

Kaizen... and Lean

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Topic

Fundamental mindset that drives improvements towards lean production

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Abstract The purpose of this paper is to explore the fundamental mindset that drives improvements towards lean production. The paper is based on the author's experience of working in a lean production environment for over 20 years. The paper discusses the importance of a fundamental mindset in driving improvements towards lean production. The paper also discusses the challenges of implementing lean production in a traditional manufacturing environment. The paper concludes that a fundamental mindset is essential for driving improvements towards lean production.

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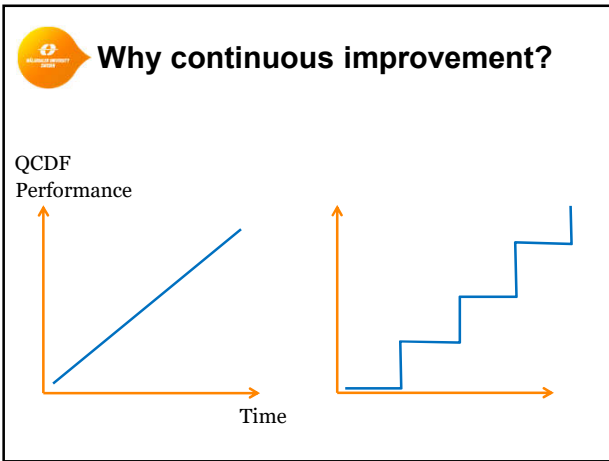


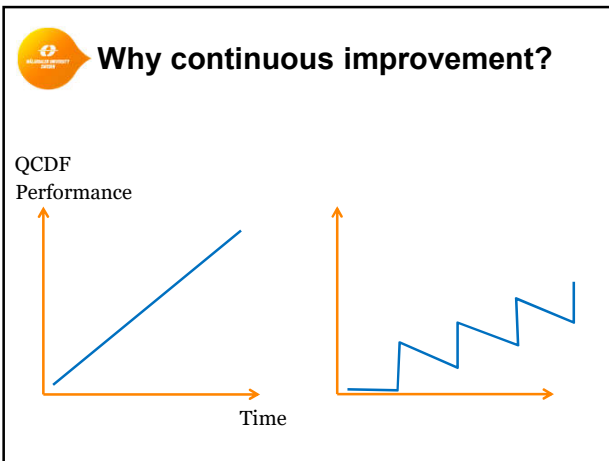


Question

Why the companies pay so much?



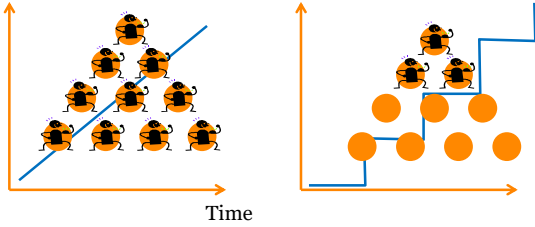






Why continuous improvement?

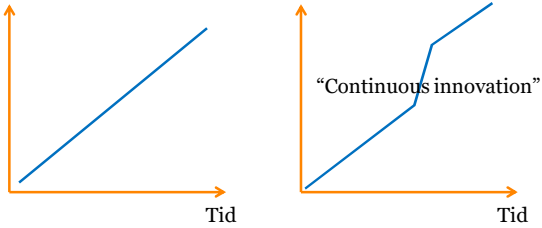
QCDF
Performance





Why continuous improvement?

QCDF
Performance





Improvement program

Lean SixSigma TQM TPM ISO9000 BPR....

- 5S
- One-piece flow
- Kanban
- Takt time
- Standardized work
- Andon
- etc.



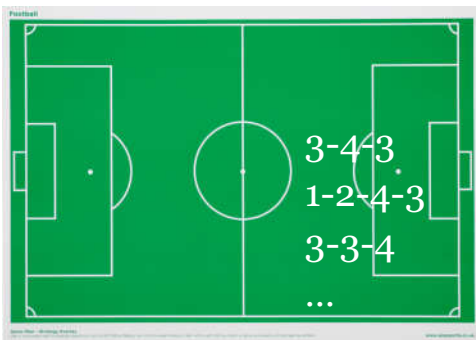
Question

My boss says "we are going to implement Lean!!"

What is the potential risk by the boss saying so?



Purpose and means





Programmes, methods, tools, etc... they are just means for improvement

Lean SixSigma TQM TPM ISO9000 BPR....

- 5S
- One-piece flow
- Kanban
- Takt time
- Standardized work
- Andon
- etc.



Let's improve the factory and we can use Lean as an inspiration!



The most important thing is to build the capability of improvement and not implement methods and tools.



Question

How can we succeed in improvement?

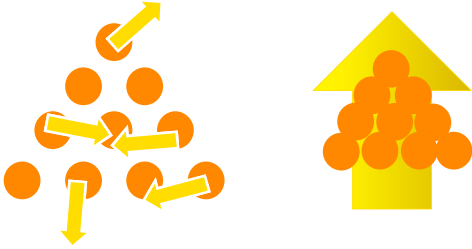
Some success factors?



Vision, strategy, goal
Structure
Communication
Exeprimentalism
Involvement
Knowledge
Needs
Persistence
Leadership
Respect, trust
Commitment
etc.



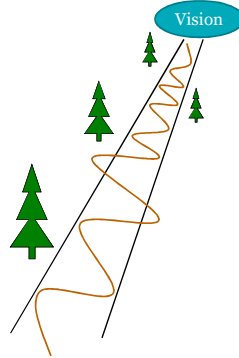
Respect and trust





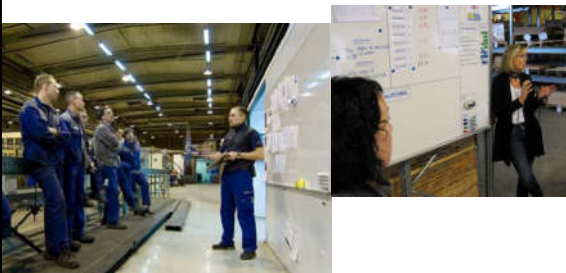
Vision, strategy, goals

- SMART goals
- Simple vision that many can buy-in





Leadership



Leadership by setting an example (communication by doing)



Experimentalism

"We do five improvements in a week and three of them do not work, but we are glad that we advanced with two improvements."





Vision, strategy, goal

Structure

Communication

Experimentalism

Involvement

Knowledge

Needs

Persistence

Leadership

Respect, trust

Commitment

etc.



Fundamental mindset that drives improvements towards lean production

High Performance, Quality, Speed

World of tomorrow: faster, less expensive, sustainable, better quality, better service

Market: Customer expectations, competition, technology, regulations, etc.

Management: Leadership, communication, involvement, etc.

People: Knowledge, skills, motivation, etc.

Processes: Standardization, simplification, etc.

Tools: Lean, Six Sigma, etc.

Results: Cost reduction, quality improvement, etc.

Impact: Customer satisfaction, etc.

1. Mindset

The fundamental mindset that drives improvements towards lean production is a customer-centric, data-driven, and continuous improvement mindset. This mindset is characterized by a focus on the customer's needs and expectations, a reliance on data and facts to make decisions, and a commitment to ongoing learning and improvement. This mindset is essential for achieving high performance, quality, speed, and sustainability in a competitive market.

2. Leadership

Leadership is a critical factor in driving improvements towards lean production. Leaders must create a vision and strategy, communicate it effectively, and involve employees in the process. They must also provide the necessary resources and support for improvement efforts. Leadership is essential for creating a culture of continuous improvement and for achieving the desired results.

3. Communication

Communication is essential for driving improvements towards lean production. Leaders must communicate the vision and strategy clearly and consistently. They must also listen to the feedback of employees and customers. Communication is essential for creating a shared understanding of the goals and for motivating employees to improve.

4. Involvement

Involvement is essential for driving improvements towards lean production. Employees must be involved in the improvement process and given the opportunity to contribute their ideas and expertise. Involvement is essential for creating a sense of ownership and commitment to the improvement efforts.

5. Persistence

Persistence is essential for driving improvements towards lean production. Improvement is a continuous process that requires ongoing effort and commitment. Persistence is essential for overcoming challenges and achieving the desired results.

6. Knowledge

Knowledge is essential for driving improvements towards lean production. Employees must have the necessary knowledge and skills to identify and solve problems. Knowledge is essential for making informed decisions and for implementing effective improvement solutions.

7. Respect, trust

Respect and trust are essential for driving improvements towards lean production. Employees must feel respected and trusted in order to contribute their ideas and expertise. Respect and trust are essential for creating a positive work environment and for achieving the desired results.

8. Commitment

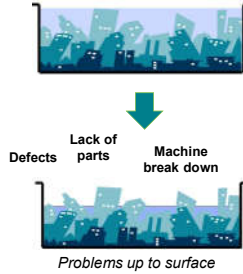
Commitment is essential for driving improvements towards lean production. Employees must be committed to the improvement process and to the goals. Commitment is essential for overcoming challenges and achieving the desired results.

9. Etc.

- Without people feel the urgent need for improvement, they will eventually stop doing it
- Thus, an important role of managers is to keep creating that need

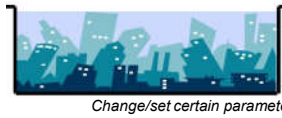


Creating the need for improvement

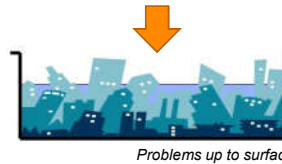




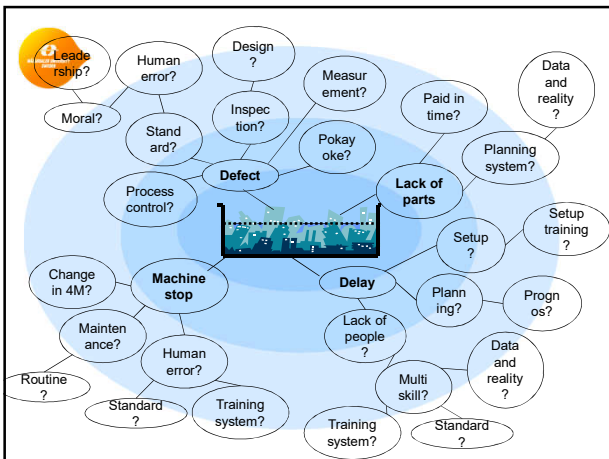
Mechanism



Occasionally by force, create a situation where people have no choice (or little choice) but to feel the need of improvement with sense of urgency.



Through letting people solving emerged problems one-by-one, the performance of the operation as well as the capability of individual/organizational learning are improved.






“Without the need of we-have-to-do-something, people will not be creative”



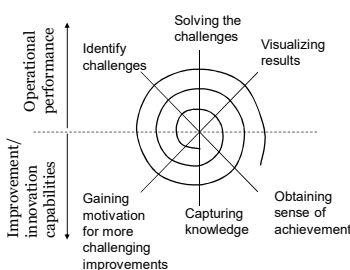
“Kaizen is like Kanban... you have to do it with right thing, right amount, and in right moment”


“80% of improvement is about mindset, methods and tools are for the rest”





Co-evolution of operational performance and improvement and innovation capabilities





Comparison of two approaches

Top-down and execution efficiency focus approach	Deliberate-emergent and learning focus approach
Systematic process	Less systematic process
Rigid process, less flexible to unexpected changes	Flexible to unexpected changes
Outcome is designed prior to the execution	What outcome is obtained when is not exactly predicted
Much time is spent in planning	Much time is spent in actions
Managers provide answers, employees follow orders	Managers set direction, and employees find answers
Control and effectivity focus	Discovery and learning focus



Question

"We are afraid of what managers are going to do with extra human resources created by Kaizen"

How are you doing to do?



Kaizen should be done in a proactive way

Reactive

Tough economy => Kaizen => Headcount reduction

Proactive

- Plan how to use extra resources before improvements for instance;
 - Move the best employees to another group to help kaizen
 - To support sales
 - Education, training

Still cannot avoid headcount reduction?
Communicate with respect.



End of presentation
