

**“Ways we do vs. the ways you do”
How Ideas of “Kaizen” are different from
the Western ways of improvement**

Quintessence of KAIZEN

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Session Overview

- This session will offer an **introduction** to the various aspects of “KAIZEN” or Problem Solving(PS), focusing on Japan’s culture and philosophy, organizational structure and process, also human resource management.
- Will give understanding the characteristics of **Continuous Improvement** and the influence that business has had on over Japan’s economy and society.
- Further, will focus not only on your understanding about PS, but also on **implementing** of PS in your own workplace.
- And even give understanding what key - activities such as **behavior change** are necessary to implement real Continuous Improvement in all kinds of organizations, especially over all Asian-Pacific countries and regions.



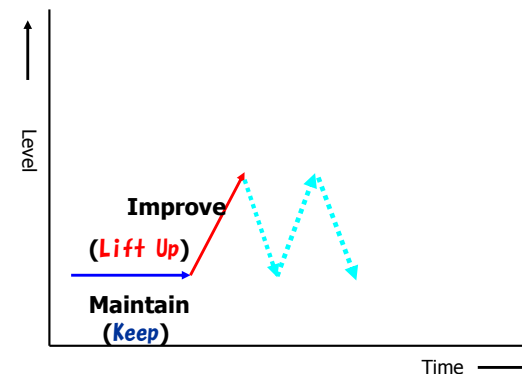
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Airway vs. Jeep way



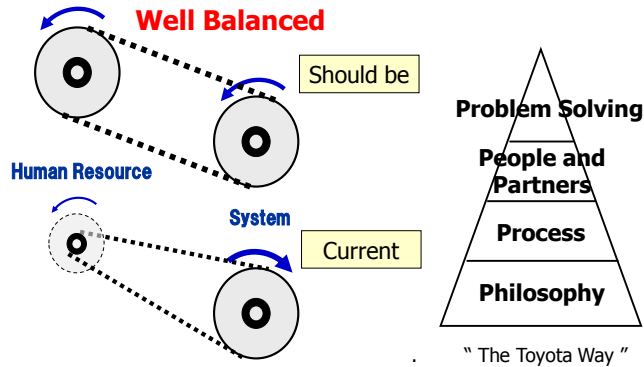
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Establishment of “KAIZEN”



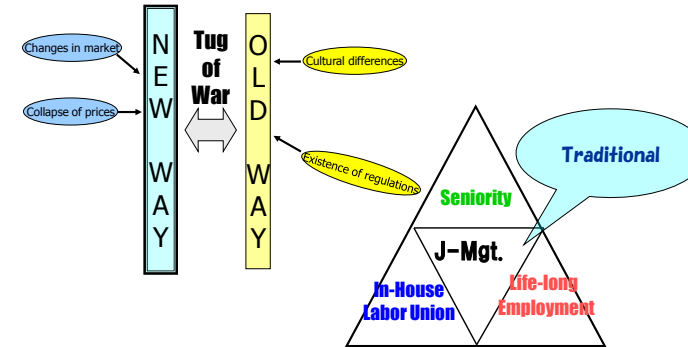
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Why our system doesn't work well?



Japanese approach on Quality of Work

Why can't we change?



From Automobile Industry

• Frederic W. Taylor

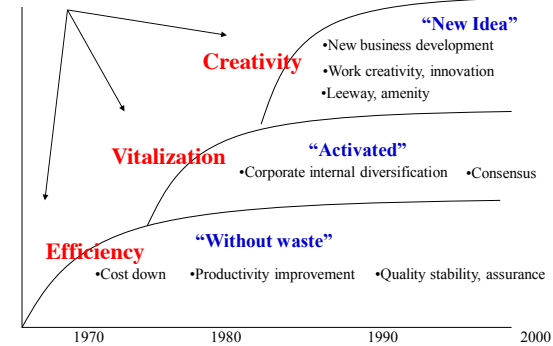
Work measurement,
Work-factor analysis
⇒ 3 S

• Henry Ford

• Alfred Sloan

Major Emphasis on Strategy

Where is the major emphasis of company strategy?



The first Ford failed because of his firm conviction that a business did not need **managers and management**. All it needed, he believed, was the **owner-entrepreneur** with his “helpers.”

(P. Drucker “Management”) 7

Change (“Practice of Management” P.Drucker)

There is a second demand the enterprise must make on the worker: that **he be willing to accept change**.

Innovation is a necessary function of business enterprise; it is one of its major social responsibilities. It requires, however, that **people change their work, their habits, their group relations**.

The human being has a capacity to change beyond all other animals, but it is not unlimited. In the first place, while man can learn amazingly fast, **his unlearning capacity is much lower (fortunately for the race)**. We know today that learning capacity does not disappear with age. **But the more one has learned the more difficult is unlearning.**

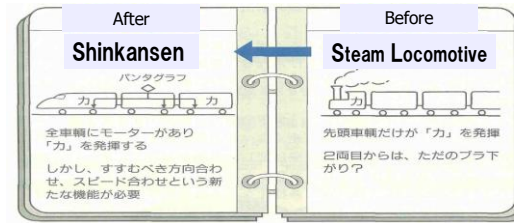
Experience rather than age, in other words, is the bar to easy unlearning and with it to easy or fast learning of new things.

The only way to get around this is by making ability to unlearn itself part of what a man learns. This requires that one learn by acquiring knowledge rather than simply by experience.

‘Lead’ Your Way vs. Our Way

Mr. Kume, former President of Nissan Motor

The leadership from now on must not be standing in front and pulling just like the **steam locomotive**. For example, each carriage of **Shinkansen** runs in its own motor. It is controlling by synchronizing the revolution of each motor and running at same phase. (Nikkei, '87 / Aug / 17)



Everybody Participates = “Empowerment”

Maximum Utilization of Everybody
Everybody works for the same direction



1. Create a company-wide policy by Top management
2. Everyone understands the top policy
3. Every manager must develop his/her own department policy according to the top policy
4. Everyone must have positive attitude and would like to solve problems, depending not on the technical expertise but on management ideas

“ BALANCE ”

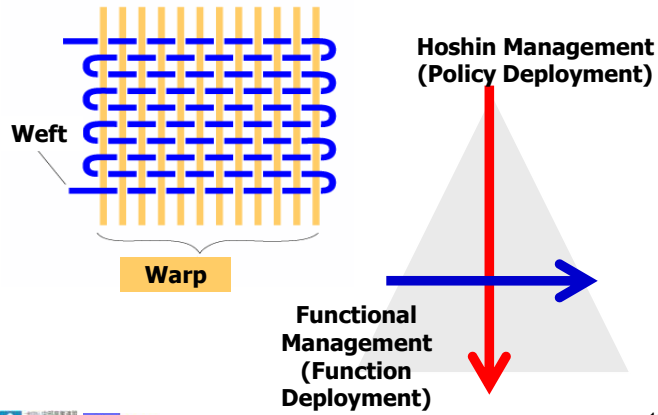
The work of the manager, in other words, is complex. And every one of its categories requires different qualities and qualifications.

Setting objectives, for instance, is a problem of balances: **a balance between business results and the realization of the principles one believes in** ; a balance between **immediate needs of business and those of the future** ; a balance between **desirable ends and available means**. **Setting objectives therefore requires analytical and synthesizing ability.**

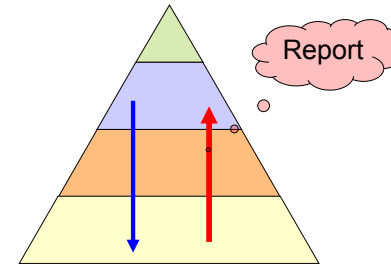
Organizing, too, requires analytical ability. For it demands the most economical use of scarce resources. **But it deals with human beings; and therefore it also stands under the principle of justice and requires integrity. Both analytical and integrity are similarly required for the development of people.**

(“Practice of Management”)

Weave a beautiful cloth



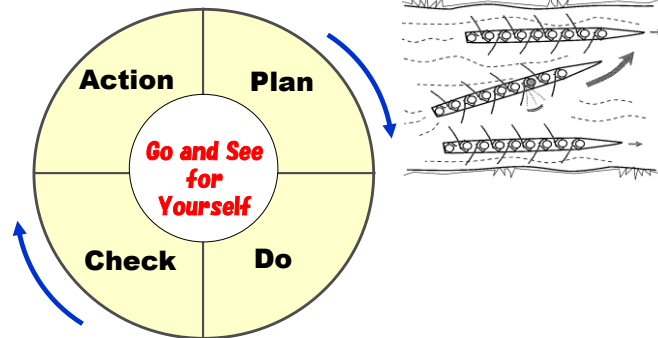
Horenso ("Spinach")



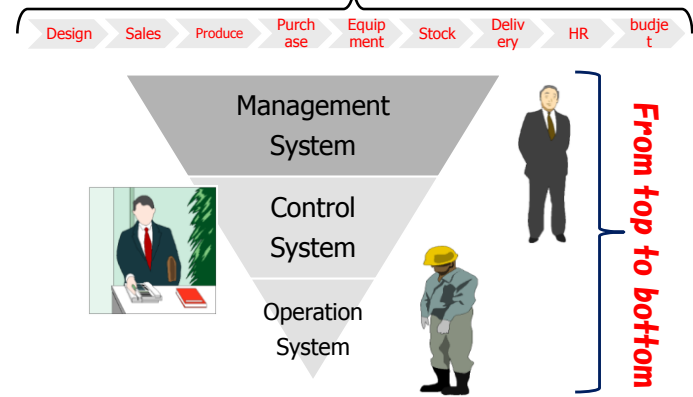
Communication

A transmission activity between several persons to mutually understand the heart, feeling, thinking, opinion and facts.

PDCA Cycle

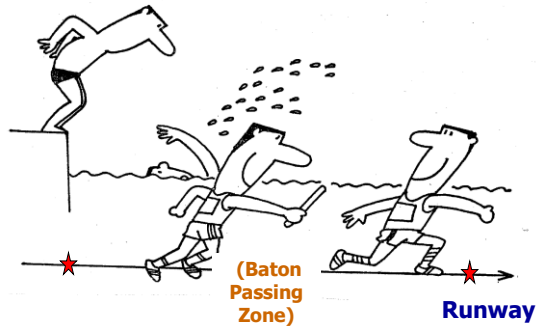


Pass over & Dash off (PODO)

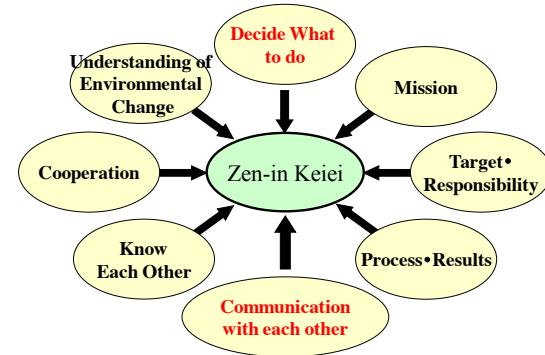


Total Control of Q, C, D, S, M, E

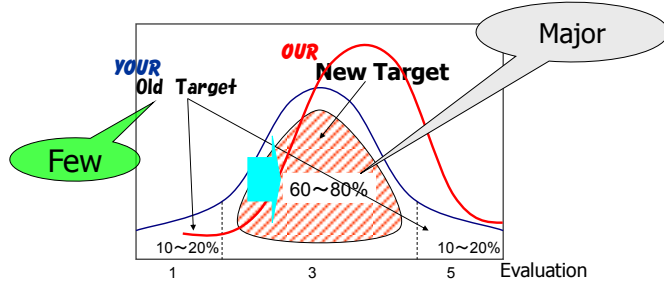
How to hand over the baton (Takeover)



Integrate THE System

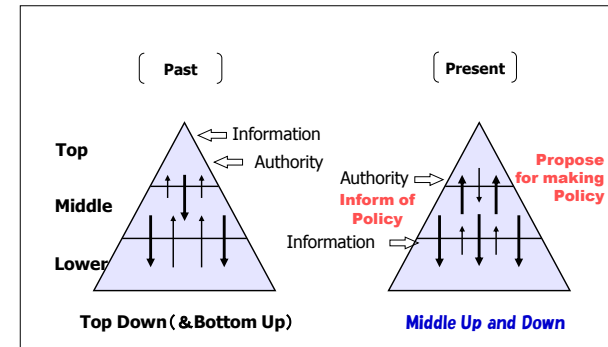


Focus on an Average Man



Japanese 'Bottom Up' Way

Middle Up and Down



Old and New leader model

(From now on)	(Until now)
Praise	Reproach
Listen	Speak, Tell
Statistical	Assumption
Confide	Hide
Develop Solution	Find someone to blame
Bolster up	Repress
Welcome question	Do not entertain question
Think in medium & long term	Think only of short-term
Think from the root	Think just adjustment
Trust (belief that human nature is fundamentally good)	Distrust (view that human nature is fundamentally cunning)
Generate the best solution (Open ended)	Only one answer (Closed ended)

Japanese Way Of KAIZEN Practice

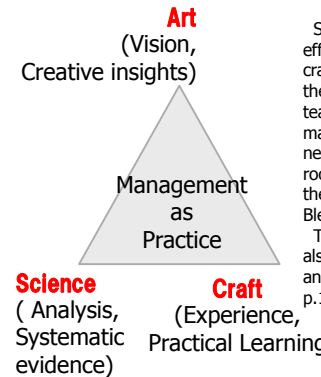
Learning by Doing

Company-wide Problem Solving

To master Japanese “Accomplishments”

- Keep (Maintain) 守 “Shu”
- Break (Improve) 破 “Ha”
- Leave (Innovate) 離 “Ri”

Styles of Managing



So the place to be inside the triangle: effective managing requires some **blend** of art, craft, and science, whether in the person of the manager alone, or else in a management team that works together. In other words, management may not be a science, but it does need some of the order of science, while being rooted in the practicality of craft, with some of the zest of art. p.127
Blending All Around
The manager is close to the workflow, but also connects significantly to the outside world, and most importantly, **blends** them together. p.137

H. Mintzberg “Managing”

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