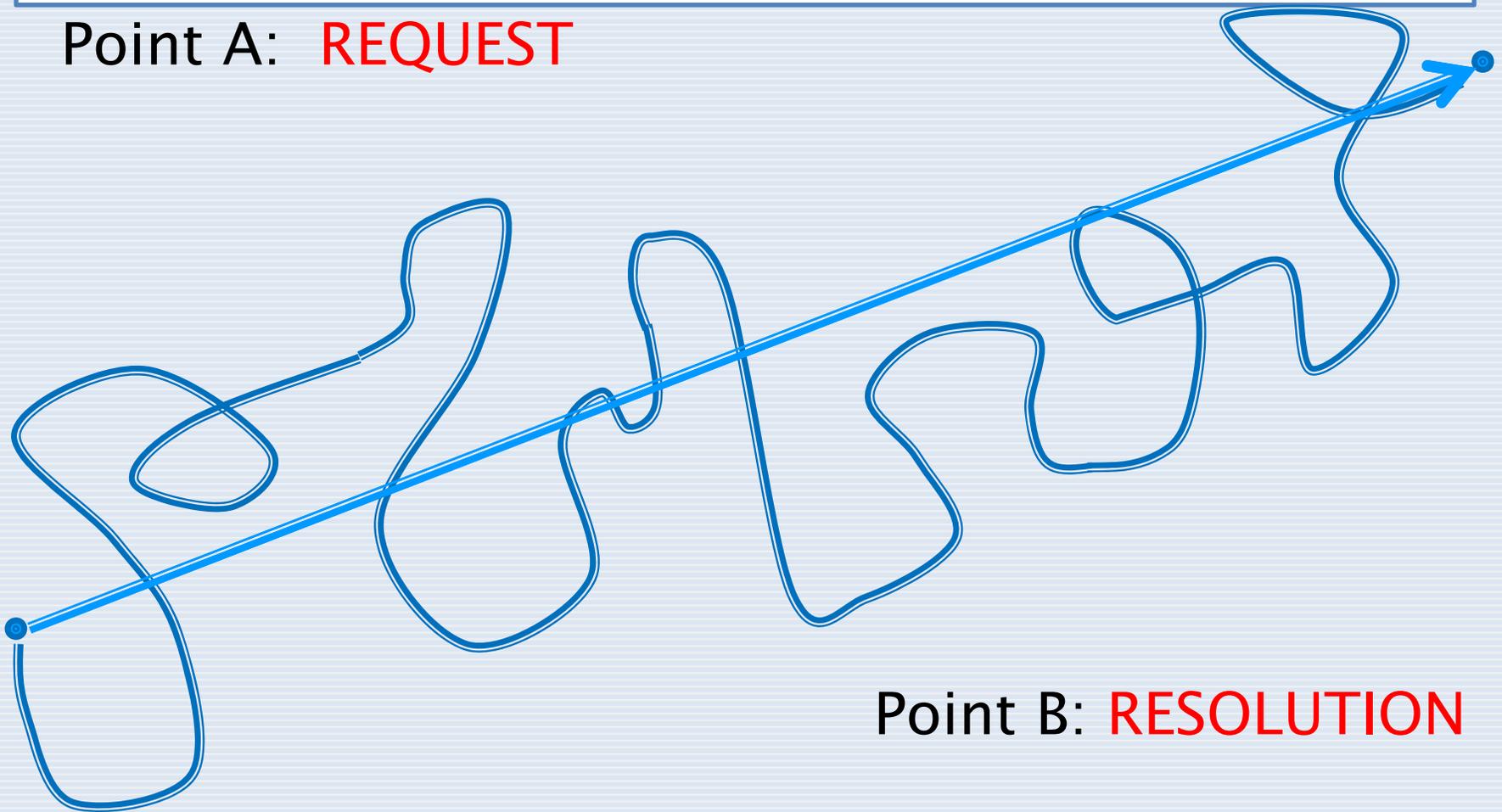
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# Kaizen Mindset

- Acknowledging that everything can be improved and everything can perform better or more efficiently
- Kaizen type improvements
  - Big
  - Small

# Processes tend to be invisible

Point A: **REQUEST**

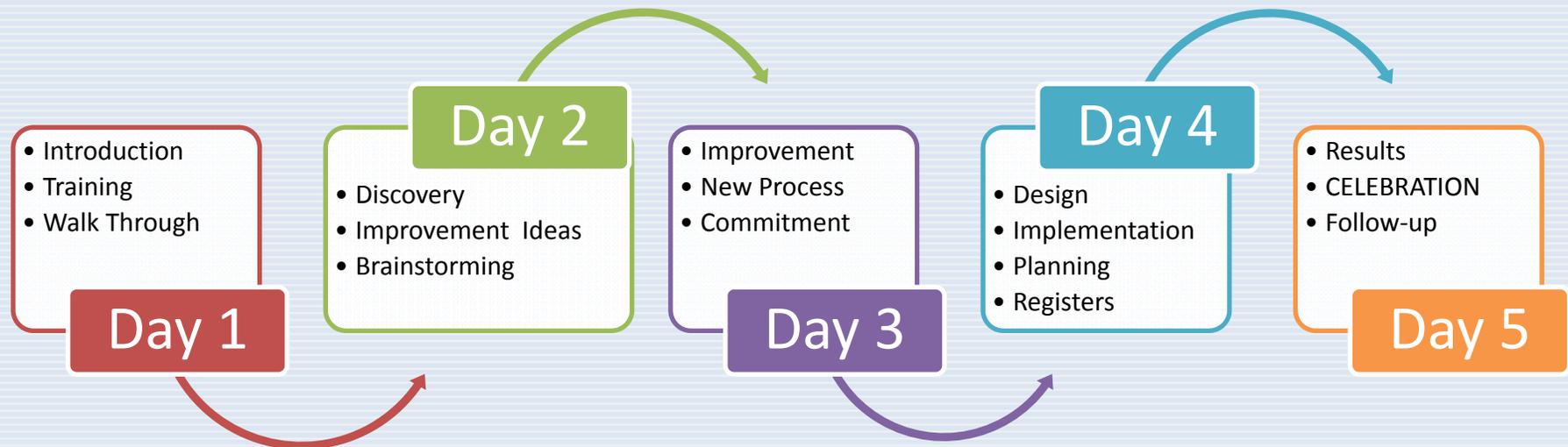


Point B: **RESOLUTION**

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# Kaizen Event



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# Event Roles

- Senior Leadership:
  - Typically the Director or Deputy Director Level
- Sponsor(s):
  - Who will communicate with Senior Leadership and the Team on results and issues?
- Team Leader(s):
  - Who will ensure the Kaizen Team is making progress?
- Subject Matter Experts (IT, Legal, Engineering, Facilities, HR, etc.):
  - Subject Matter Experts should be available **Wednesday-Friday** during the week to help the team with IT, Legal, etc. questions they will have while working to implement the new Future State.
- Customers:
  - Strongly encouraged to include a minimum of one customer to participate for the whole week.

# Kaizen Event – Out of Scope

- No one loses their job because of the Kaizen event, but duties may be modified
- No additional staff
- No additional money
- No legislative changes or changes to collective bargaining agreements
- No IT solution until it is determined that an IT solution is needed

# Kaizen Event Goals (Examples)

- Reduce “lead time” by at least 50%
  - Lead time: Start to Finish
- Improve customer service
- Reduce cost
- Eliminate backlog