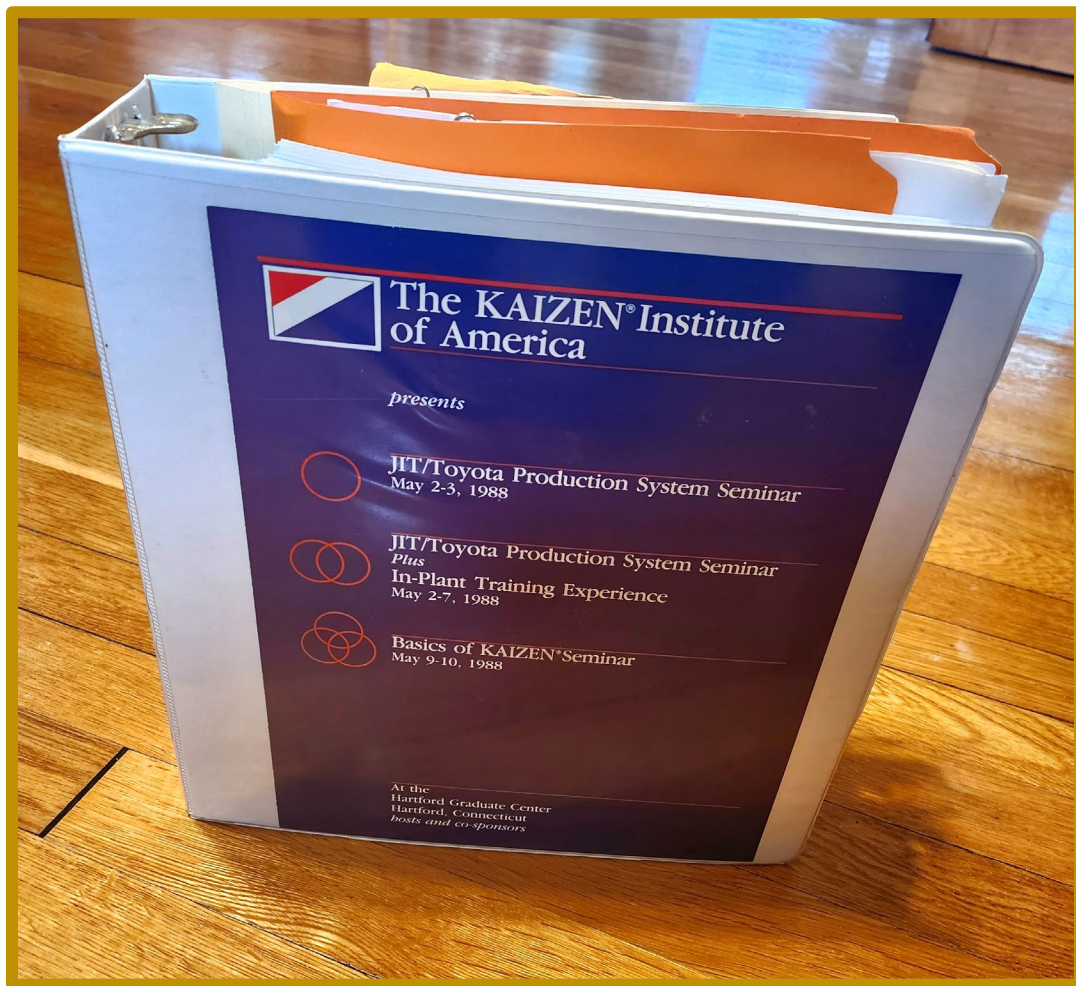


Insights into the History of Progressive Management

★ Part 2 of 4 ★



TPS and Kaizen Training by The Kaizen Institute and Shingijutsu

Hartford Graduate Center, May 1988
Hartford, Connecticut, USA

TPS and Kaizen Training by The Kaizen Institute and Shingijutsu

Hartford Graduate Center, May 1988

Hartford, Connecticut, USA

What was going on before “Lean” entered the scene in the Fall of 1988?

The Hartford Graduate Center (later known as Rensselaer at Hartford*) was a major site where the Toyota production system and Kaizen were introduced to business leaders from across North America.

It is the origin story of Danaher’s involvement with Toyota’s production system and kaizen, and that would later evolve into the Danaher Business System. In attendance were George Koenigsaecker, Art Byrne, John Cosentino, and Bob Pentland.

Art Byrne would later become the President and CEO of The Wiremold Company. Their transformation was described in my Shingo Prize-Winning book, [*Better Thinking, Better Results*](#).

Several more of these Kaizen Institute seminars were held at the Hartford Graduate Center in 1989 and 1990, but without Shingijutsu (post-1989).

Special thanks to Alice Heist, Corporate Relations Manager at the Hartford Graduate Center, for preserving these important records!

The following pages are notes from the Kaizen Institute Seminar attended by Orest Fiume, Vice President of Finance and Administration, The Wiremold Company.

Notice the focus on changing the production and management system through kaizen, and the emphasis on understanding and improving the work. This differs substantially from where Lean management is today. It has been reduced to a small suite of popular tools that have been absorbed into classical management and their use is typically circumscribed to lower-level workers.

Hopefully, this will inspire you to return to the roots of improvement: kaizen.

* I worked at Rensselaer at Hartford as a clinical professor in the Lally School of Management and Technology from 1999 to 2004. The name has since been changed to “Rensselaer at Work.” See https://en.wikipedia.org/wiki/Rensselaer_at_Work

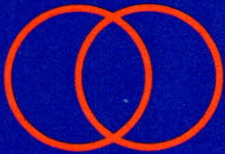


The KAIZEN[®] Institute of America

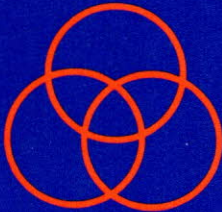
presents



JIT/Toyota Production System Seminar
May 2-3, 1988



JIT/Toyota Production System Seminar
Plus
In-Plant Training Experience
May 2-7, 1988



Basics of KAIZEN[®] Seminar
May 9-10, 1988

At the
Hartford Graduate Center
Hartford, Connecticut
hosts and co-sponsors



The KAIZEN® Institute of America

The KAIZEN Institute of America was created by Masaaki Imai, chairman of The Cambridge Corporation, one of Japan's most prominent international management consulting firms, to meet the increasing demand for learning and implementing the KAIZEN concepts, systems and management tools in American corporations and organizations. KAIZEN in Japanese means gradual, incremental and constant *improvement* that involves everyone in the organization - from top executives to line workers.

Through many programs and consulting services, the Institute offers specialized public or private, in-house opportunities for management to keep abreast of the latest developments in quality improvement, greater productivity techniques and increased competitiveness—from Japan, the United States and other major world centers.

Expert Seminar Leaders and Instructors

These practical, but intensive seminars are taught by a staff of specialists whose practical knowledge is supplemented by their continuous in-the-field assignments in Japan or other key industrial markets.

Featuring:



Masaaki Imai, chairman, Cambridge Corporation (Japan), president, KAIZEN Institute of America and author of the best-selling book, *KAIZEN: The Key to Japan's Competitive Success*.

Yoshiki Iwata, president, New Technology Institute, renowned leading consultant on Toyota's famous Kanban Production System (JIT) and former manager of Toyoda Gosei's JIT Implementation Office, where he became a disciple of Taiichi Ohno, former vice president of Toyota Motor Co. and founder of its revolutionary production system.



Chihiro Nakao, vice president, New Technology Institute and the manager responsible for introducing the Toyota production system to Taiho Kogyo Co., Ltd., a Toyota Group company. He is particularly recognized for outstanding work in the fields of *Jidohka* and *SMED*.

Akiro Takenaka, managing director, New Technology Institute and former production engineer who worked with Mr. Ohno in implementing the new Toyota Production System. He is an expert on building *standardized work systems*, and is in great demand in Japan as a top-notch trainer in this field.



Special assistance and group leadership will be provided by the U.S.-based KAIZEN consultants.



JIT/Toyota Production System Seminar

PROGRAM A: 2 Days, May 2-3, 1988

Seminar Description

This seminar provides the concepts of Just-in-Time production systems as they were originally developed by Toyota Motor Co. and implemented at the Toyota Group companies. For two days, the Toyota Production System will be introduced, examined and put into practical terms for application by participants in their companies. Using a course manual, complete with reference materials and schematic diagrams, this seminar will help you define and analyze your firm's production and productivity requirements.

May 2: Introduction of JIT

- TAKT time
- Man and machine - separation of work
- Even-flow production
- Standardized work

Jidohka

- Automation vs. Jidohka
- Jidohka and Andon
- Building quality into the production process

May 3: Standardized Work

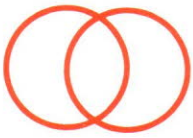
- Optimized combination of man and machine
- QCD as super-ordinate goals
- Standardized work vs. work standard
- TAKT time and cycle time
- Sequence of work
- Standard work in process

KAIZEN in Standardized Work

- Sequence of KAIZEN
- Work KAIZEN vs. Equipment KAIZEN
- Inventory reduction
- Defective reduction
- Production capability improvement

Who Should Attend?

Production managers, engineering supervisors, senior management, operations or anyone seeking an overview of the basics of JIT/Toyota Production Systems.



JIT/Toyota Production System Seminar Plus In-Plant Training Experience

PROGRAM B: 6 Days, May 2-7, 1988

Seminar Description

Following completion of the two-day seminar on JIT/Toyota Production Systems, participants will explore the practical applications of their new knowledge as we visit a local company for an in-plant training experience. The "hands-on" training and observation of an actual case-study-in-progress will enable participants to train others in their company in applying these tools and skills.

May 2-3: See Program A Agenda

May 4: How to Prepare Work Sheets

- Production capacity sheet
- Standard operation combination sheet
- Standard operations sheet
- Observation and measurement of work time
- Classroom exercises

May 5: Production Facility Workshop

- Observe processes and prepare process capability tables
- Prepare standard operations combination sheet
- Preparation of standard operation sheet
- Identify bottlenecks and establish aims for KAIZEN

May 6: Production Facility Workshop

- Study various KAIZEN alternatives
- Implement KAIZEN
- Time measurements after KAIZEN
- Preparation of various work sheets
- Comparison of results

May 7: Reporting KAIZEN

- What problems were encountered
- What countermeasures can be suggested
- Questions and answers

Who Should Attend? (Note: Limited to the first 40 registrants.)

Anyone interested in teaching or applying the tools of JIT/Toyota Production Systems within their own company. Program B includes the two-day basic introduction to JIT (Program A) necessary before this group goes on-site to a local plant for the training experience.



Basics of KAIZEN® Seminar

PROGRAM C: 2 days, May 9-10, 1988

Seminar Description

This seminar builds on a basic understanding of the concepts, systems and tools of KAIZEN—the exciting method for improving quality, increasing productivity and enhancing competitiveness and profitability. Each participant will receive a complimentary copy of *KAIZEN: The Key to Japan's Competitive Success* authored by Masaaki Imai, seminar leader.

Mr. Imai and several KAIZEN Institute's American consultants will present a clear understanding of how KAIZEN creates a synergism between a company's social and technical operations, as it integrates human resources, quality, delivery and cost improvements.

May 9: Introduction to KAIZEN

- The KAIZEN strategy
- The KAIZEN umbrella
- What is management?
- Standardization vs. KAIZEN vs. Innovation

KAIZEN Seven Concepts/Principles

May 10: KAIZEN Systems

- Hoshin Kanri (policy deployment)
- Standardization
- Small group activities
- Teian (suggestion) systems
- Quality Function Deployment (QFD)
- Cross-functional management (CFM)
 - Total Quality Control (TQC)
 - Just-In-Time (JIT)
 - Total Productive Maintenance (TPM)

KAIZEN Tools

- Basic seven tools
- New seven tools
- Team building
- Communications
- KAIZEN check lists

Who Should Attend?

Senior management, quality control, administration, human resources, personnel, sales/marketing, finance, information services and anyone in management seeking information on KAIZEN's concepts, methods, and tools for increasing competitiveness and profitability.



JIT/Toyota Production System Seminar; In-Plant Training Experience and Basics of KAIZEN® Seminar

PROGRAM D: 9 days, May 2-10, 1988

A special combination package at a substantial savings is available. Program includes all programs (B and C), from May 2-10. It includes a complimentary recreation/social program on May 8.

Fees

PROGRAM A: JIT/Toyota Production System Seminar
(2 days), May 2-3, 1988; \$1,100.00 per person

PROGRAM B: JIT/Toyota Production System Seminar Plus In-Plant Training Experience
(6 days), May 2-7, 1988; \$2,500.00 per person

PROGRAM C: Basics of KAIZEN Seminar
(2 days), May 9-10, 1988; \$1,100.00 per person

PROGRAM D: Combination Package (B + C)
(9 days), May 2-10, 1988 including a complimentary recreation program on May 8; \$3,000.00 per person

Make checks payable to The KAIZEN Institute of America.

Notes

1. Each additional person from same company will receive a 10% discount for Programs A, B or C.
2. PROGRAM D, the combination package, saves \$600 per person.
3. Program fees include all materials, continental breakfasts, luncheons, instructor fees and breaktime refreshments.
4. In the event of cancellation, registration fee will be refunded if written notice is received prior to April 15, 1988.

For further information contact: Alice Heist, Hartford Graduate Center, 275 Windsor Street, Hartford, CT 06120-2991, Phone: 203/548-2418, FAX: 203/649-6169.

Accommodations

A block of rooms has been reserved at the Holiday Inn Hartford, 50 Morgan Street, Hartford, CT 06120, at a special discount rate of \$48 per night, single or double (plus \$5 per night for parking), plus applicable state and local taxes. Reservations can be made by calling the hotel directly at (203) 549-2400 and

identifying yourself as a JIT/KAIZEN seminar registrant. The cut-off date for reservations is April 11, 1988. After that date, available rooms will be at regular rates. A major credit card or first night's deposit is necessary to guarantee arrival after 6:00 p.m.

Registration Form

(Photocopies of registration form are acceptable to preserve brochure.)

Registrant #1	Title
Registrant #2	Title
Registrant #3	Title
Company	
Street Address	
City/State/Zip	
()	()
Telephone	FAX

Programs (check correct boxes)

A	B	C	D
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please mail completed form along with your check made payable to The KAIZEN Institute of America to: Alice Heist, Hartford Graduate Center, 275 Windsor Street, Hartford, CT 06120-2991.

Total Registrants _____

Total Amount Paid \$ _____



**The KAIZEN[®]Institute
of America**

6065 Cielo Vista
Carmarillo, CA 93010

KAIZEN CONSULTANCY



The KAIZEN Institute's consultancy approach is designed to teach clients the KAIZEN concepts, systems, and tools that will enable them to continue the KAIZEN process on their own, with their own resources, and with periodic guidance from KAIZEN consultants on an as-needed basis. This unique approach allows the effective transfer of expertise and responsibility for change; it also eliminates the unnecessary expense of "perpetual" consulting time and fees. To achieve this objective, the following conditions are necessary:

- **Management involvement.** Top management involvement is crucial in a successful KAIZEN implementation. KAIZEN consultants therefore dedicate much effort to familiarizing management with the KAIZEN concepts and assisting them in understanding the process.
- **Liaison.** For an effective and smooth transfer of expertise, it is essential for the client company to have a counterpart organization which works with the KAIZEN consultants and promotes and guides implementation of various changes in the company.
- **Internal Training.** The KAIZEN Institute will develop internal consultants in the company who will conduct internal dedicated training courses in the concepts, systems, and tools of KAIZEN.
- **Time Frame (phase zero).** The time needed to implement a "continual improvement" culture in a company is often underestimated, a miscalculation that can lead to failure and disappointment. Considerable time should be spent to involve all senior managers in the process so they will show the same level of understanding and commitment — an indispensable ingredient for an organization's successful implementation of KAIZEN. Generally, at least six months to a year should be taken for the preparatory Phase Zero, to attain a common understanding among all key managers as to why change is needed.
- **Further Planning (phases 1-4).** Any course of implementation depends on a company's particular needs. After the successful completion of Phase Zero, the KAIZEN Institute will agree with the client on further follow-up concerning consultancy during subsequent phases and their relevant time schedules.

KAIZEN[®]

**SUPPORTING
CONTINUAL
IMPROVEMENT
THROUGH
PEOPLE AND
TECHNOLOGY**



KAIZEN INSTITUTE OF AMERICA

701 Dragon
Austin, Texas 78734
512/261-4900
Fax: 512/261-5107



**KAIZEN
INSTITUTE
OF
AMERICA**

WHAT IS KAIZEN?



KAIZEN: (1) A Japanese word meaning gradual, incremental, and constant improvement. (2) A unique system utilizing proven management methods and involving everyone in an organization — from top executives to line workers — in an integrated, continual program to improve quality, increase productivity, and enhance competitiveness and profitability. (3) The key to Japan's competitive success since World War II.

The KAIZEN strategy for success is based on incremental, continual growth — a gradual, patient process, unlike the "leap-frog" steps of innovation traditionally espoused by Western industry. In world trade, continual growth has proven itself the long-term winner; and American organizations are now taking a hard look at Japan's leadership role in world technology.

KAIZEN is based on the American-originated methods of W.E. Deming and J.M. Juran, along with 30-plus years of Japanese enhancement. The KAIZEN Institute of America has refined these methods for use in Western organizations, allowing non-Japanese firms to rethink their operations through understanding the concepts, systems, and tools that lead to improvement. Throughout the world, companies that have implemented the KAIZEN strategy have seen astounding improvements in quality, cost, and delivery in periods of only two or three years.

Mr. Masaaki Imai, President of the KAIZEN Institute of America, explains KAIZEN's effectiveness: "The bottom line is that KAIZEN can increase productivity by 30, 50, or even 100 percent or more without major capital investment."

Top Management
Middle Management
Supervisors
Workers



THE KAIZEN SOLUTION



Significantly larger than the sum of its parts, KAIZEN is an integrated concept that emphasizes improvement through refinements and enhancements, rather than through innovation alone. This comprehensive philosophy utilizes, but is not limited by or to, a number of proven concepts, systems, and tools including Total Quality Control (TQC), Just-In-Time (JIT), Total Productive Maintenance (TPM), Quality Function Deployment (QFD), and others.

Through KAIZEN, American companies are learning how to improve their corporate culture, quality, cost, and delivery systems. How? The process involves a transition in attitude and philosophy, a "rethinking" of the way we do business, and the application of successful KAIZEN concepts, systems, and tools by everyone in an organization.

KAIZEN can help corporations find solutions to problems such as:

HUMAN RESOURCES

PROBLEM

- Poor employee morale
- Labor-management issues
- Low productivity
- Organizational issues

IMPLICATIONS

- Higher cost
- Quality decline
- Late deliveries
- High employee turnover resulting in increased training cost

KAIZEN SOLUTION

- Overcome resistance to change
- Training and education
- Constant effort to improve industrial relations
- Support and recognition of efforts

QUALITY

PROBLEM

- High customer return rate
- Defective raw materials, processes, and finished products
- High yield losses

IMPLICATIONS

- Dissatisfied customers
- Higher cost
- Poor service
- Reduced market share

KAIZEN SOLUTION

- Quality first — not profit first
- Establish technologies and systems to constantly improve products that satisfy customers

COST

PROBLEM

- Waste in material
- Waste in manpower

- Waste in machine run-time

IMPLICATIONS

- Large overhead
- Impact on competitive product costing

- Reduced return on investment

KAIZEN SOLUTION

- Manage cost through quality improvement
- Create an atmosphere of teamwork and cooperation

- Eliminate unnecessary work — maximize efficiency
- Maintain minimum inventory

DELIVERY

PROBLEM

- Poor "passoff" between product development and manufacturing

- Slow product process time
- Large inventory of finished goods

IMPLICATIONS

- Missed market windows
- Back orders

- Dissatisfied customers
- Loss of market share

KAIZEN SOLUTION

- Just-in-time production and inventory control techniques
- Total productive maintenance

- Integration of customer requirements into production processes
- Continual focus and improvement in cross-functional teamwork

KAIZEN® INSTITUTE OF AMERICA

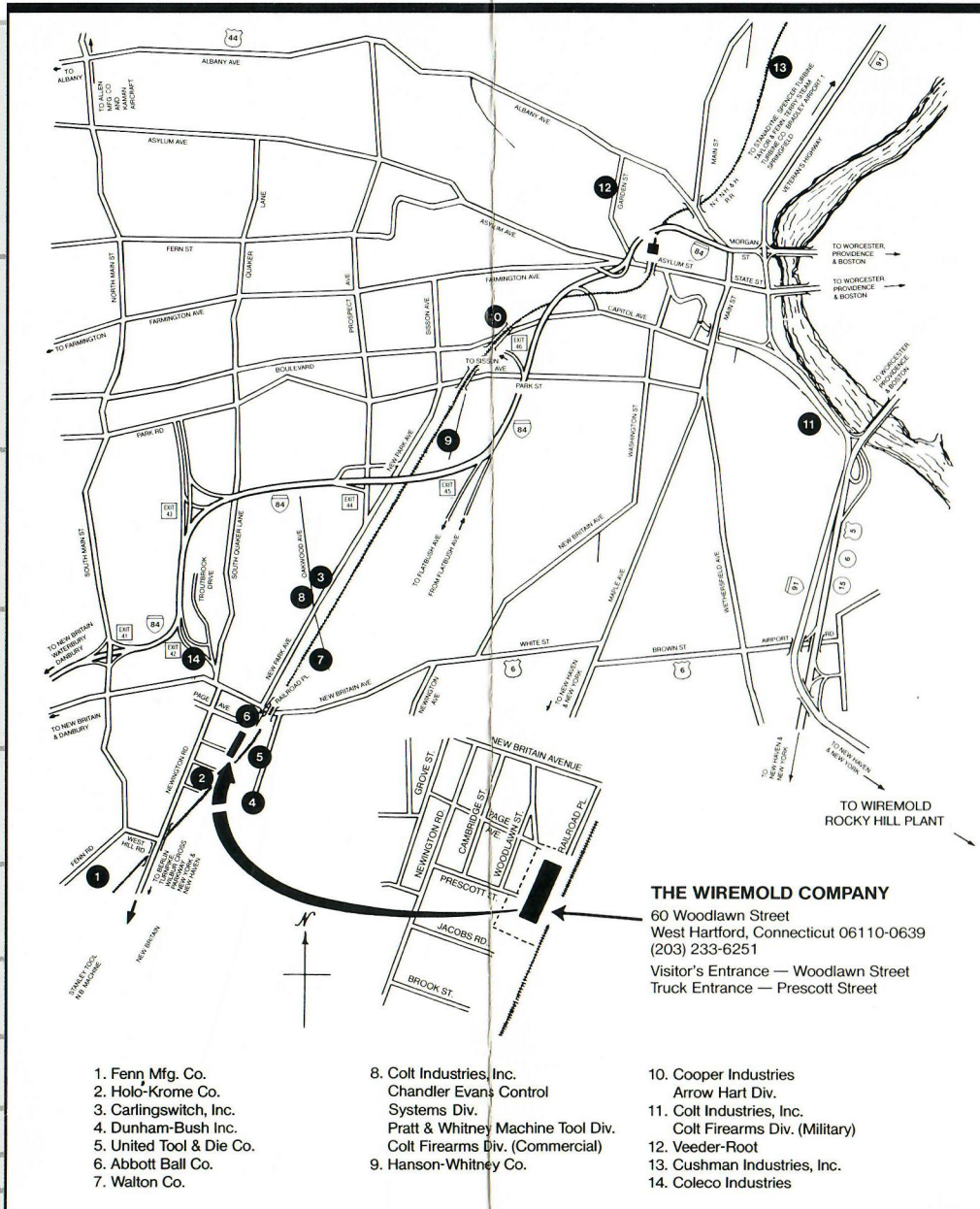


The KAIZEN Institute offers educational seminars and training programs and custom, in-house services to help management implement the latest techniques for continual improvement. The Institute approaches quality and productivity issues at American companies with the same proven KAIZEN concepts and methods presently in use at many successful Japanese firms.

For further information or to discuss how KAIZEN can benefit your organization, call or write:

KAIZEN INSTITUTE OF AMERICA
701 Dragon
Austin, Texas 78734
(512) 261-4900
(512) 261-5107 (FAX)

Welcome to Wiremold



WM® Wiremold®

60 Woodlawn Street, West Hartford, CT 06110-0639
 (203) 233-6251 • FAX: 203-236-3276 • TWX: 710-425-6281

... while you wait

About Us

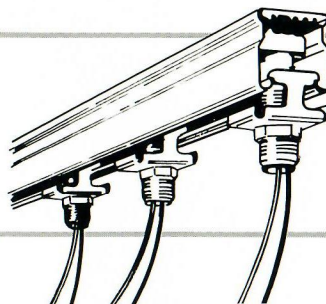
The Wiremold Company, established in 1900, is a manufacturer of wire management systems. Available in either metal or plastic, these systems carry power, data and telephone wiring within factories, homes and commercial offices throughout North America.

Please refer to the enclosed card for assistance in locating the appropriate person for your sales call. On the back of this pamphlet, you'll find a handy Hartford area map which includes the locations of other Hartford area businesses. We appreciate your interest in our business and any suggestions for improvement. If we can provide you with any further information about either Wiremold or our products, please do not hesitate to ask.

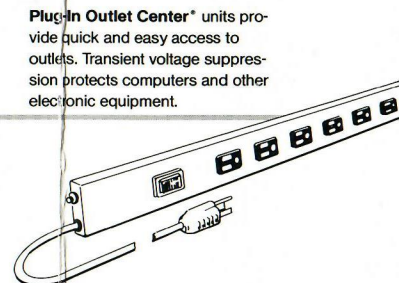
We also understand the value of time and appreciate the fact that you called ahead for an appointment. If the person you're waiting to see hasn't appeared within five or ten minutes, please remind our receptionist.



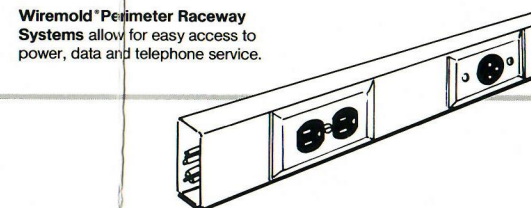
Plugmold® Multioutlet Assemblies allow customers to quickly and easily add additional outlets.



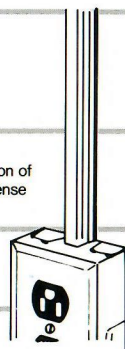
Chan-L-Wire® Industrial Lighting Systems allow for easy changes in the locations of lighting fixtures and power drops.



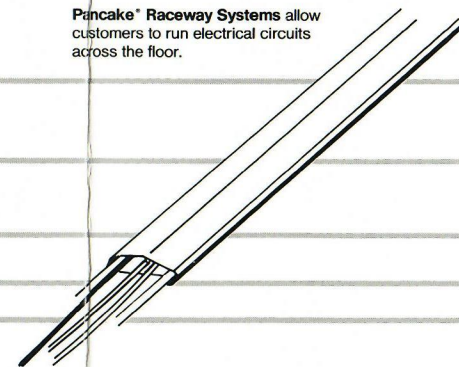
Plug-In Outlet Center® units provide quick and easy access to outlets. Transient voltage suppression protects computers and other electronic equipment.



Wiremold® Perimeter Raceway Systems allow for easy access to power, data and telephone service.



Wiremold® Surface Raceway Systems allow for easy expansion of electrical service without the expense of breaking into walls.



Pancake® Raceway Systems allow customers to run electrical circuits across the floor.

Tele-Power® Poles bring wiring from the ceiling plenum down to office and factory work stations.



COMPARISON OF DEMING AND KAIZEN

- | | |
|--|--|
| 1. Constancy of purpose | 1. Continuous improvement |
| 2. Adopt the new policy | 2. Policy deployment |
| 3. Cease mass inspection | 3. Standard work/built in quality |
| 4. Single suppliers | 4. GWCQ-company/suppliers |
| 5. Constantly improve the system | 5. Improve the process-
Improve the results |
| 6. Training on the job | 6. 2/3 of education is on
the job |
| 7. Institute leadership | 7. Process oriented management |
| 8. Drive out fear | 8. Non-judgmental view |
| 9. Break down barriers | 9. Cross functional management |
| 10. Eliminate slogans | 10. Just Do It |
| 11. Eliminate quotas/mbo's | 11. Look at <u>process</u> <u>and</u> results |
| 12a. Remove barriers to
pride in workmanship | 12a. People are not the problem |
| 12b. Remove annual merit sys.
mbo/mgt. by numbers | 12b. No mbo's but yes to
individual merit comp. |
| 13. Vigorous education and
self-improvement | 13. Total education (same as 6) |
| 14. Transformation is every-
one's job | 14. Everyone should be involved
in Kaizen |

OJF

6/2/1989

改 = KAI = CHANGE

善 = ZEN = GOOD (FOR THE BETTER)

改善 = KAIZEN = CONTINUAL IMPROVEMENT

"KAIZEN PURPOSE"

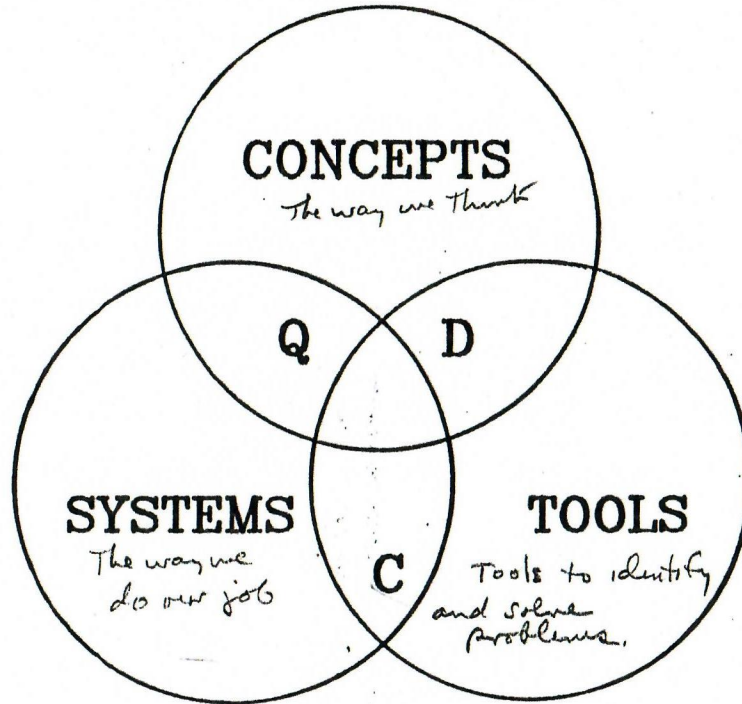
THE UNDERLYING PREMISE FOR AN ORGANIZATION IS TO ENABLE WORK TO OCCUR THAT SATISFIES THE CUSTOMER. KAIZEN IS THE PROCESS THAT ENABLES ALL ASPECTS OF AN ORGANIZATION TO CONTINUOUSLY IMPROVE WORK TO SATISFY THE CUSTOMER.

7R Fleet
&
Light house
Customer = light house

KAIZEN STRATEGY

Q C D = Quality
Cost, Mgt. (Not
Delivery Cost
cutting)

**CUSTOMER
DRIVEN**



**PEOPLE
CULTURE**

Corp. Culture
change



In order to change the way we do our job we must change the way we think

**LEADERSHIP
INVOLVEMENT**



Need both top down & bottom up

-- KAIZEN STRATEGY --

CONCEPTS

- SDCA TO PDCA
- THE NEXT PROCESS IS THE CUSTOMER
- QUALITY FIRST
- MARKET-IN
- UPSTREAM MANAGEMENT
- SPEAK WITH DATA
- VARIABILITY CONTROL AND RECURRENCE PREVENTION

SYSTEMS

- STANDARDIZATION
- POLICY DEPLOYMENT AND CROSS-FUNCTIONAL MANAGEMENT
- TOTAL QUALITY CONTROL
- JUST-IN-TIME
- TOTAL PRODUCTIVE MAINTENANCE
- SUGGESTION SYSTEM
- QUALITY FUNCTION DEPLOYMENT

TOOLS

- KAIZEN COMMON SENSE CHECKLISTS
- TEAM BUILDING
- 7 NEW TOOLS
- ACTIVE LISTENING SKILLS
- 7 BASIC TOOLS
- GROUP PROCESS
- QUALITY TABLES
- COMMUNICATION
- SQC
- 7 BASIC TOOLS
- DESIGN OF EXPERIMENTS
- LEADERSHIP SKILLS
- FMEA
- FTA
- VA AND VE
- DESIGN REVIEW

TRADITIONAL INSPECTOR VIEW

- * AFTER—THE—FACT CRITICAL JUDGMENT
- * "WHO" IS WRONG OVERRIDES "WHAT" IS WRONG
- * DRIVES PEOPLE INTO DEFENSIVE POSTURE
- * ISSUES SUBMERGED FOR YEARS
- * CREATES CRISIS ORIENTATION

Allows Heroes

PEOPLE AND PROBLEMS

- * PEOPLE ARE NOT THE PROBLEM!
- * BLAMING PEOPLE DOES NOT SOLVE YOUR PROBLEM.
- * THE ANSWER IS: TO MAKE PEOPLE PROBLEM-SOLVERS!

NON-JUDGMENTAL VIEW

Don't Blame who but focus on process - *What's ^{the} why?*

- * ALLOWS "REAL" ISSUES TO EMERGE
- * DECREASES NEGATIVE BLAMING ACTIVITY
- * INCREASES TRUST
- * INCREASES QUALITY OF COMMUNICATION
- * INCREASES CAPABILITY

- NO WAY TO BE A HERO.

ISHIKAWA: TODAY'S JAPANESE QC DISTINCTIVES

- Quality Control Circles*
1. GWQC - *Group Wide QC ~ = Company Wide QC + Suppliers*
 2. TOTAL EDUCATION IN QC
 3. QCC ACTIVITIES COORDINATED WITH COMPANY POLICY
 4. QC AUDITS/PRESIDENTIAL DIAGNOSIS
 5. UTILIZATION OF STATISTICAL METHODS GROUP WIDE
 6. NATIONWIDE QC PROMOTION ACTIVITY

TOTAL EDUCATION IN Q. C.

1. EDUCATION TAILORED TO EACH LEVEL OF MANAGEMENT
2. EDUCATIONAL PLANS ARE DEVELOPED FOR LONG TERM
3. EDUCATION WITHIN THE COMPANY IS STRONGLY EMPHASIZED
4. EDUCATION MUST BE CONTINUED PERMANENTLY
5. FORMAL EDUCATION – 1/3 OF EXPERIENCE
 - QC TOOLS
 - ENGINEERING SKILLS
 - PRODUCT TECHNICAL KNOWLEDGE
6. 2/3 OF EDUCATION IS ON THE JOB, LEARNING STANDARDS

- The best training come from "on the job"

MANAGEMENT

ESTABLISH, MAINTAIN AND IMPROVE STANDARDS

↓
Best way to do the job

STANDARDIZATION

- A method of spreading individual expertise to company wide expertise

- * BEST, EASIEST, SAFEST WAY ==> SHOULD ONLY HAVE ONE AT A TIME
- * PRESERVATION OF KNOW-HOW
- * GUIDELINES THAT ENABLE PERFORMANCE MEASUREMENT OF TASKS DELEGATED
- * ASSURE QUALITY, COST, DELIVERY AND SAFETY
- * SHOW RELATIONSHIP BETWEEN CAUSE AND EFFECT

KAIZEN

- * STARTS WITH PEOPLE
- * FOCUSES ITS ATTENTION ON PEOPLE'S EFFORTS
- * PEOPLE WORK ON PROCESSES
- * WE SATISFY OUR CUSTOMERS BY IMPROVING OUR PROCESSES CONTINUALLY
- * IMPROVED PROCESSES IMPROVE RESULTS

PROCESS ORIENTED MANAGER IS INTERESTED IN:

- * SELF-DISCIPLINE *Self Awareness*
- * TIME MANAGEMENT
- * SKILL MANAGEMENT
- * PARTICIPATION AND INVOLVEMENT
- * MORALE
- * COMMUNICATION

IN SHORT, PROCESS ORIENTED MANAGERS ARE
PEOPLE ORIENTED

KAIZEN SUPER-ORDINATE PRINCIPLES

- * PROCESS AND RESULTS *vs. just results
(NO MBO's)*
- * TOTAL SYSTEMS FOCUS *cross functional fit*
- * NON-BLAMING/NON-JUDGMENTAL
 - systems breaks down not people
 - Don't make statements - Ask questions.

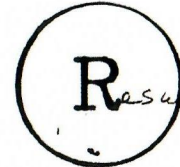


CRITERIA

**SUPPORT AND STIMULATE
PROCESS**



EFFORT FOR IMPROVEMENT



CRITERIA

**CONTROL WITH CARROT
STICK**



PERFORMANCE



PROCESS

RESULT

11E 2126

PROCESS AND RESULTS

- * IGNORING THE PROCESS REDUCES CHANCES FOR RESULTS
- * IGNORING RESULTS RISKS UNCLEAR LONG TERM STRATEGY AND MISSING NEW IDEAS OR INNOVATIONS

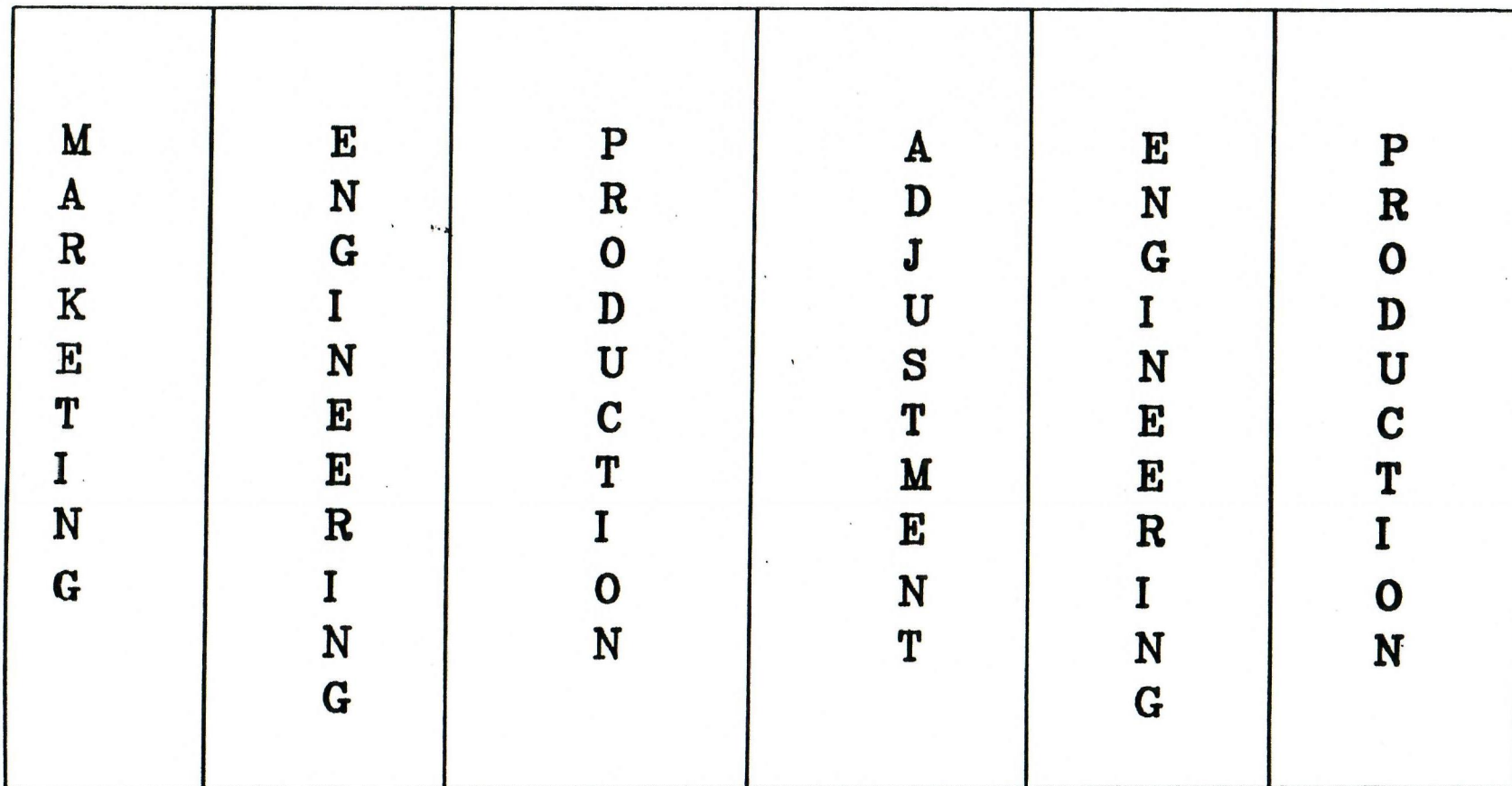
"HOW TO SUPPORT GEMBA"

1. PROVIDE A FRAMEWORK FOR CONTINUOUS IMPROVEMENT WITH CONCEPTS THAT INTEGRATE, UTILIZE AND DEVELOP THE ORGANIZATION'S TOTAL ASSETS.
2. PROVIDE WORKING AND CONTINUOUSLY IMPROVING SYSTEMS THAT SUPPORT THE GEMBA AND CONNECT TO THE CUSTOMER.
3. PROVIDE TOOLS TO CONTINUOUSLY IMPROVE THE WORK.

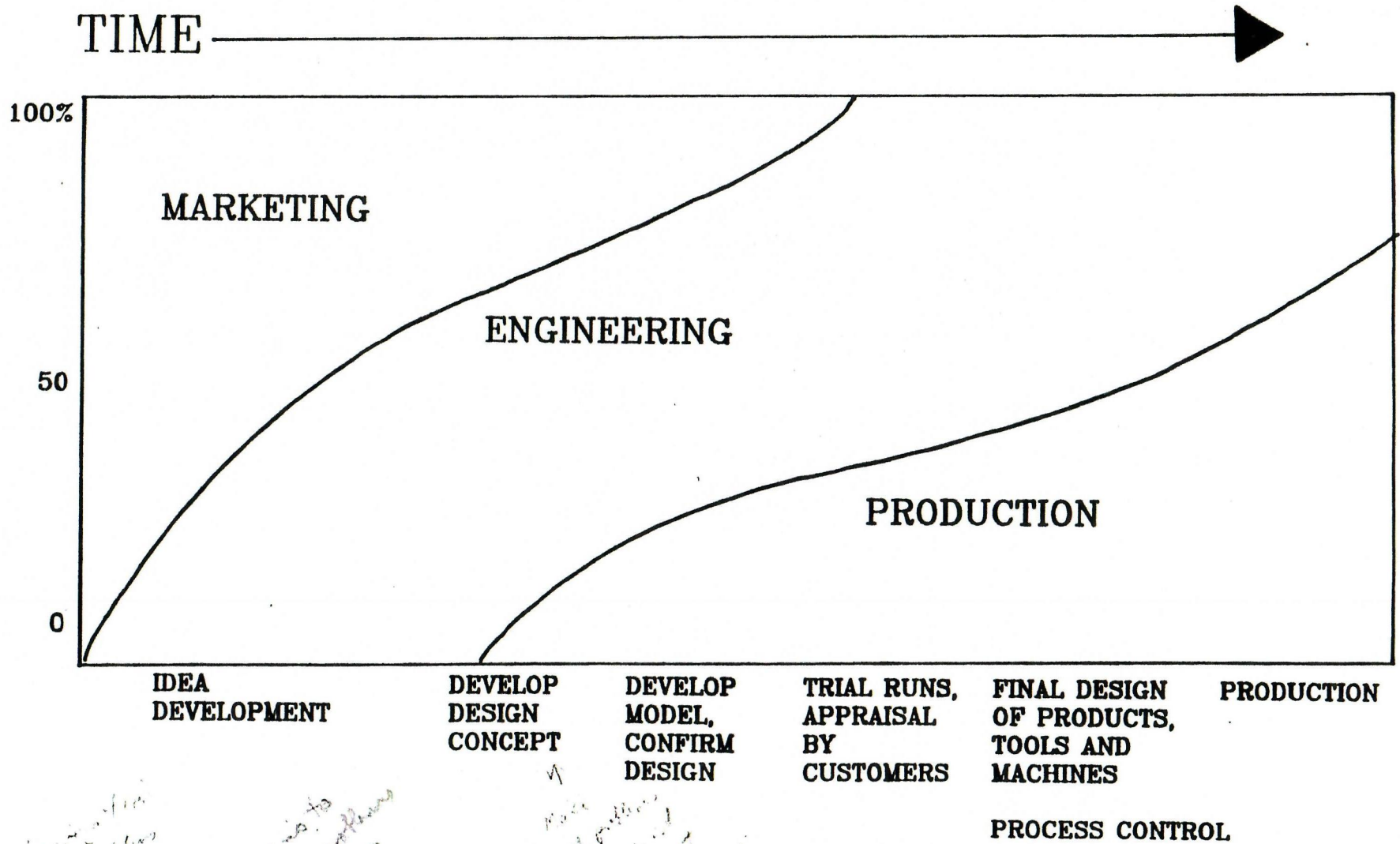
CROSS-FUNCTIONAL MANAGEMENT

BEFORE

TIME



CROSS-FUNCTIONAL MANAGEMENT (AFTER)



Need standardization to make it happen.

Objective is to not carry problems on to next step in process

Make sure nothing is dropped into production

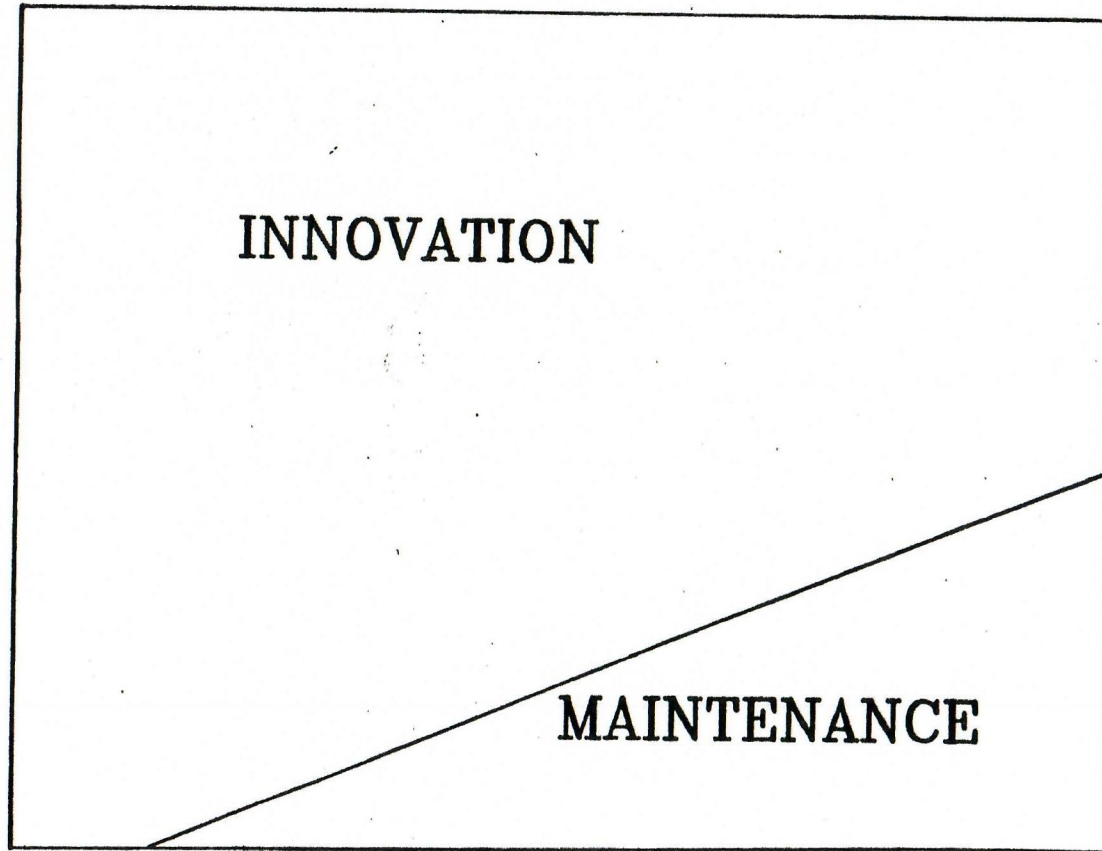
ORGANIZATION NOT KAIZEN ORIENTED

TOP MANAGEMENT

MIDDLE MANAGERS

SUPERVISORS

WORKERS



WHAT IS MANAGEMENT?

*Assumes maintenance
is still being done.*

TOP MANAGEMENT

INNOVATION

*Improvement that
requires considerable
money to
implement*

MIDDLE MANAGERS

KAIZEN

*Improvement that doesn't
cost much to do but
requires lots of effort*

SUPERVISORS

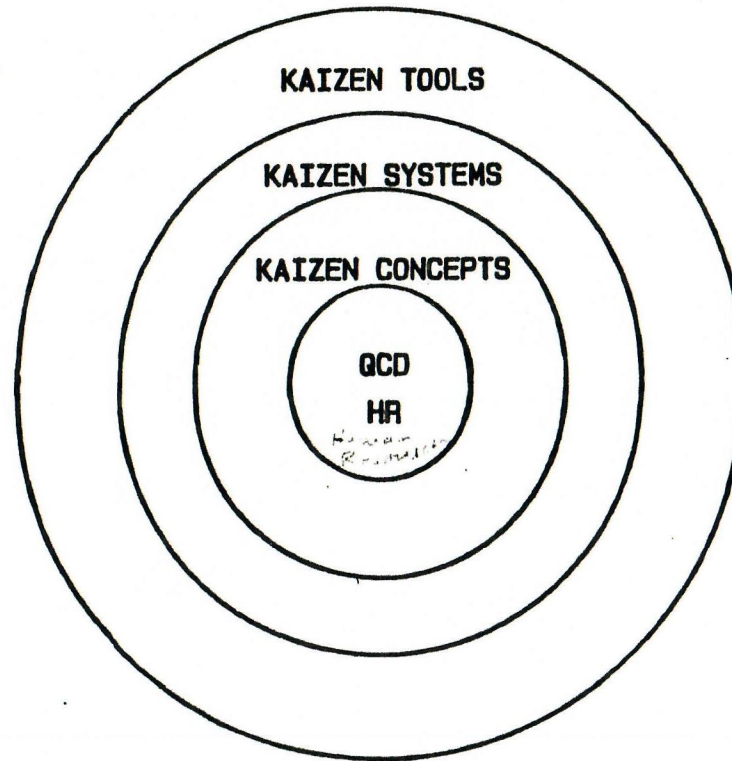
WORKERS

MAINTENANCE

KAIZEN STRATEGY

C
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C
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LEADERSHIP/INVOLVEMENT

KAIZEN REQUIRES A CULTURE

- * WHERE PEOPLE ARE FREE TO MAKE MISTAKES
- * WHERE PEOPLE ARE FREE TO ADMIT MISTAKES
- * WHERE PEOPLE WORK CROSS-FUNCTIONALLY IN A SYSTEMATIC AND COLLABORATIVE MANNER
- * WHERE PEOPLE THINK WITH A EMPHASIS TOWARDS THE PROCESS

CULTURAL DIFFERENCES BETWEEN KAIZEN AND TRADITIONAL ORGANIZATIONS

ITEM

MANAGEMENT

CULTURE

VIEW OF

CUSTOMER

VIEW OF

PEOPLE

SHOPFLOOR

(GEMBA)

SHOPFLOOR

METHODS

KAIZEN

PREVENTATIVE

- It always can be done
not there
 - Must understand how things work

MARKET-IN

ASSETS - Human resources
 Appreciate in value

IMPROVEMENT

SOURCE

CONSTANT

IMPROVEMENT

TRADITIONAL

CRISIS - If it ain't broke don't
 fix it.

- spend your day reacting

PRODUCT-OUT - How are you
 - looked about? "Dumb"?

COSTS - Don't invest in development
 of people - Ready to lay off.

PROBLEM/FAILURE

SOURCE

STATIC AND

ROUTINE

Order of reform - not important - at before we use layout of people.

CULTURAL DIFFERENCES BETWEEN KAIZEN AND TRADITIONAL ORGANIZATIONS

<u>ITEM</u>	<u>KAIZEN</u>	<u>TRADITIONAL</u>
MEASUREMENTS	TRENDS OF IMPROVEMENT	END RESULT ONLY
SUPPORT STAFF	SERVING SHOPFLOOR	CRITICAL OF SHOPFLOOR
PROBLEMS	TREASURES	REJECTION
FOCUS OF SOLUTIONS	SYSTEMIC	PEOPLE
INFORMATION	SHARED/OPEN	RESTRICTED/ CLOSED

*Need to create
mechanism that
allows for
continuous improvement*

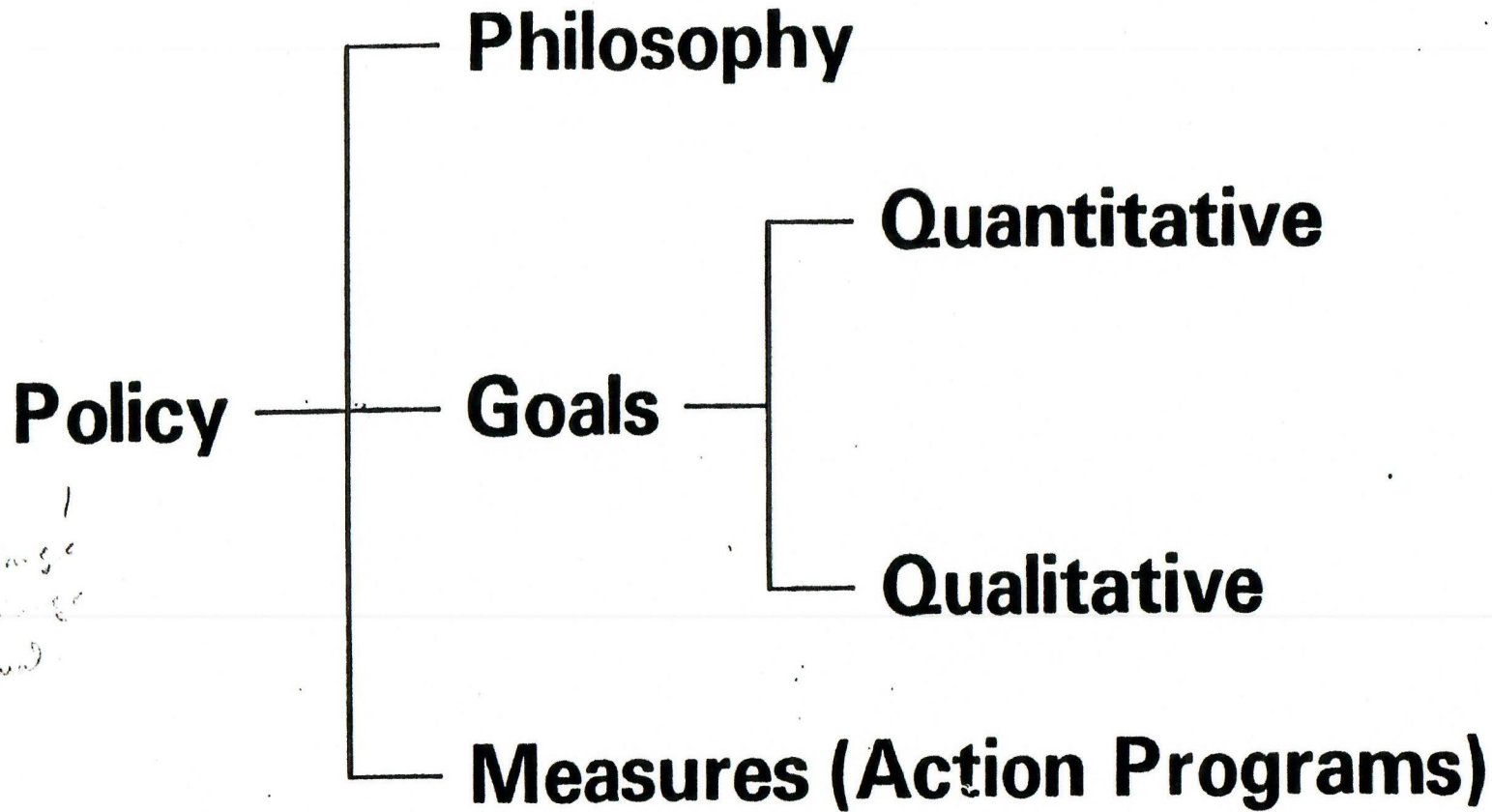
CULTURAL DIFFERENCES BETWEEN KAIZEN AND TRADITIONAL ORGANIZATIONS

<u>ITEM</u>	<u>KAIZEN</u>	<u>TRADITIONAL</u>
APPROACH TO EMPLOYEES		
APPRAISAL	STRENGTHS	WEAKNESSES <i>-wanting per to be perfect</i>
UNIONS	PARTNERS <i>Cooperative Effort</i>	ADVERSARY
DEVELOPMENT	ONGOING LEARNING	DO AS TOLD
CAREER APPROACH	DE-SPECIALIZE	SPECIALIZE
SUPERVISION	COACH	INSPECTOR
MOVEMENT	SLOW/BROADENING	FAST/SKIMMING

Start solving easy problems

CULTURAL DIFFERENCES BETWEEN KAIZEN AND TRADITIONAL ORGANIZATIONS

<u>ITEM</u>	<u>KAIZEN</u>	<u>TRADITIONAL</u>
MANAGEMENT CONCERNS	CROSS-FUNCTIONAL SUPPORT PROCESS/RESULTS CHANGE LONG TERM <i>SHORT TERM</i>	FUNCTIONAL CONTROL RESULTS ONLY ROUTINE SHORT TERM

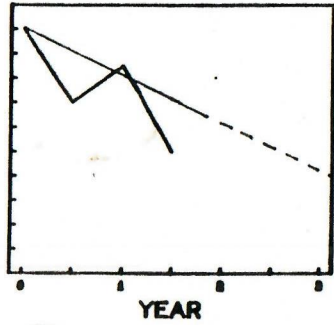


Longrange
medium
short

Policy Deployment:

As policy move down the ~~org~~ organization to lower levels it must become more specific in defined activities that will accomplish the policy. (See next page)

GRAPH 1



Failure Costs

DEPARTMENT MANAGER'S POLICY

To be improved

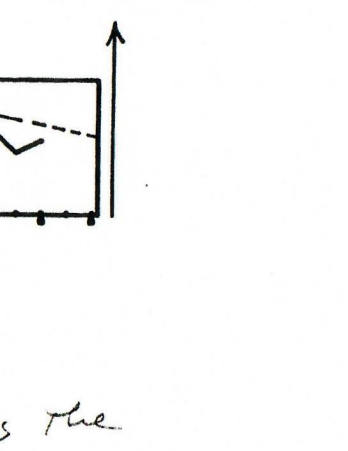
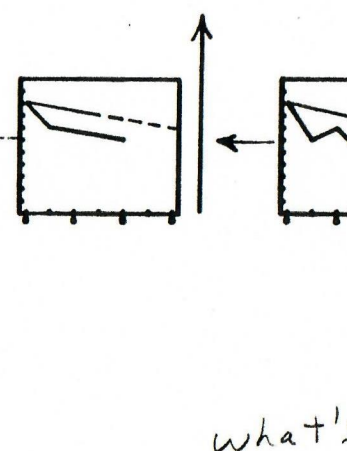
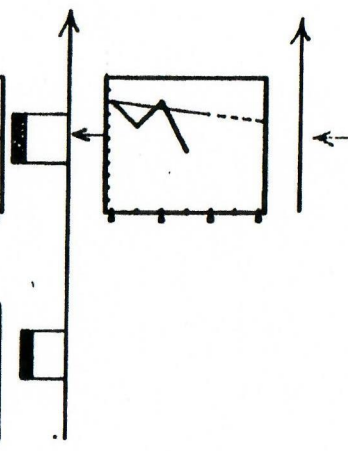
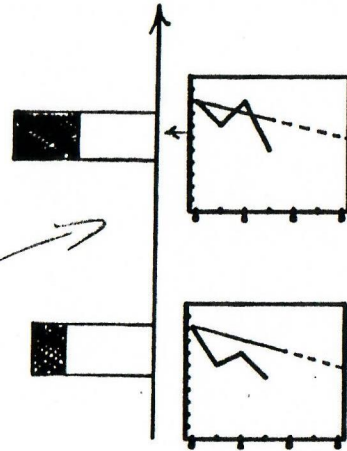
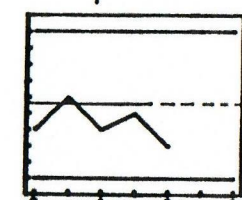
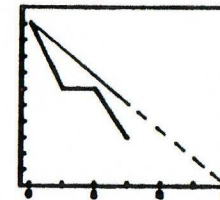
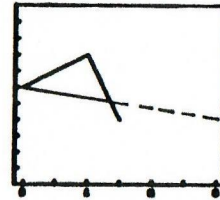
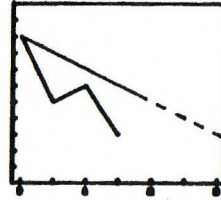
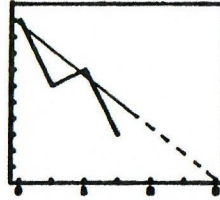
TO BE MAINTAINED

GRAPH 2

GRAPH 3

GRAPH 4

GRAPH 5



Control Point

Dept's

work orders

FLAG SYSTEM CHART

Example of
Policy implementation
check points

What's the
difference between
this & MBO's?
This identifies the
process to be improved.

- Initial "policies" set on preliminary basis in Sept
- discussions at lower levels to establish specific a
- place between Sept - Dec.

Kaizen at the Wiremold Company

The Kaizen Institute of America offers many seminars to teach the ideas of continuous improvement. With some of these seminars, Kaizen asks a local manufacturer to host the seminar attendees so they can try their ideas in a manufacturing environment. This year, we were asked to be the host in the Hartford area.

The representatives from Kaizen and the

seminar were the guests of The Wiremold Company, September 25-28. The two areas they studied were the powertap assembly line in the Plugmold® area and the final packaging of the 5747 on the Shanklin in the fittings cell. There were many Wiremold employees involved with the Kaizen group in each area. They were there to offer suggestions and implement ideas on the spot.

From this visit, we benefitted from exposure to the basic ideas of continuous improvement and actually having implemented the concepts. Additionally, The Wiremold Company received feedback from the Kaizen Institute and the seminar attendees about our employees. They felt our people were great to work with. The cooperation and enthusiasm from all involved was impressive.

Thanks for a job well done!



New Pro Shop™ Merchandising Program to be Introduced at National Sales Meeting

A new, modular Merchandising Program, under development for nearly a year, will be

a number of distributors including Graybar Electric, Mayer Electric, Braid Electric, Tri-

Laughter The Best Medicine

Question: What do you call a crime fighter who dresses up as a minnow?

I hope you appreciate the pioneering work of Masaaki Imai and the Kaizen Institute, and Yoshiki Iwata, Chihiro Nakao, and Akiro Takenaka of Shingijutsu in bringing kaizen to the world.



Masaaki Imai, chairman, Cambridge Corporation (Japan), president, KAIZEN Institute of America and author of the best-selling book, *KAIZEN: The Key to Japan's Competitive Success*.

Yoshiki Iwata, president, New Technology Institute, renowned leading consultant on Toyota's famous Kanban Production System (JIT) and former manager of Toyoda Gosei's JIT Implementation Office, where he became a disciple of Taiichi Ohno, former vice president of Toyota Motor Co. and founder of its revolutionary production system.



Chihiro Nakao, vice president, New Technology Institute and the manager responsible for introducing the Toyota production system to Taiho Kogyo Co., Ltd., a Toyota Group company. He is particularly recognized for outstanding work in the fields of *Jidohka* and *SMED*.

Akiro Takenaka, managing director, New Technology Institute and former production engineer who worked with Mr. Ohno in implementing the new Toyota Production System. He is an expert on building *standardized work systems*, and is in great demand in Japan as a top-notch trainer in this field.



Special assistance and group leadership will be provided by the U.S.-based KAIZEN consultants.

Learn More About Kaizen, and Then Put What You Have Learned Into Practice Every Day.



Learn more about Kaizen Institute

👉 <https://kaizen.com/>



Learn more about Shingijutsu Global

👉 <http://www.shingijutsu-global.com/en/index.html>



Learn more about Shingijutsu USA

👉 <http://www.shingijutsuusa.com/>

NOTE: In 2003, Shingijutsu Co., Ltd. was split into two companies two years after Yoshiki Iwata's death.

Learn More About Kaizen, and Then Put What You Have Learned Into Practice Every Day.

