

Welcome to Lean/World Class Enterprise

The Role of the Kaizen Event



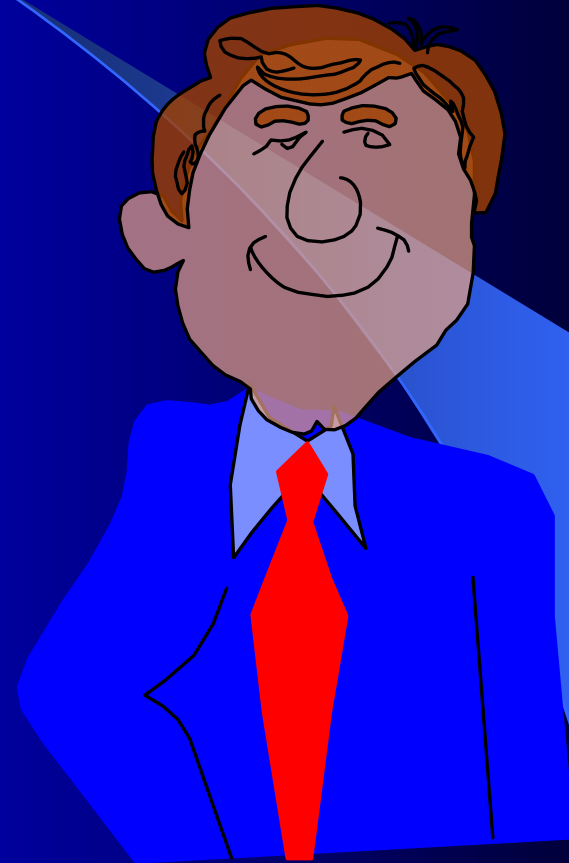
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The logo for MSOE, consisting of the letters "MS" stacked above "OE" in a white serif font, set against a red square background.

*Business Excellence
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Let's Get Introduced

- ❖ Name
- ❖ Company
- ❖ What do you do
- ❖ Status of your company's Lean journey



The Role of the Kaizen Event

- What is a Kaizen Event?
- What a Kaizen Event will and will not accomplish
- When do you use a Kaizen Event?
- Do you “push” Kaizen Events on your people or do they “pull” them?
- Kaizen Events, just one element of a World Class implementation package
- The 15 step Kaizen Event process

What is Kaizen?

(pg. 383)

Kaizen is a Japanese word that means to “change for the good.”

Doing little things better every day.

Origins of Kaizen

(pg. 383)

The Japanese made “little improvements” every day to ideas they picked up from American companies.

Target of Kaizen (pg. 383)

The target of kaizen is cost reduction through the elimination of waste at all levels of the process.

The Difference Between Japanese and American Kaizen

Japanese – slow, gradual, but continuous improvement

American – giant steps, home runs

- Often used by US companies in a “quick fix” mode

Distinguishing Techniques of World Class Enterprises

Impact of World Class Enterprise Techniques

 = Significant Impact

World Class Enterprise Tools & Techniques

Typical Company Measurables	5S Visual Office & Factory	Problem Solving & Error Proofing	TPM - Total Productive Maintenance	Office or Manufacturing Cells	Setup Reduction	Enterprise-Wide Kanbans	Kaizen Events
Safety							
Scrap/Rework							
Inventory Turns							
Unplanned Downtime							
First Time Yield							
On-time Delivery							
PPM							
Absenteeism							
Sales Dollars Per Employee							
Return on Assets							

The Kaizen Event (Blitz)

(pg. 384)

- A team of people
- Period of 3-10 days
- Focus on a working (or proposed) process or cell
- Goal is rapid, dramatic performance improvement

NOTE: Event starts with training on topic of event to ensure common understanding

Selecting the Team Members

- Utilize volunteers
- Some Team Members from outside area – Rule #4
- 25% - 50% people from the work site
- Must include Associates from all production shifts – Rule #5
- Include a maintenance representative

What Can a Kaizen Event Accomplish?

- A kaizen event will effect a rapid improvement in the performance of a specific project process, production process, office process, office or manufacturing cell

What a Kaizen Event will not Accomplish (pg. 385)

- Long term change at the work site
- An increase in understanding of World Class methods
- A change in culture in the work site

Kaizen Rule # 1

(pg. 386)

Event-based kaizen must be used only as part of an overall continuous improvement strategy. Kaizen events by themselves will not transform you into a world class company.

(Employees need a long term, consistent World Class Enterprise message.)

When Do You Use An Event?

- #1 Priority - Preproduction
 - lowest change implementation cost
 - goal is to eliminate/reduce engineering/process changes after production begins
 - opportunity to orient and train
 - does not take line out of production
- #2 Priority - When Part/Product/Process is in Operation

Advantages of Pre-production Kaizen Events (pg. 388)

- Sets the standard for the cell or process at start-up based on best known practices.
- Creates the beginning of a kaizen culture in the area.
- Improves the design and possibly the performance of the product or process.

Requirements for a Kaizen Facilitator (pg. 395)

A Facilitator is required for events and ongoing continuous improvement efforts. Facilitator must have:

- Respect and trust of everyone
- Excellent people and training skills
- Kaizen event experience

Duties of the Facilitator (pg. 395)

- Coordinate events with plant management, visitors, work site event leader, and Associates.
- Facilitates communication and cooperation across functional boundaries.
- Training – updates team on new techniques and technology.

(cont'd)

Duties of the Facilitator

(Cont'd pg. 395)

- Team developer – clarifies roles, goals, decision processes
- Coach / advisor – helps team stay on track
- Cheerleader – sparks synergy and encourages team

Not Included in Facilitator's Duties

(pg. 395)

- Make decisions for the team
- Influence the team or team members to make specific decisions

(The facilitator should NOT be responsible for the action items on the Newspaper.)

Team Leader

- Conduct Meetings
- Provide Direction
- Make Assignments
- Perform as Full Team Member
- Obtain Participation from Everyone
- Act as A Point of Contact
- Insure Team Activities are Coordinated
- Offer Team Members Help without Taking Responsibility
- Disbands Team (with Celebration) When all Open Action Items are Completed

Kaizen Events

**Do you do “PUSH”
events or “PULL”
Kaizen Events?**

“Push” Kaizen Events

- A PUSH Kaizen Event is dictated by management i.e.: we will do three kaizen events per month!
- Okay when you first start your Lean journey

“Pull” Kaizen Events

- A “PULL” Kaizen Event is “pulled” or requested by the people from the area where the event will be held
- Pull events occur when the company has deployed its goals throughout the entire organization and all the areas of the company are visually measuring their area’s improvements against the company goals. When an area needs help in achieving its goals, it “pulls” in a kaizen event.

“Pull” Kaizen Events

- Pull Kaizens are more focused and targeted to helping the company achieve its plan, budget or goals

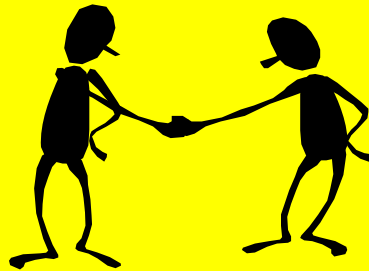
Kaizen Events

Only “*one*” element of a World Class Enterprise (WCE) implementation package that includes training and

- Top management leadership and support
- Great 2-Way communication
- Associate empowerment and participation
- WCE goals and measures
- A customer focus

Distinguishing Features of World Class Manufacturers

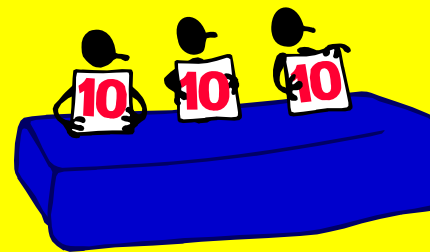
- Teamwork



- A company-wide war on waste



- Dedication to perfect quality



Steps for a Generic Kaizen Event

(see pocket card)

0. Event Preparation – select area, team, and create team package
1. Define Scope and Goals of Event
2. Train the Team
3. Walk the Event Area
4. Collect Data on the Event Area
5. Brainstorm Ideas
6. Prioritize the Top 8-10 Ideas

Steps for a Generic Kaizen Event

(see pocket card)

7. Form Sub-Teams to Try Ideas
8. Check Results
9. Develop/Review/Update Associate Instructions
10. Develop Action Plan for Open Ideas
11. Report – Out to Management
12. Recognize the Team

Steps for a Generic Kaizen Event

(see pocket card)

13. After Event Follow – Up on Open Action Items
14. Measure Event Area Improvement
15. Team Disbands When Open Action Items are Completed

Thank You!

Questions?

Backup/Questions Slides Follow

Creating the Team Package

(pg.403)

Written documentation used as background and reference information to include:

- Definition of the problem and event goals
- Part specifications / drawings
- Customer's part requirements by day / shift
- Processing at each operation (cont'd)

Creating the Team Package

(cont'd pg.403)

- Production hours per day / week
- How to handle abnormal conditions
- Event budget and how to obtain supplies
- Event support personnel contact list
- Results of prior events or improvements
- Complete set of blank documentation sheets

Creating the Team Package

(pg.404)

For production events, include the current area layout, part routing with cycle time, complete process documentation, and any other production performance measures.

(pg. 399)

Kaizen Event Summary Sheet

Plant		Team Leader		Operation #		Date	
Cell		Team #		Process		Takt Time	

Performance Measurement	Before Event	Event Goal (% improvement)	Actual Results	% Improvement
Cell Crew Size				
Productivity (pcs/person)				
Cycle Time				
WIP Inventory				
Raw Inventory				
Quality (reject rate)				
Setup Time (minutes)				
Part Travel Distance				
Floor Space				
5S Rating				

