

## The Role of **Top Management** to Implement **"Kaizen"** "Ways we do vs. the ways you do"

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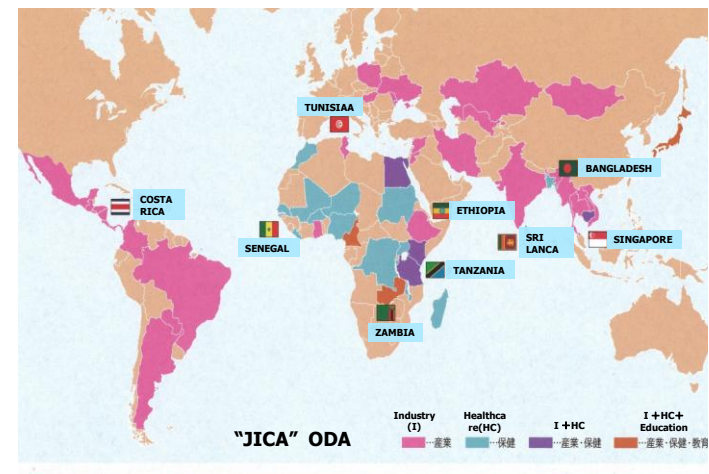
## Session Overview

- This session will offer an **introduction** to "KAIZEN" or Problem Solving(PS), focusing on Japan's culture and philosophy, organizational structure and process, with reference to various aspects of human resource management.
- Will invite the understanding of **Continuous Improvement** and the influence that business has had on over Japan's economy and society.
- Further, will focus on **implementation** wide of the picture, especially the role of **Top Management** in your organization.
- Try to clarify your understanding, what key activities are necessary, such as **behavioral changes** to implement real Continuous Improvement in all kinds of organizations, all over the regions and countries on the globe.



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## Kaizen all over the World



## Definition of “KAIZEN”

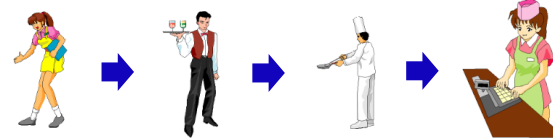
**Kaizen** (改善), is the Japanese word for “continual improvement”. In business, kaizen refers to activities that continuously improve all functions and involve all employees from the CEO to the assembly line workers. It also applies to processes, such as purchasing and logistics, that cross organizational boundaries into the supply chain.<sup>[1]</sup> It has been applied in healthcare,<sup>[2]</sup> psychotherapy,<sup>[3]</sup> life-coaching, government, banking, and other industries.

By improving standardized programmes and processes, kaizen aims to eliminate waste (see lean manufacturing). Kaizen was first practiced in Japanese businesses after the Second World War, influenced in part by American business and quality-management teachers, and most notably as part of The Toyota Way. It has since spread throughout the world<sup>[4]</sup> and has been applied to environments outside of business and productivity.

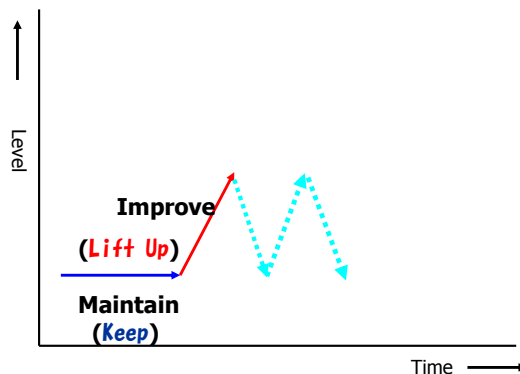
From “Wikipedia”

## Problem Solving of yourself, by yourself, for yourself

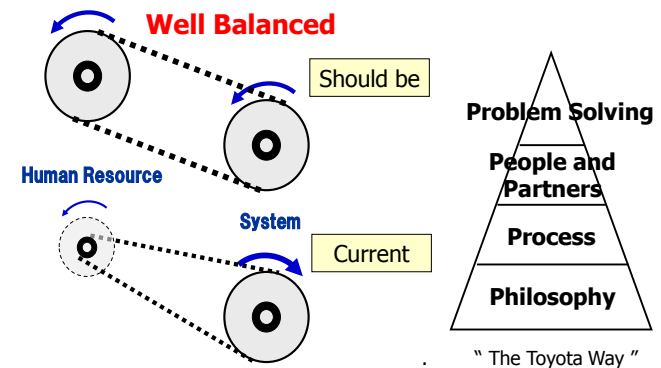
It is significant that “**KAIZEN**” getting started in non-profit activities at local educational commissions, hospital & clinic organizations, for reason of their expedient actions expressed as in the motto “**NOAC**” -**N**ext **O**peration **A**s your **C**ustomer. “NOAC” works in government offices as well.



## Establishment of “KAIZEN”

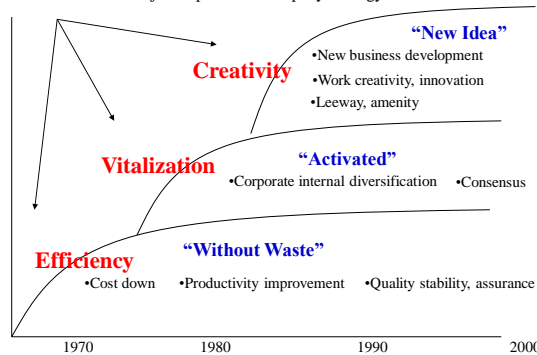


## Why our system doesn't work well?



## Major Emphasis on Strategy

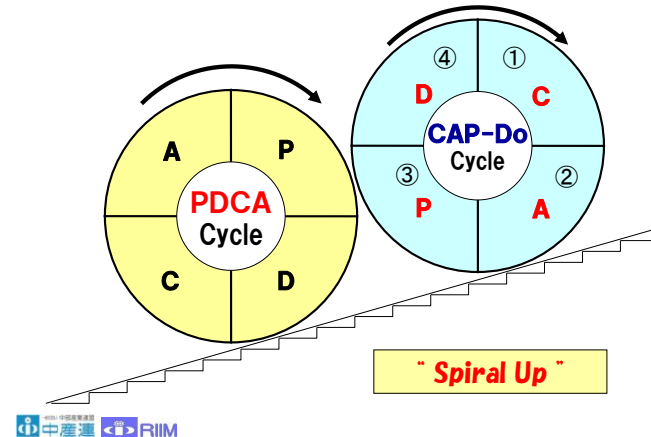
Where is the major emphasis of company strategy?



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”)

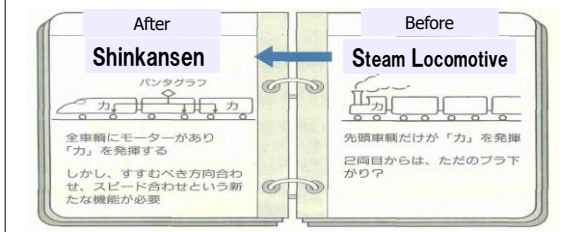
## PDCA & CAP-Do



## ‘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



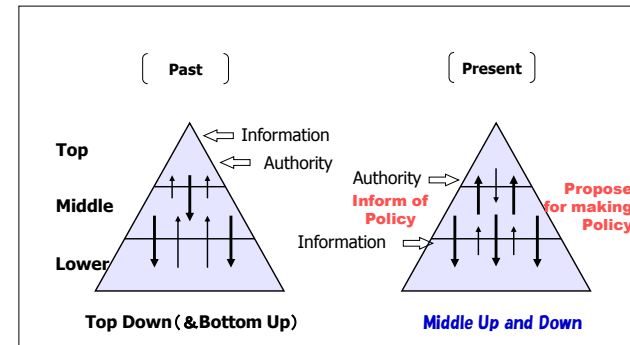
1. Create a company-wide policy by Top management
2. Everyone understands the top policy
3. Every manager must develop his/her own department policy according to the top policy
4. Everyone must have positive attitude and would like to solve problems, depending not on the technical expertise but on management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

## The Role of the Top Management

1. **Railway** Construction
2. Allocation of **Resources**
3. **Vitalization** of People



## Middle Up and Down

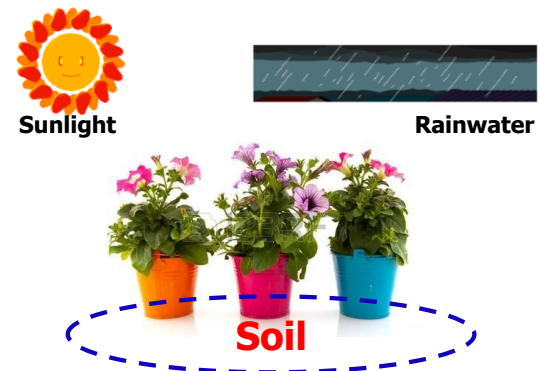


## TQM and Hoshin Management

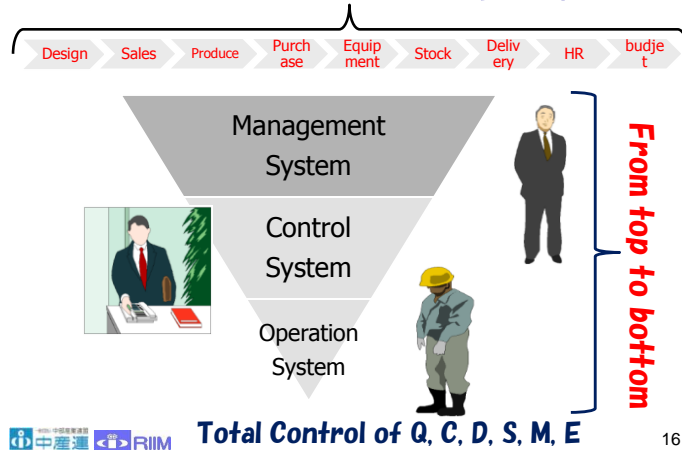
**Think BIG**



## The Role of the Top Management on implementation of **Kaizen**



## Pass over & Dash off (PODO)



## 10 commandments in managing

1. **Challenge the stereotype**
2. Purposely, knock a difficult ball
3. Respond to diversification
4. Think over and translate them into action
5. Think mid/long term not short term.
6. Make a good plan not examination
7. Give speaking power to others
8. Give **good chance and hint**
9. Display your techniques in attentive listening, question and outspokenness.
10. Open your heart and lead

## Manager's Roles by Henry Mintzberg

### Interpersonal Roles

- Figurehead
- Leader
- Liason

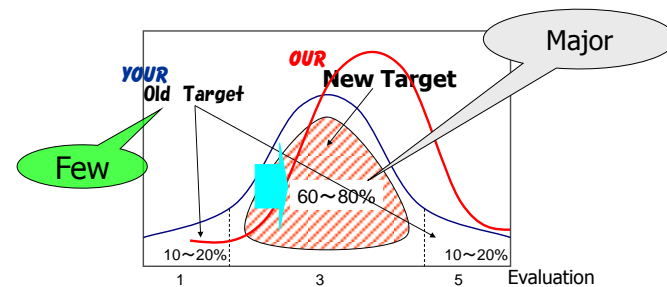
### Informational Roles

- Monitor
- Disseminator
- Spokesman

### Decisional Roles

- Entrepreneur
- Disturbance handler
- Resource Allocator
- Negotiator

## Focus on an Average Man

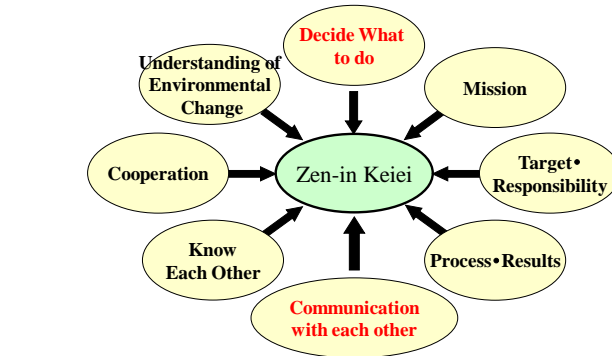


## Japanese 'Bottom Up' Way

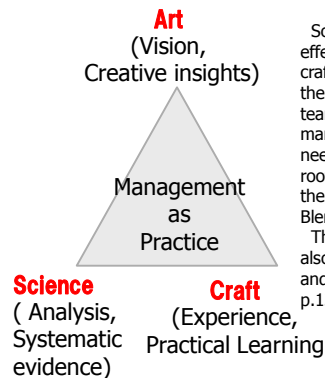
## Western VS. Japanese

	Improvement	Kaizen
Philosophy behind the scene	Provide Treatment/Counter-measures for specified recurrent problem	Understand the situation (Getting to know why it so prevails)
First Stage	Define the problem for alleviation	Find out the problem for eradication
Scope	Problem specified individually	Problem spread in common
Act	Prompt actions taken as countermeasures	Observe and study the current situation to identify root causes
Handling	Acquisitive(several counter-measures applied for the effect specified)	Step by step (Apply one countermeasure after another)
Human Factor	Assigning people adept with expertise	Fertilizing the rank and file people
Result	Problems may recur!	Problems Never repeat!

## Integrate THE System



## 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 practically 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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