Examples of KAIZEN

Project on Dissemination of Quality/Productivity Improvement (KAIZEN) Practice for Small and Medium Enterprises in the Hashemite Kingdom of Jordan

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Presentation

Suggestion system for improvement, together with small group activities as one of the major features of KAIZEN

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Company’s major reform/restructure vs. KAIZEN approach

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<td>Must produce good result</td>
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<td>Reform/restructure</td>
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Features and benefits of KAIZEN Approach

Features:
1. **Bottom up activity**  
   (Involvement of employees at the operational level)
2. Continuous efforts of the employees to improve their workplaces with **self-initiative**

Benefits:
- Not only quality improvement and productivity improvement
- But also provide **motivation** to workers for their skill up

Since,
1. The employee proposes one's ideas for work improvement of their own work place, and the idea is **accepted by his boss**.
2. The small group discussion produces outputs

Then, the employee finds **satisfaction** and **motivated to work** for improvement.

KAIZEN practice starts with small improvement

Example (1)
- Secure the eyesight to prevent collision each other => Productivity improvement

Plain view of the parts storage area of a warehouse

A picking cart ➔
Improvement efficiency of parts picking works at the warehouse

1. Carts are used at the parts storage area to pick up the necessary parts from the shelves.
2. The collision of two picking carts were often happened when they go out from part storage picking lane to the main lane, resulted in decrease in work efficiency.
3. There was a suggestion from a worker engaged in the picking work to ensure eyesight by leaving the shelf without storing parts.
4. The collisions were decreased with implementing this suggestion.
5. This kind suggestion is possible only by the workers who know the work place well. Manager cannot make this type of suggestions.

KAIZEN practice starts with small improvement

Example (2)

- Prevent picking carts from collision by securing the moving space with centerline on the picking lane

=> Productivity improvement

Improvement at parts picking work at warehouse

1. The picture shows a picking cart.
2. More than one picking carts are working in the parts storage area for picking up the parts.
3. The width of cart lane is minimized to increase the storage capacity.
4. It has disturbed the carts form moving smoothly.
5. A worker suggested to draw a centerline on the picking lane to avoid collision.

KAIZEN practice starts with small improvement

Example (3)

- Save searching time of tools by storing them in order

=> Productivity improvement
Improvement in tool search time

1. It takes time to find out necessary tools to be used from disorganized tool boxes. Further, it sometimes causes tools missing.
2. Tools can be found easily, if the tool labels are put on the tool box or tool board.
3. This suggestion reduced the waste time.
4. This is a part of 5S(Five-S) activities.

KAIZEN practice starts with small improvement

Example (4)
- Save searching time of materials by storing them in order
  => Productivity improvement

Recognition

Recognition of the efforts of the employees will significantly increase the motivation for the KAIZEN participants.

Following is an example of recognition of their efforts by posting the record of their efforts on a board at the workplace.

Improvement for material search time to shorten at warehouse

1. Unnecessary materials may increase if it is not controlled well,
2. It will take time to find out necessary materials, if it is stored with the unnecessary materials.
3. If the unnecessary materials are removed, searching time of the necessary materials can be reduced.
4. Putting material labels on the shelf will also improve the searching works.
5. This is a part of 5S(Five-S) activities.
**Concept of Suggestion Activity**

1. Involve all the members into KAIZEN activities.
2. **Number** of submitted suggestions is more important, rather than the **impacts and effects** of the suggestions.
3. On the average, **one suggestion** may be effective **out of 10** suggestions submitted.
4. **Awards** for the useful suggestions will promote further suggestions.
5. **Suggestion Committee** should be organized to evaluate the suggestions.

**A sample of suggestion sheet**

The suggestion sheet will be returned to the proposer with comments/responses from the evaluation committee.
The number of suggestions increases year by year.

**Advantage of Small Group Discussions**

1. Easy to discuss on the topics common among the group members.
2. All the members can join the discussion without feeling self-consciousness.
3. Member can understand their roles.

**Effects of KAIZEN approach**

- Objective of the company: to get profit, etc.
- Needs of individual: Self Actualization

Realization through small group activities:

- Improvement of work environment, which enables the realization of capability of individual employees
- Productivity improvement

**Sustained Activities**

By Small Group activity

- Organize small group
- Select a leader
- Grasp current state
- Next Theme
- Presentation
- Evaluation, lessons learned
- Prevent occur again
- Confirm effect
- Countermeasures and execute

Set theme
- Set target
- Schedule, role
- Reason, select theme
- Cause and effect diagram
Reference

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2. Nikkeiren Kouhoubu, Presentation Skill at Workshop meeting and Small group Activities, 1992
5. Sannou Univ., Quality Management