



K A I Z E N

*Improving
the Good*

- Ninja Services
- **KAIZEN Principles**
- Questions & Answers

Ninja Services

What is it?



Interdisciplinary Business Excellence.
10+ years in Asia. Greenfield Experiences.

E-mail services@ericroth.org
Internet ericroth.org/services



ericroth.org/professional/my-background

Goals of this presentation

- **Create understanding** → Explain KAIZEN as an attitude and system (not just as a method)
- **Show relevance** > Why continuous improvement is crucial for competitiveness, quality and customer benefit
- **Classify instruments** > KAIZEN as a foundation, other methods (JIT, Kanban, 5S, Poka Yoke, Yokoten etc.) as tools
- **Strategic anchoring** > Present KAIZEN as part of the corporate strategy and culture
- **Clear benefits** > Specific effects: Shorter turnaround times, less waste, higher customer satisfaction
- **Providing impetus for action** > Motivating the audience to actively implement KAIZEN in their own unit.



KAIZEN

What's behind it?

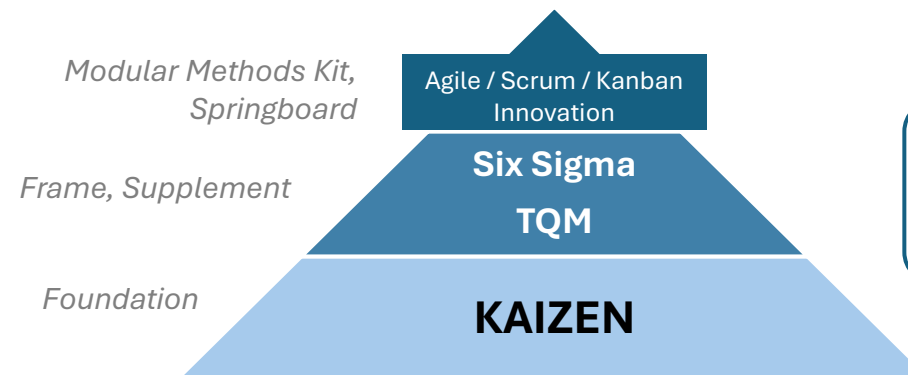
- **KAIZEN in Comparison**
- **KAIZEN Understanding**
- **KAIZEN Terms**
- **KAIZEN Origin**
- **KAIZEN Present**
- **KAIZEN Strategy**
- **KAIZEN Business Mission**
- **KAIZEN Principles & Goals**
- **KAIZEN Benefits**
- **KAIZEN in Practice**

KAIZEN in Comparison



approach	Focus	Typical use
KAIZEN	Continuous, incremental improvement; culture and routines	Day-to-day business, shop floor, service processes
Six Sigma	Error reduction, reduce variation; DMAIC, statistics	Quality problems, process distribution, compliance
TQM	Holistic quality orientation, customer focus, standards	Company-wide quality systems
Agile / Scrum / Kanban	Iteration (cycle), self-organization, flow	Product / IT development, service design
Innovation Management	Jump changes, new services/models	R&D, business model innovation, market entry

- **KAIZEN** (Foundation)
 - Continuous improvement (CIP), culture and daily practice
- **Six Sigma** (Supplement)
 - Statistical precision for complex quality problems
- **TQM** (Frame)
 - Formal cover, filled with life by KAIZEN
- **Agile / Scrum / Kanban** (Modular Methods Kit)
 - Speed and iteration (cycle), only effective in KAIZEN culture
- **Innovation Management** (Springboard)
 - Disruptive changes, stabilized by the KAIZEN basis



KAIZEN is the foundation of sustainable excellence – without this culture, everything else is just an add-on.

KAIZEN Understanding



- Level 5** KAIZEN as a living corporate culture
- Level 4** Self-regulation through individual responsibility
- Level 3** Simplify work processes through KAIZEN
- Level 2** Standardization of processes and activities
- Level 1** Order and cleanliness

改



善

«Kai»
Change

«Zen»
For the Better

Improving the Good!

Dual Nature

KAIZEN comes from Japan and is an **action plan** and a **philosophy** at the same time.

- As an **action plan**, KAIZEN always aims to focus all activities on improving certain areas.
- As a **philosophy**, KAIZEN is about building and maintaining a culture in which everyone involved actively participates and always proposes and implements improvements.

KAIZEN Terms



Principles & Basics

- **KAIZEN / CIP** → Continuous improvement as a mindset
- **PDCA** → Plan – Do – Check – Act (Deming cycle)
- **80/20 rule (Pareto)** → 80% result with 20% effort
- **Core process** → Value creation, differentiation from the competition
- **Customer (external / internal)** → End users vs internal dependencies



«**MUDA**»
Waste / Not value-
generating



«**MURA**»
Deviation /
Imbalance



«**MURI**»
Overloading /
Oversteering

Culture & Management

- **Muda / Mura / Muri** → Waste, deviation, overload
- **Gemba / Genchi / Genbutsu** → Place, go, “real thing”
- **Hoshin Kanri** → Strategy implementation through cascade objectives
- **Kaikaku** → Radical improvement
- **Andon** → Visual signal in the event of problems
- **Yokoten** → Horizontal learning (copy, replicate)
- **Obeya** → Visual project / improvement management
- **Nemawashi** → Advance alignment for changes

Tools & Methods

- **Just-in-time (JIT)** → Demand-driven production
- **KANBAN** → Visual pull system
- **Poka Yoke** → Avoid errors
- **5S** → Order and discipline in the workplace
- **Ishikawa Diagram** → Cause-effect analysis (PSS)
- **SMED** → Setup time reduction
- **Tact time** → Customer tact determines frequency
- **Standardized work** → Best known method as basis

KAIZEN Origin



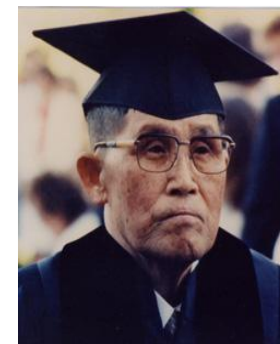
Japan after World War II,
difficult economic situation



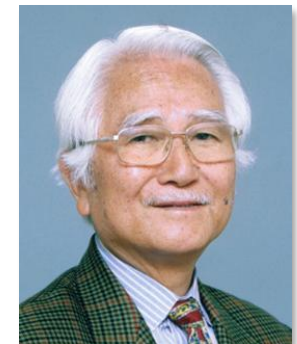
Improving existing
Conditions with a new philosophy



The 90s –
Introduction of KAIZEN in Europe



Taiichi Ohno & Shigeo Shingo
Dev. of the Toyota Production System, 1950



Masaaki Imai
Founder of the KAIZEN Institute, 1985

KAIZEN Present



KAIZEN as a Lifelong Task: KAIZEN is not a one-time project but a lasting principle. It is based on the idea of continuously making small improvements that, over time, add up to significant progress. Since there is always potential for further development, KAIZEN has no end and remains an ongoing process.

KAIZEN in Personal Application: Health & Fitness: KAIZEN can be applied to gradually reach goals such as walking 10,000 steps a day, starting small and steadily increasing over time. Learning & Development: Instead of attempting major changes all at once, the focus is on continuous, incremental progress in personal growth.

KAIZEN in Corporate Practice: Not only individuals benefit from KAIZEN, but many companies worldwide also embrace this philosophy. Through CIP they enhance efficiency, quality, and competitiveness. The following company logos represent organizations that have successfully integrated KAIZEN into their corporate culture.



KAIZEN Strategy



The KAIZEN strategy is to consistently embed continuous improvement in our culture and processes, so that every change – whether small or disruptive – creates lasting value and customer satisfaction.

Masaaki Imai says:

“The message of the KAIZEN strategy is that not one day should pass without any kind of improvement being made anywhere in the company.”

“Never be satisfied with the status quo!”

KAIZEN is the daily improvement, the improvement of each individual, the improvement everywhere.”

*“Don’t wait for the perfect solution and correct any mistakes immediately.”
70% now is better than 100% later.”*

“All KAIZEN efforts amount to one word: Customer satisfaction.”

KAIZEN Business Mission



KAIZEN Business Mission



- The **KAIZEN organization** supports our company domestically and abroad with methods and coaching for continuous improvement along the entire value chain and makes a significant contribution to **increasing safety, quality and efficiency**.
- It is responsible for the **improvement process** and supports the company on its path to a **low-waste, value-creating organization** with the involvement of all employees. Sustainable improvements increase **customer benefits**.
- The **KAIZEN philosophy** forms the basis of our joint improvement culture. By empowering **all employees**, it harnesses their potential for cross-unit and cross-border improvements and promotes a co-entrepreneurial mindset.
- The **improvement activities** penetrate the organization holistically and make a key contribution to achieving our **corporate goals**.
- This is how we are developing into an **excellent and learning organization**.

The Executive Board

Practical Examples

- **Toyota Production System (TPS)** → KAIZEN is the duty of all employees and part of the official production philosophy.
- **Bosch Production System (BPS)** → Bosch anchors KAIZEN and CIP as an integral part of the production system.
- **Siemens Management System** → KAIZEN / CIP is integrated into this as a continuous improvement task.
- **Hospitals (e.g. Inselspital Bern, KSW)** → KAIZEN and CIP mandates are set out in quality reports.
- **SBB (Swiss Federal Railways)** → KAIZEN supports passenger transport with coaching for continuous improvement.
- **Roche (Pharma)** → KAIZEN is a continuous improvement mandate embedded in lean operations.
- **ABB (Industry, Switzerland)** → KAIZEN is part of the Operational Excellence Programmes for improving efficiency.
- **BMW Production System** → KAIZEN obliges all employees to reduce waste and improve quality.

KAIZEN Principles & Goals



Principles

- Don't justify yourself for the past, but face the challenges.
- Think about how things can be done, not why they cannot be done.
- Use figures, data, facts (FDF), not theories.
- Use wisdom, not money.
- Work smartly, not harder.
- Set high standards.
- Correct errors immediately. 70% now is better than 100% later.
- A team is better than an expert.
- Be a role model and set a good example.
- Identify the cause of the error, not the person responsible.

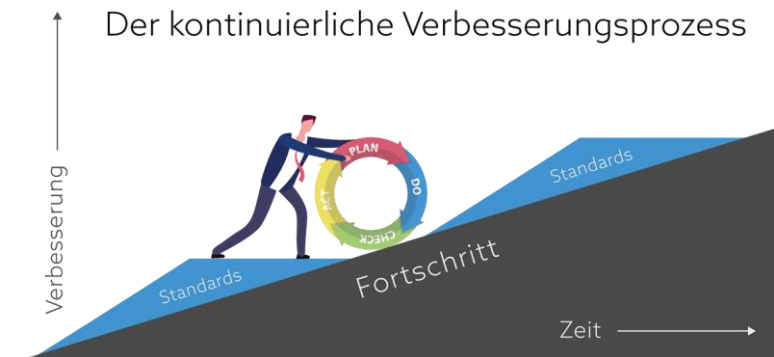
Solution Approaches

1. Simpler
2. Better
3. Faster
4. Cheaper

In this Sequence!

Goals

- Independent detection of vulnerabilities.
- Consciously and independently avoiding waste (time, material, etc.)
- Simplification, improved quality, shorter turnaround times by eliminating non-value-added activities, reduced costs.
- There is untapped potential in all work processes that needs to be unlocked at every level.
- Standardization of work processes based on employee suggestions
- Identification with and compliance with self-set standards.



KAIZEN Benefits



How to do KAIZEN?

- As an **action plan**, KAIZEN is all about constantly focussing all activities on improving certain areas.

→ That's the **Methodology**. That's the **HOW**.

Why use KAIZEN?

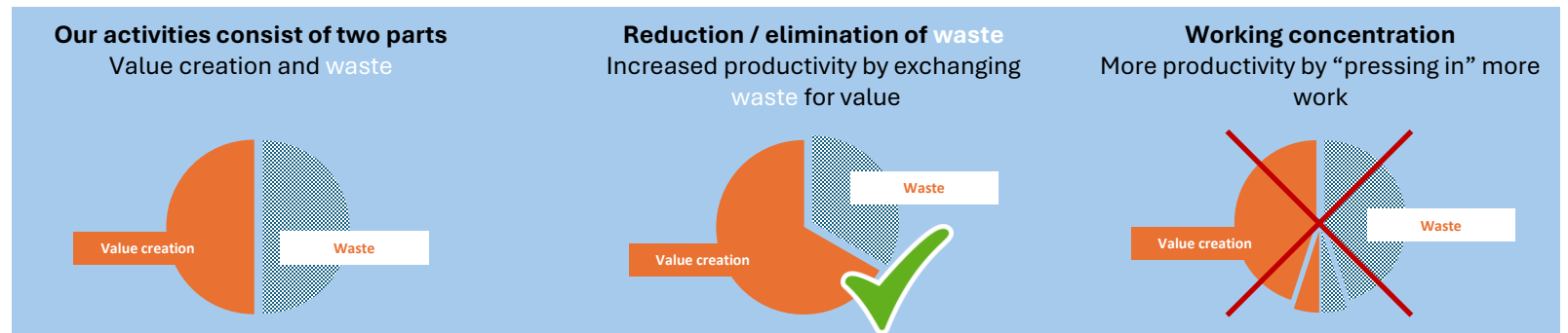
- As a **philosophy**, KAIZEN is about building and maintaining a culture in which everyone involved actively participates, suggests improvements and implements them.

→ That's the **Attitude**. That's the **WHY**.

KAIZEN does not focus on employees and outputs, but on processes continuously and endlessly!

What does KAIZEN do?

- Improvement of quality
- More efficient process design
- Cost savings
- Reduction of inventories, space savings
- Improved value and maintenance
- Improved operating climate / communication
- Increase in work ethic
- Employees with individual responsibility
- Increased added value
- Fewer or no empty runs



→ That's the **Result**. That's the **WHAT**.

KAIZEN in Practice



Production – Shop floor meetings as a management tool

- Daily short meetings directly on the team board
- Team Board shows current key figures, disruptions and measures
- Improvement cards record improvement suggestions directly on-site
- **Result:** Machine downtime **reduced** by **20%** within three months

Logistics – Targeted elimination of sources of error

- Improvement cards document recurring picking errors
- Teamwork: Root cause analysis and development of specific countermeasures
- **Result:** Error rate for deliveries **halved**, customer satisfaction increased significantly

Administration – Optimizing accounting processes

- Improvement cards reveal media disruptions and unnecessary process loops (*e.g. manual transfers between systems or double test paths*)
- Team Board visualizes implementation status and responsibilities
- **Result:** Processing time per invoice **reduced** by **25%**

“How Swiss companies are growing by up to 70 percent”

It is known as the KAIZEN principle: This management approach from Japan is very popular in Swiss industry.

It sounds like a fantasy number: the company Franke Coffee Systems increased its coffee machine output by 70 percent in 2015. **Instead of 115 machines, 200+ machines a week are now leaving the most important assembly line – and all this with the same level of staff and machine deployment.** According to Alexander Zschokke, head of Franke, the company achieved the impressive increase in productivity thanks to the KAIZEN method.

Tages Anzeiger - May 31, 2016

KAIZEN

The Approaches

- **Hoshin Kanri**
- **Bottom-Up**
- **Yokoten**
- **The 3 Pillars**
- **PDCA Cycle**
- **Poka Yoke**
- **SMART Goals**
- **Pareto Principle**
- **Method Mix / Solution Methods**

KAIZEN Approach → Hoshin Kanri



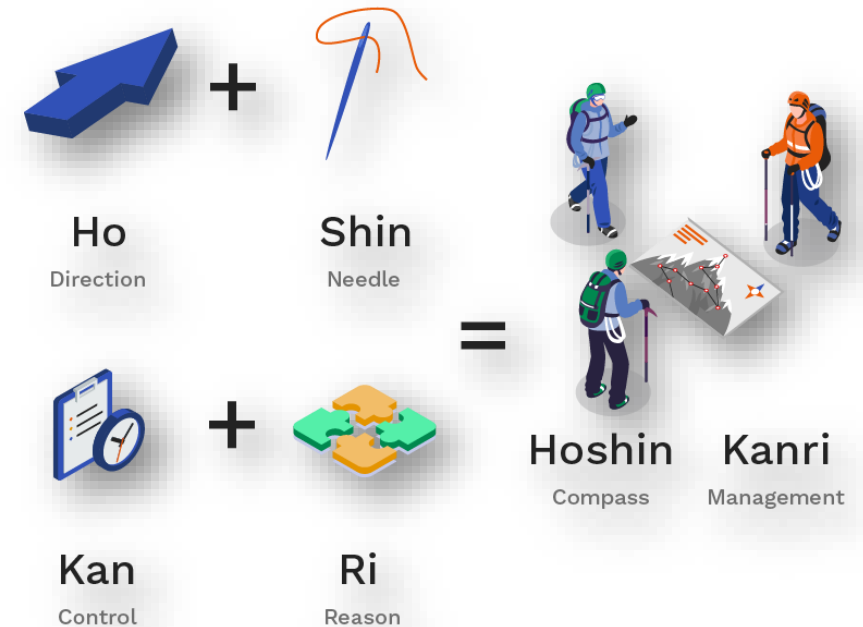
What is Hoshin Kanri?

- Strategic management tool for the systematic implementation of corporate goals
- Combines long-term visions with concrete improvement initiatives
- Promotes vertical and horizontal coordination through **"catchball" communication**
- Creates transparency, reliability and review structure across all levels

Role in the KAIZEN Context

- Makes KAIZEN strategically connectable – not isolated solutions, but target cascades
- Complements SMART goals with target alignment and prioritization
- Enables effectiveness monitoring at several levels: operational, tactical, strategic
- Promotes continuous learning through systematic target review cycles

Structured consultation with obligation to participate



Reporting alone is not enough.
→ Dev. of goals instead of target distribution

KAIZEN Approach → Bottom-Up



- The KAIZEN improvement card is a classic tool for bottom-up management

“KAIZEN only works as a structured interaction and not as a one-way street.”

- KAIZEN – the power of small steps for continuous improvement by everyone, anytime and anywhere.
- The involvement of everyone plays a key role here, as employees are best placed to assess how their working environment can be continuously optimized.
- All employees are asked to make suggestions for improvement (improvement cards).
- The usability of the proposals is checked and evaluated in order to incorporate them into the company processes in the event of a positive overall assessment.

Advantages of top-down Management



Weitestgehend bekannt



Eindeutigere Kommunikation



Einfache Identifikation von Problemen



Schnellere Implementierung

Advantages of bottom-up Management



Informiertere Entscheidungen



Bessere Moral im Team



Mehr Raum für Kreativität

Good, effective management is a question of balance:
Use the traditional top-down method in combination with
the KAIZEN bottom-up approach

Disadvantages of top-down Management



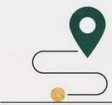
Geringer Einfluss der Führungskraft



Weniger Raum für Kreativität



Verringertes Teamengagement



Geringe Nähe zu Entscheidungsträgern

Disadvantages of bottom-up Management



Wenig Dynamik



Änderung der Führungsdynamik



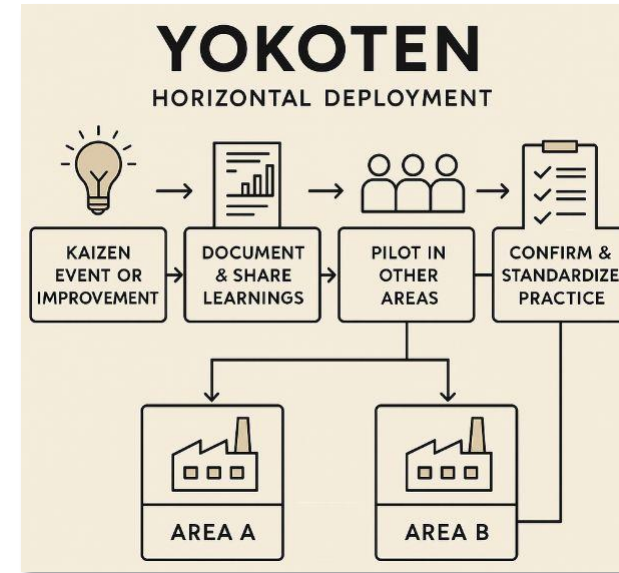
Mangel an allgemeiner Übersicht

KAIZEN Approach → Yokoten

- Japanese for “lateral spread” or “horizontal transfer” complements bottom-up initiatives with structured multiplication.
- Yokoten prevents good solutions from getting lost locally, making it the difference between selective optimization and organizational maturity.

Requirements for a functioning Yokoten

Element	Significance
Documentation	The solution must be traceable and verifiable
Context Check	Transferability must be evaluated methodically
Management Integration	Multiplication requires approval and resources
Review Mechanism	Impact must also be reviewed in the target area



Typical tripping hazards without Yokoten

- Improvements remain unit-specific
- Successful approaches are not documented
- Transfer is random or not at all
- Repeated errors in comparable processes

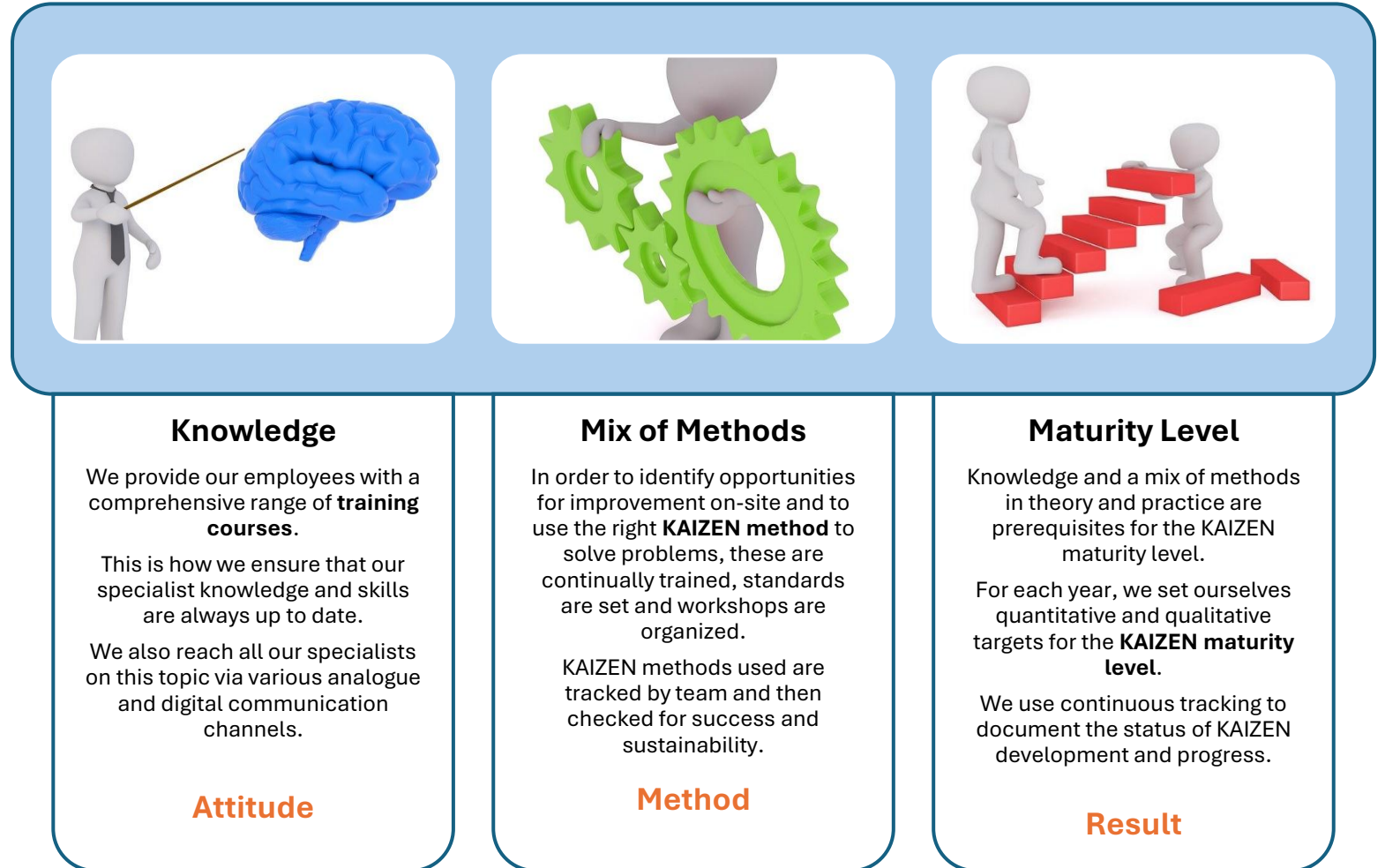
KAIZEN Approach → The 3 Pillars



In our daily work, we apply the principle of KAIZEN in all units

“Attitude + Method = Result”

in a **3-pillar system**



KAIZEN Approach → PDCA Cycle



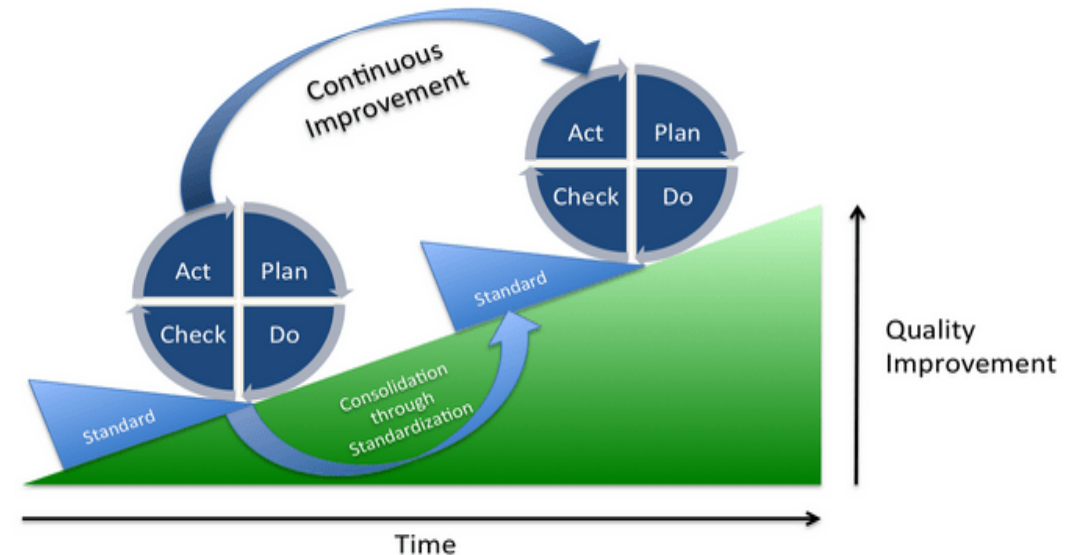
The PDCA cycle (plan–do–check–act) is an iterative (cyclical, always recurring) process for continuous and systematic improvement through structured iteration.

It consists of four phases:

Phase	Description
Plan	Identify problem, define goal, analyse causes, plan measures
Do	Implement planned measures (pilot phase or controlled introduction)
Check	Review results, carry out target-actual comparison, assess effectiveness
Act	Standardize successful measures, start a new round if required

Application in Kaizen

- Concrete, small-step improvements in everyday working life
- Fact-based analysis instead of guesswork
- Repeatable structure for continuous optimization
- Involving all employees to promote a culture of improvement



KAIZEN Approach → Poka Yoke

Poka Yoke (Japanese: “Avoid errors”) refers to technical or organizational precautions that prevent unintentional errors in the process, make them immediately visible or correct them automatically.



So the goal is

- Don't make mistakes possible in the first place
- Ensure quality before testing
- Design processes to be audit-ready and robust

Typical Poka-Yoke Mechanisms

Type	Practical Examples
Preventing	Connector only fits in one direction
Warning	Tone in case of incorrect input
Head	Assembly only possible in correct sequence

Impact through KAIZEN

- Reduction of rejects and rework
- Increased process security
- Contribution to increasing (KAIZEN) maturity
- Less reliance on experience

Poka-Yoke Principle

4 Tips for Error-Free Production



Physical Poka-Yoke

Use physical barriers and fittings to prevent incorrect placement of components.



Informational Poka-Yoke

Provide employees with visual and acoustic signals to ensure correct workflows.



Sequential Poka-Yoke

Control work processes by linking the release of the next steps to specific conditions.



Combined Poka-Yoke

Combine different Poka-Yoke methods to prevent errors in various applications.

KAIZEN Approach → SMART Goals



KAIZEN is not about activism, but about targeted, sustainable improvement. Clear **target definitions** are needed to ensure that KAIZEN solution methods do not operate in a fog. SMART goals provide just that: A structured, verifiable basis for every idea for improvement.

Criterion	Significance	Example
S pecific	Clearly defined, clearly defined	“20% reduction in set-up time for line 3”
M easurable	Quantifiable, objectively verifiable	“Turnaround time ≤ 48 hours for 95% of orders”
A ttractive	Motivational, meaningful	“Increase the initial resolution rate in the support team up to 85%”
R ealistic	Feasible with available resources	“1 audit per quarter with existing team”
T ime bound	With a clear deadline	“Implementation by CW 45”

Measurability is key – because every measure must be able to be measured by its effect. Without clearly defined targets, effectiveness monitoring remains arbitrary.

SMART goals therefore create the prerequisites for objective evaluation: after a KAIZEN workshop, you can ask not just “*What was done?*”, but “*What was achieved?*”.

Whether turnaround time, error rate or customer satisfaction – goals should be defined in a SMART way that can be demonstrably achieved or missed. This is the only way to create a real learning curve instead of cosmetic change.

Effective **success control** is carried out after each KAIZEN workshop and the results achieved are compared with the SMART goals set. It is useful to carry out effectiveness monitoring approximately three months after a KAIZEN workshop.

KAIZEN Approach → Pareto Principle



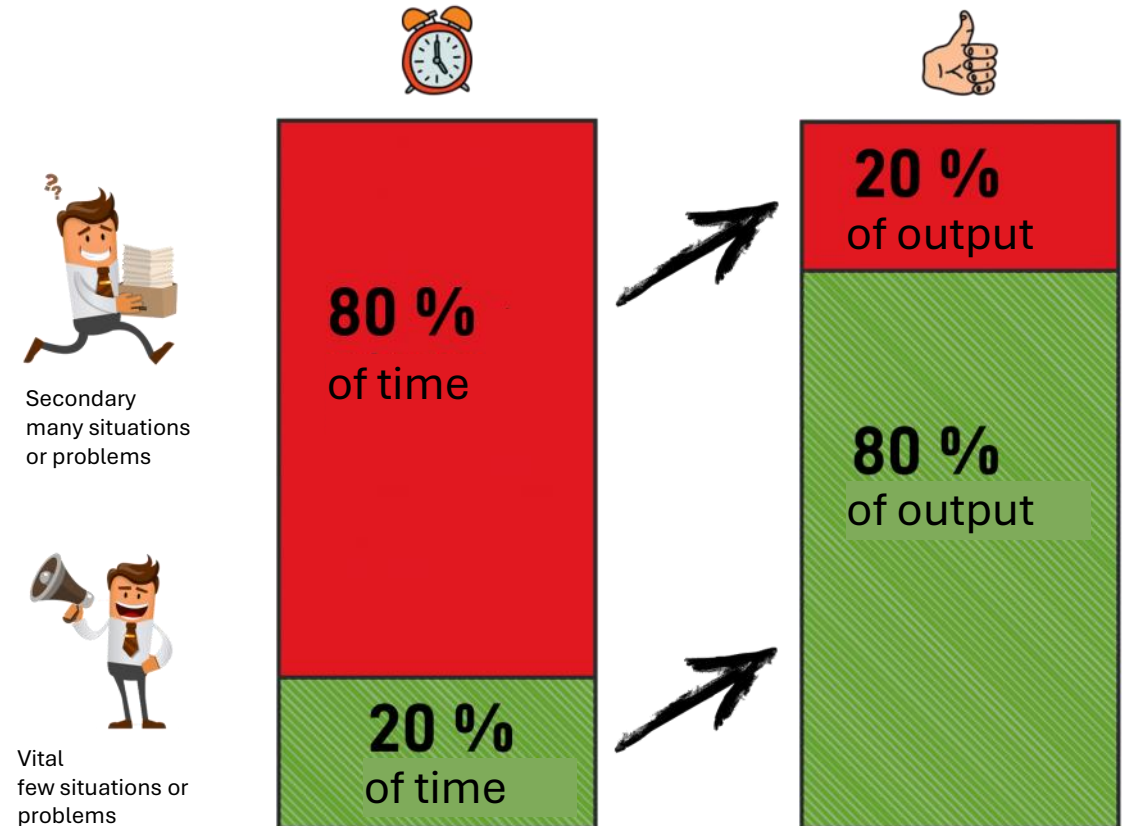
80% Result / Impact / Output ↔ **20% Effort** / Focus / Input

Pareto Principle?

- Also known as the “80 / 20 rule”: A small proportion of the causes generate the majority of the effect
- Origin: Vilfredo Pareto (1896), originally related to the distribution of assets
- In KAIZEN: Identification of the most relevant influencing factors for process problems or waste

Role in KAIZEN

- Prevents actionism through targeted prioritization
- Supports focused root cause analysis (e.g. error frequency, complaints, turnaround times)
- Complements solution methods such as PSS and PM with impact orientation instead of illusion of completeness
- Basis for resource-saving planning of measures with maximum leverage



KAIZEN Method Mix / Solution Methods



Visualization & Management

➤ Team Board

The team board serves as a communication tool for the team leader. Employees are informed at regular meetings and have the opportunity to make improvements.

➤ GEMBA Walk / GEMBA Talk

The GEMBA Walk enables managers to observe the actual work process, to get in touch with employees, to gain deeper firsthand knowledge about the work process and to discover practical opportunities for continuous improvement.

➤ 5S & Waste

The 5S method is a structured approach to improve workplace organization. It aims to avoid disruptions in the workplace, lengthy searches, long transport routes, and waiting times, for example. Wastes in production and administration form the basis for practical ideas for improvement.

➤ KAIZEN Maturity Level

The KAIZEN maturity level includes the implementation of the KAIZEN as a whole and is determined by these modules: Goals (solution methods), topics (dialogue), 5S audits and level of fulfilment (solution methods).

Problem Solving & Process Quality

➤ Improvement Card

The card is a tool for capturing and placing changes within the company. It will be reviewed and discussed on the team board.

➤ Problem-Solving Story (PSS)

The problem-solving story is suitable for *problems for which the cause is not known*. The specific root cause analysis is used to avoid wrong decisions and to define measures.

➤ Process Mapping (PM)

Process mapping involves analysing an *entire process*. Using KAIZEN flashes, wastage / problems are identified, a target process and a plan of measures are defined.

➤ Input-Output Check (SIPOC)

The SIPOC method highlights *process steps* with their inputs and outputs. Supplier and customer are included in the analysis, asking: What are the demands, what are the customer's wishes?

➤ Activity Structure Analysis (ASA)

The ASA is primarily used in the administrative area to analyse activities and eliminate waste in the process (waiting time, search time, etc.).

KAIZEN

Method Mix / Solution Methods

Visualization & Management

- Team Board (and Improvement Card)
- GEMBA Walk & Talk
- 5S & Waste
- KAIZEN Maturity Level



Separate training for
each solution method

Visualization & Management Team Board (and Improvement Card)



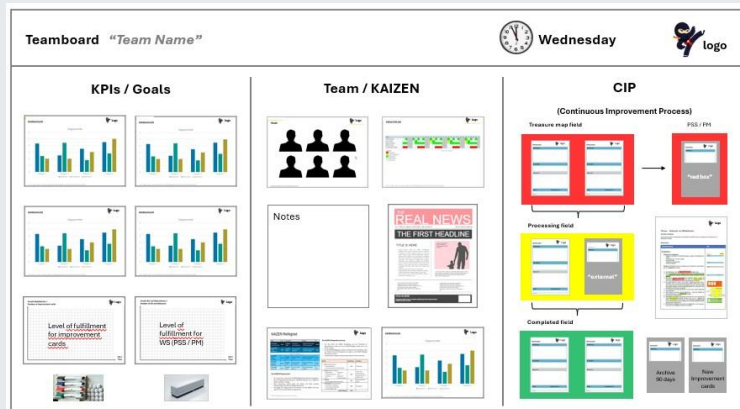
Separate training
available



Documents / Working Templates

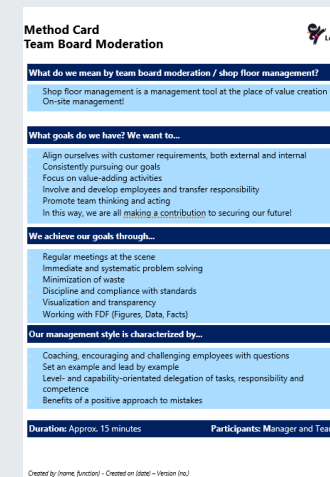
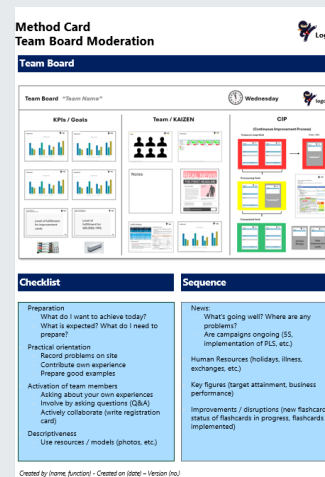
➤ Team Board Template

Each team board is standardized and has the same fields.



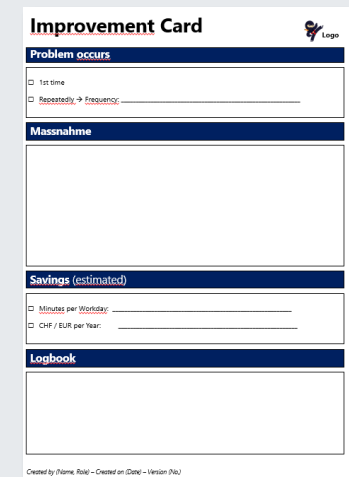
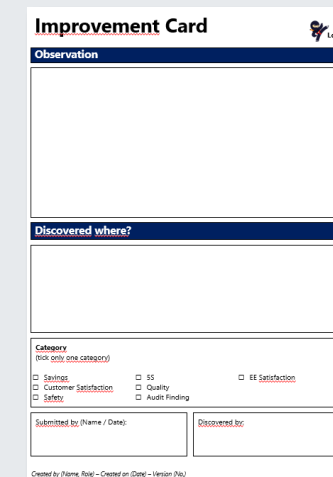
➤ Method Map

A guide is provided for the team board moderator.



➤ Improvement Cards

Improvement card templates are available in print or digital.



Visualization & Management

GEMBA Walk & Talk



Separate training
available



Documents / Working Templates

➤ Method Map

The method map describes what is involved and how to proceed.

➤ Training Documents

Brief overview of the topic: What, why, who, when, goals and rules. Examples of questions on “Walk” and “Talk”.

➤ Scheduling

Working with digital or analogue templates. Information can also be managed via Outlook.

GEMBA Walk & Talk

What does GEMBA mean
GEMBA is a Japanese term meaning “the actual place” or “the real place”. So, go to the scene.

Why are we doing GEMBA Walks?

- Provide employees with the necessary support in the process.
- To identify needs and problems at an early stage
- To give employees the recognition they need for their work.

Who participates in the GEMBA Walks?

- Management / KAIZEN Coach / Leader
- An employee can also present the team board

When will I do the GEMBA Walks?

- This is carried out every ___ days / weeks
- Precise information can be managed via Outlook.

GEMBA Walk Timeline

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8 AM					
9 AM					
10 AM					
11 AM					
12 NOON					
1 PM					
2 PM					
3 PM					
4 PM					
5 PM					
6 PM					

Created by (Name, Function) - Created on (date) - Version (no.)

GEMBA Walk & Talk

Goals of the GEMBA Walk

- Check employee's / department's condition.
- Check whether the team board is up to date.
- Get solutions to problems.
- We coach the department by asking targeted questions and keep the proportion of their speeches high.
- Check status of implementation of measures

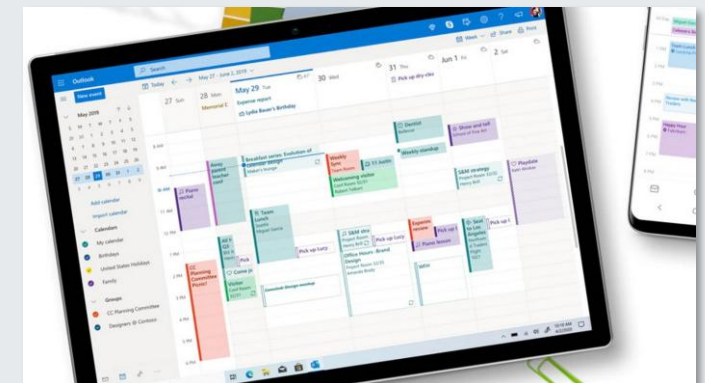
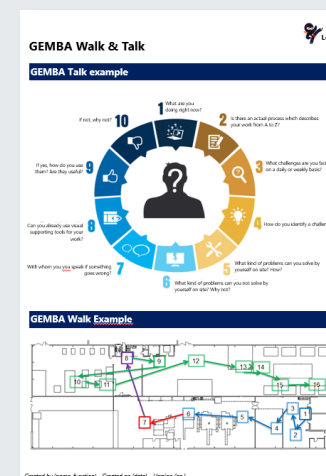
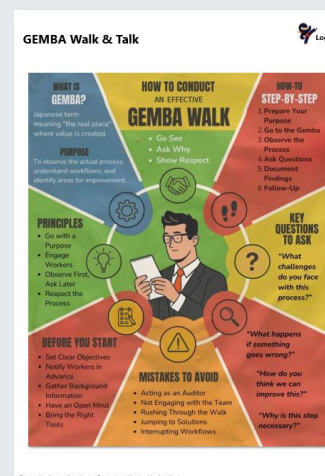
List of questions for the GEMBA Walk

- Explain key figures / trend development / project status
- What has been done since the last visit? What are your plans for the next visit?
- Present and discuss current PSS and its catalog of measures as required
- Highlights of the month (pictures before / after)?
- What is the status of the improvement card / meeting deadlines / degree of fulfillment?
- Are there any improvement cards that need to be escalated?
- Tracking list: Is it updated and up to date?
- Trend indicator for KAIZEN?
- Difficulties in the change process?

Rules of the GEMBA Walk

- We set an example in terms of discipline.
- We listen actively and take part in the discussions.
- We let the interlocutor finish.
- We promote a good working environment.
- We do not lecture or reproach.
- Thank you!

Created by (Name, Function) - Created on (date) - Version (no.)



Visualization & Management

5S & Waste



Separate training available



Documents / Working Templates

➤ Method Map

The method map describes what is involved and how to proceed.

➤ Quick Check

With this template, you can “quickly” check for 5S points.
→ Recommended daily!

➤ 5S Audit

Carry out regular checks and record results. Create a list of pending items and work through it.

7 Types of Waste

Low-waste processes by reducing:

- T Transport**
How can I save on long transport distances? How can I prevent additional transport? (time / route diagram)
- I Inventory**
How much material do I actually need to be able to serve my internal or external customers with satisfaction? (synchronization of production)
- M Motion**
How can I restrict unnecessary stress, strain and distances? (ergonomics, layout, workplace design)
- W Waiting**
How can I reduce waiting times? (prevent unplanned outages, alternatives, flexibility)
- O Over Processing**
How can I make my processes easier, simpler and more secure? (tooltips = copy functional elements)
- O Over Production**
What is actually needed to serve internal customers "just in time"? (KANBAN, one-piece flow)
- D Defects**
What measures can be taken to prevent errors or rejects? (Poka Yoke = error prevention system, problem-solving story, process mapping)

Created by (Name, Function) - Created on (Date) - Version (No.)

7 Types of Waste

Low-waste processes by reducing:

6 Ws

WHO does it?
WHAT needs to be done?
WHERE should it be done?
WHEN will it be done?
HOW is it done?
WHY is it being done this way?

Created by (Name, Function) - Created on (Date) - Version (No.)

5S Quick-Check

Division: _____

Order and cleanliness – everything in its place? ■ ■ ■

*Supplies restocked – sufficiently available? ■ ■ ■

Technical equipment is in working order? ■ ■ ■

Documentation, notices – up to date? ■ ■ ■

Comments: _____

Date: _____ Signature: _____

Created by (Name, Role) - Created on (Date) - Version (No.)

5S-Audit Form

Area / Item/Board	Not implemented (0-20%)	Partially implemented (20-60%)	Fully implemented (60-100%)
Date / Time			
Audit Team			
Result of Last Audit			

Remark: Points where the full score was not achieved should be recorded in the action item list and then documented with appropriate measures on improvement cards. The current result of the 5S audit should be posted on the team board and the result updated in the overview by the KAZEN maturity calculation.

Self-Diag.

- 1.1 Only functional and necessary work equipment is present in the workspace. Empty boxes are cleaned. ■
- 1.2 Documents and files are stored electronically and only archived in SharePoint, not saved locally or additionally on paper form. Cleaning is tidy. ■
- 1.3 Tidiness in the workspace is e.g. team boards, risk boards, and personal workspaces are present and up to date. ■
2. Systematic Order
 - 2.1 It is clear what is missing, where it belongs, and where it should be returned. ■
 - 2.2 All materials are provided or rolled in the designated areas/locations. "Responsibilities for systematic order" are defined. ■
3. Cleanliness/Clean
 - 3.1 Workstations are organized and cables neatly laid. Workspace and surroundings as well as equipment are cleaned. ■
 - 3.2 Cleaning agents and equipment are defined, available, and in usable condition. ■
 - 3.3 Cleaning responsibilities are clearly defined and cleanings are documented with names and date/time where necessary. ■
4. Standardize
 - 4.1 Thought-out solutions are present in the workspace and are used (e.g. uniform filing arrangements, structured team board, markings of responsibilities, etc.). ■
 - 4.2 There are standardized, uniform documents (digital or paper) and these are used accordingly. Process documentation exists and is filed as specified. ■
 - 4.3 Workflows are clearly defined, documented and stored in a clear way where they can be accessed at any time. ■
 - 4.4 Environmental (e.g. power, water, electricity, print jobs, etc.) and waste are handled in an environmentally conscious and sustainable manner. ■
 - 4.5 It is clear what to get help in case of minor outages, power malfunctions, emergencies (escape routes), etc. ■
5. Self-Diagnosis: Continuous Improvement
 - 5.1 Employees understand the purpose of 5S and incentive standards. ■
 - 5.2 The described standard/work flow are followed. ■
 - 5.3 The team and individual team members are actively used. All employees have access to team board meetings. ■
 - 5.4 The action items from the last 5S audit have been checked and/or implemented. ■

5S-Audit Findings

No.	Description of finding
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	

Summary:

Evaluation:	0	1	2	3	4
Maximum Score					48
Actual Score					34
Result:	71%				

Created by (Name, Role) - Created on (Date) - Version (No.)

Visualization & Management → KAIZEN Maturity Level



Step	Level	Description	Effect	%
KAIZEN Culture Company DNA	Level 5	Preventive KAIZEN Anchoring in corporate culture	Improvements implemented in CHF and h calculated	91–100
KAIZEN System Process orientation	Level 4	Pro-active KAIZEN The team optimizes value streams	Improvements implemented in CHF and h estimated	76–90
-----> Tipping Point <-----				
KAIZEN Flow Mindset modification	Level 3	Re-active KAIZEN The team improves processes	Improvements implemented in CHF and h estimated	46–75
KAIZEN Flow Value stream orientation	Level 2	Re-active KAIZEN The team eliminates waste	Improvements counted implemented	26–45
KAIZEN Select First steps	Level 1	Re-active KAIZEN The team implements initial ideas	Improvements counted implemented	0–25

The KAIZEN Maturity Levels

- The “**tipping point**” in the KAIZEN maturity level is the critical threshold at which an organization makes the leap from “KAIZEN as a method” to “KAIZEN as a system and culture”.
- Many companies get stuck here. They have operational improvements, but no sustainable anchoring.
- In short: The tipping point is the moment when KAIZEN is no longer “done” but is managed and lived.

The KAIZEN Maturity Level calculation

- To document the status of KAIZEN development and progress, we measure ourselves against the KAIZEN maturity level. This is divided into five levels.
- To calculate the KAIZEN maturity level, we work with four modules. Each of the modules is rated at 25%, giving the KAIZEN maturity level maximum value of 100%.
- This means that the level reached by a team can be determined at the end of the year.

Modules	Weighting	Basis
Goals (solution methods) -> Number of improvement cards -> Number of workshops (PSS, PM, SIPOC, ASA)	25%	Tracking list
Dialogue (discussion of topics) -> KAZEN knowledge -> Improvement card -> Processes & standards -> Goals -> Team board -> Key figures -> 5S -> Method quality	25%	Third-party or self-evaluation (in consultation with the KAIZEN coach)
5S Audits -> Level of achievement (annual average)	25%	Overview list of 5S audits
Level of Fulfillment (solution methods) -> Improvement card «trust curve» -> Workshop «trust curve» (PSS, PM, SIPOC, ASA)	25%	Tracking list
KAIZEN Maturity Level	100%	

KAIZEN

Method Mix / Solution Methods

Problem Solving & Process Quality

- Improvement Card (and Teambaord)
- Problem-Solving Story (PSS)
- Process Mapping (PM)
- Input-Output Check (SIPOC)
- Activity Structure Analysis (ASA)



Separate training for
each solution method
available

Problem Solving & Process Quality Improvement Card (and Team Board)



Separate training available



Documents / Working Templates

➤ Team Board Template

Each team board is standardized and has the same fields.

Teamboard "Team Name"

Wednesday

KPIs / Goals

Team / KAIZEN

CIP (Continuous Improvement Process)

Treasure map field

Processing field

Completed field

Notes

Level of fulfillment for improvement goals

Level of fulfillment for WIP (WIP) (WIP)

➤ Method Map

A guide is provided for the team board moderator.

Method Card
Team Board Moderation

Team Board

Checklist

Sequence

Created by (Name, Function) - Created on (Date) - Version (No.)

Method Card
Team Board Moderation

What do we mean by team board moderation / shop floor management?

What goals do we have? We want to...

We achieve our goals through...

Our management style is characterized by...

Durations: Approx. 15 minutes

Participants: Manager and Team

Created by (Name, Function) - Created on (Date) - Version (No.)

➤ Improvement Cards

Improvement card templates are available in print or digital.

Improvement Card

Observation

Discovered where?

Category (tick only one category)

Submitted by: (Name / Date)

Discovered by:

Created by (Name, Role) - Created on (Date) - Version (No.)

Improvement Card

Problem occurs

Massnahme

Savings (estimated)

Logbook

Created by (Name, Role) - Created on (Date) - Version (No.)

Problem Solving & Process Quality

Problem-Solving Story (PSS)



Separate training
available



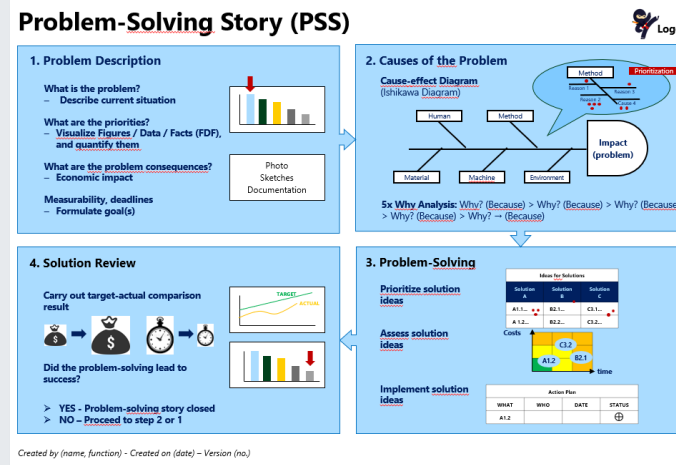
Documents / Working Templates

➤ Profile

This is where the key data for the PSS workshop is recorded. The profile also serves as an internal order.

➤ Method Map

The procedure for a PSS is described on the method card.



➤ Template (for WS)

This is where the procedure and findings from the PSS workshop are recorded.

Problem Solving & Process Quality

Process Mapping (PM)



Separate training available



Documents / Working Templates

➤ Profile

This is where the key data for the PM workshop is recorded. The profile also serves as an internal order.

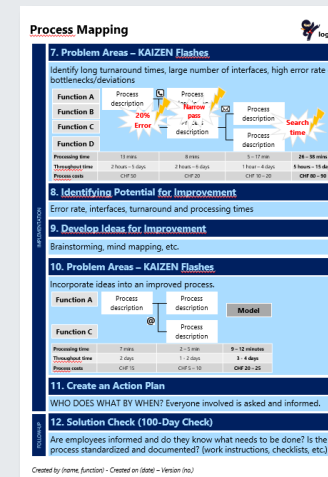
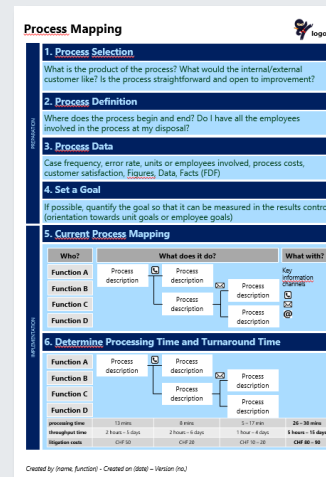
KAIZEN WORKSHOP PROFILE

To ensure effective and efficient preparation and follow-up of a workshop, the following profile must be completed. It also serves as an internal assignment.

Commissioner (Name)	Place / Date
Theme	
Initial / Current Situation	
Goals (SMART: Specific, Measurable, Achievable, Realistic, Time Bound)	
Methods (Which method is applied? F2L, PM, TBL, etc.)	
Resources (Numbers, Data, Facts, and KPIs for Measurement)	
Duration, Date(s), Time	Facilitator(s)
Participants Workshops	
Materials: □ Register, Quantity: _____ □ Feedback, Quantity: _____	Submitters (Email, Name): □ Bonewarper □ F2L Template (Paper)
Reporting: □ Goal Photo Minutes	□ F2L in Presentation Template □ Invoice for 100 Days Check
Signature Commissioner: _____	

➤ Method Map

The procedure for a PM is described on the method card.



➤ Template (for WS)

This is where the findings (KAIZEN flashes) and action plan from the PM workshop are recorded.

Process & Objectives

Process Selection
What is the product of the process? What would the internal/external customer like? Is the process straightforward and open to improvement?

Process Definition
Where does the process begin and end? Do I have all the employees involved in the process at my disposal?

FDF / Documents
Case frequency, error rate, units or employees involved, process costs, customer satisfaction, Figures, Data, Facts (FDF)

Goals (SMART) & Benchmarks
If possible, quantify the goal so that it can be measured in the results control (orientation towards unit goals or employee goals)

Target and benchmarks for each target

SMART = Specific, Measurable, Achievable, Realistic, Time Bound

Created by (Name, Function) - Created on (Date) - Version (No.)

Page 1

Problem Solving & Process Quality

Input-Output Check (SIPOC)



Separate training
available



Documents / Working Templates

➤ Profile

This is where the key data for the SIPOC workshop is recorded. The profile also serves as an internal order.

➤ Method Map

The procedure for a SIPOC is described on the method card.

➤ Template (for WS)

The findings (KAIZEN flashes) and action plan from the SIPOC workshop are recorded here.

Problem Solving & Process Quality

Activity Structure Analysis (ASA)



Separate training
available



Documents / Working Templates

➤ Profile

This is where the key data for the ASA is recorded. The profile also serves as an internal order.

The KAIZEN WORKSHOP PROFILE form is a structured document for recording key data for the ASA. It includes sections for: Commission (Client), Place, Date, Theme, Initial / Current Situation, Goals (SMART), Methodology, Material, Reporting, and Infrastructure. It also has a section for the workshop itself, including participants, material, and reporting. The form is signed by the Commission.

➤ Method Map

The process for a ASA is described on the method card.

The ASA - Activity Structure Analysis Method Card provides a detailed overview of the ASA process. It includes a section for 'What does ASA mean?' and 'Area of Application of the Method'. It also features a table for recording activities and their durations.

This section continues the ASA - Activity Structure Analysis Method Card, focusing on the 'Process Step List' and 'Spaghetti Diagram'. It includes a table for recording activities and their durations, and a section for the spaghetti diagram.

➤ Templates

This is where the process and findings from the ASA are recorded.

The ACTIVITY STRUCTURE ANALYSIS template is a comprehensive document for recording the process and findings from the ASA. It includes sections for: Root Processes / Main Activities, Analyzed Activities, Date, Where, Units, Departments, Locations, and a Spaghetti Diagram. It also features a section for the spaghetti diagram and a table for recording activities and their durations.

KAIZEN

Communication

- **Communication**
 - **Conflict Management**



Communication



Perception

I've seen...
I heard...

Effect

That's what made me...
This makes me feel...

Wishes

I hope that...



Communication component	Description	Impact in%
Body language	Gestures, facial expressions, breathing, clothing	> 50%
Voice	Quiet, loud, listless	> 30%
Factual statement	Message content	< 20%

Gestures and facial expressions have a significant impact on the feedback!
Non-verbal communication = **80%**



***“It’s the tone that makes the music”
”How to call into the forest, so it comes back”***



Communication → Conflict Management



Typical forms of conflict

Conflict type	Description
Conflict of interest	Conflicting goals hinder cooperation
Valuation conflict	Differing opinions, values, and norms lead to disagreement
Distribution conflict	Dispute over resources such as time, money, tasks
Conflict of relations	Personal injuries, misunderstandings, lack of appreciation
Role conflict	Unclear responsibilities, hidden power issues
Conflict of power	Competitive behaviour towards line managers or colleagues
Conflict of values	No common basis for views, moral tensions

Why are conflicts so difficult?

- Emotional conflicts often operate below the surface
- Particularly sensitive during phases of life such as puberty, mourning or pregnancy
- Objective solutions do not apply to personal injuries
- Lack of communication exacerbates momentum

Dealing with conflicts

- Identifying and naming conflicts early on
- Treat causes instead of symptoms
- Clarify roles and responsibilities
- Create a common value base
- Use moderation or external support

Conflicts are part of KAIZEN

KAIZEN stands for continuous improvement – but change brings friction. Tensions can be triggered by new processes, allocation of roles or transparency. **Conflict management is therefore not a secondary issue, but an integral part of KAIZEN.** Sustainable improvements can only be achieved by recognizing and addressing conflicts and resolving them constructively.

Questions & Answers

