



K A I Z E N

*Improving
the Good*

- Ninja Services
- **5S & Waste**
- Questions & Answers

Ninja Services

What is it?



Interdisciplinary Business Excellence.
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Goals of this presentation

- **Understanding** the 5S methodology and its practical application
- **Raising awareness** of typical types of waste in everyday working life
- **Identification** of potential for improvement in production and administration
- **Motivation** to actively help shape order and efficiency
- **Convey** an attitude towards reducing and, at best, eliminating waste
- **Promotion** of a culture of continuous improvement (KAIZEN)
- **Preparation** for the implementation of 5S in your own unit



KAIZEN

Method Mix / Solution Methods

Put it simply for real improvement

The **5S method** is a structured **workplace organization** system that aims to:

- Eliminate disruptions
- Minimize search times
- Shorter transport routes
- Avoid waiting times

Goal: A clear, efficient and trouble-free workspace – whether in production or in the office.

5S helps to make **waste** visible. These are often hidden in:

- Unnecessary transactions
- Unnecessary inventories
- Duplicate work or waiting times
- Unclear processes or chaotic processes

Waste = potential for improvement. If you recognize them, you can focus on them – and unlock real productivity.

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 5S

- **Why 5S**
- **What is 5S**
- **5S vs 3S vs 7S**
- **Before - After**
- **5S in Everyday Life**

Why 5S



The strategic response to everyday chaos

1. Make losses visible

- Searching, waiting, detours, mistakes – all this costs time and money, but often remains invisible.
- 5S creates transparency: What annoys, what's missing, what's being repeated unnecessarily?

2. Structure creates speed

- A clearly organized workplace reduces friction.
- Less distraction = more focus = better results.

3. Quality starts with the environment

- Cleanliness and tidiness are prerequisites for stable processes and error-free work.
- **5S is prevention – not reaction.**

4. Basis for lean / KAIZEN

- No improvement without stable standards.
- 5S is the first step towards continuous optimization.

5. Cultural change instead of cleaning

- 5S isn't tidying up – it's a way of thinking.
- It promotes individual responsibility, discipline and team orientation.

In short, 5S is the lever that turns daily chaos into productive clarity.



What is 5S



*“With the help of the 5S method, we **design the workplace** and our working environment in such a way that we can carry out our activities in the best possible way. It has the essential aim of eliminating waste.”*



*“The 5S method is **a systematic approach** to designing your own workplace and working environment in such a way that you can focus on value-added activities in the best way possible.”*

What is 5S



	Japanese	German 5S	German 5A	English	Significance
	SEIRI	Sortieren	Aussortieren	Sort	Sorting out all unnecessary items and materials in the working environment. The items are thrown away or removed.
	SEITON	Systematisieren	Anordnen	Set in order	The remaining necessary parts are sorted. It must be clear to everyone what is required, where and in what quantity. The aim is to obtain optimal access to the necessary materials that are ready for use.
	SEISO	Saubermachen	Arbeitsplatz saubermachen	Shine	The aim is to regularly clean and keep the workplace clean. The clean workplace is also a symbol of the quality of the work performed.
	SEIKETSU	Standardisiere	Arbeitsplatz standardisieren	Standardize	The previous procedure, workplace organization and order will be declared standard practice. The sorted, clean and orderly condition is maintained. Appropriate behaviour is monitored.
	SHITSUKE	Selbstdisziplin	Alle Punkte werden erhalten	sustain	The methods presented are consistently adhered to on a daily basis. The next level of the 5S method is achieved by initiating a further run of the 5S, at which an even higher level of the state to be achieved is achieved.

5S vs 3S vs 7S



Make sure that 5S actions are not “only” carried out with 3S actions.

The last two S are just as important as the first three.

One reason for any “3S actions” is that the first three S are more easily physically visible and the others are not – but it must not end there.



From 5S to 7S Evolution of Workplace Organization and Excellence

- 1 **Seiri (Sort)**
Remove what is unnecessary and keep only what adds value
- 2 **Seiton (Set in Order)**
Organize everything to ensure easy access and efficiency
- 3 **Seiso (Shine)**
Keep the workplace clean and pleasant
- 4 **Seiketsu (Standardize)**
Establish visual and operational standards to sustain improvements
- 5 **Shitsuke (Sustain/Discipline)**
Develop consistent habits and discipline to maintain the system
- 6 **Safety**
Identify risks, eliminate hazards, and protect employee health
- 7 **Sustainability**
Integrate practices that preserve resources, reduce waste, and ensure environmental responsibility

Before - After



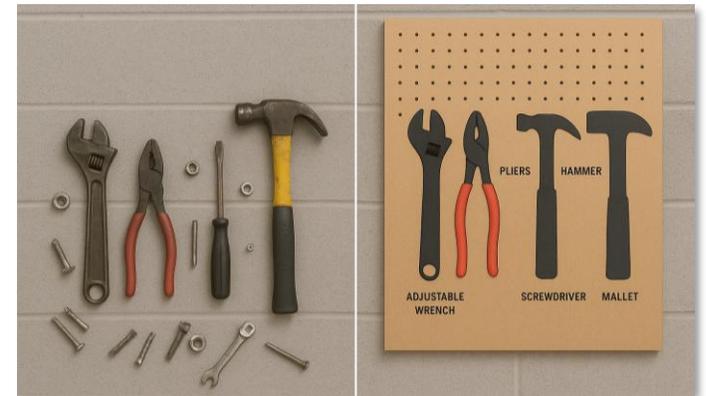
In the office



In the kitchen



On the shopfloor



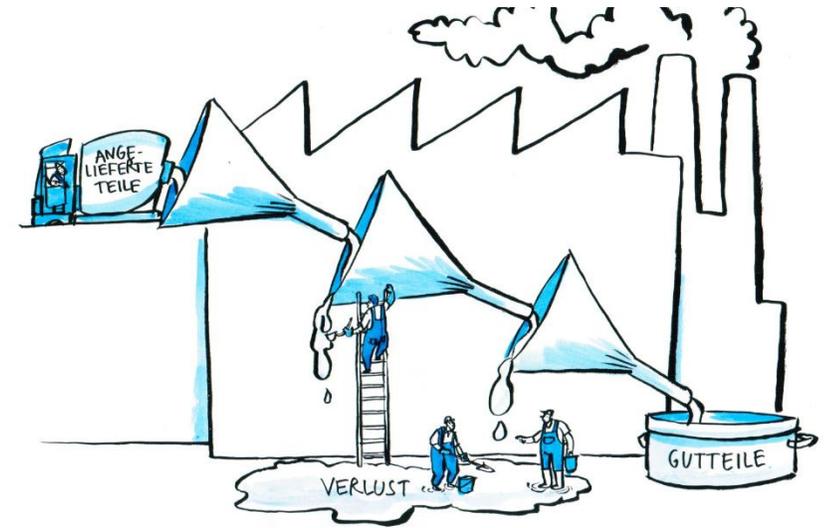
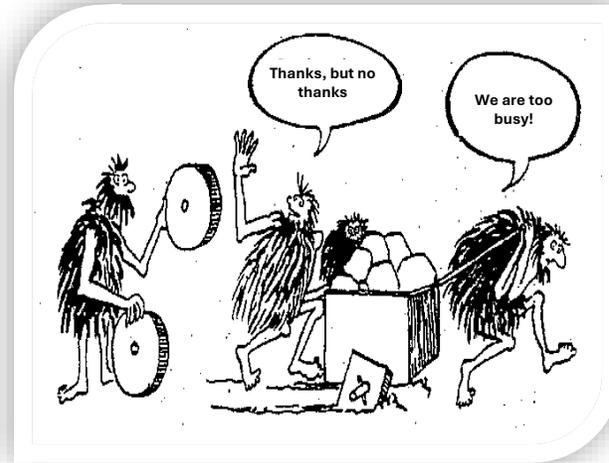
5S in Everyday Life



KAIZEN *WASTE*

- **Waste**
 - **In Context**
- **Types of Waste**
 - **The Loss Tree**
 - **TIM WOOD**
- **The Search**
 - **Method Card**
- **Examples**
 - **In Operations**
 - **In the Office**

Waste



All activities, methods, work processes and transactions that do not increase the value of the product or service are **waste**.

If we reduce waste, we increase value creation and satisfaction!

Waste → In Context



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!

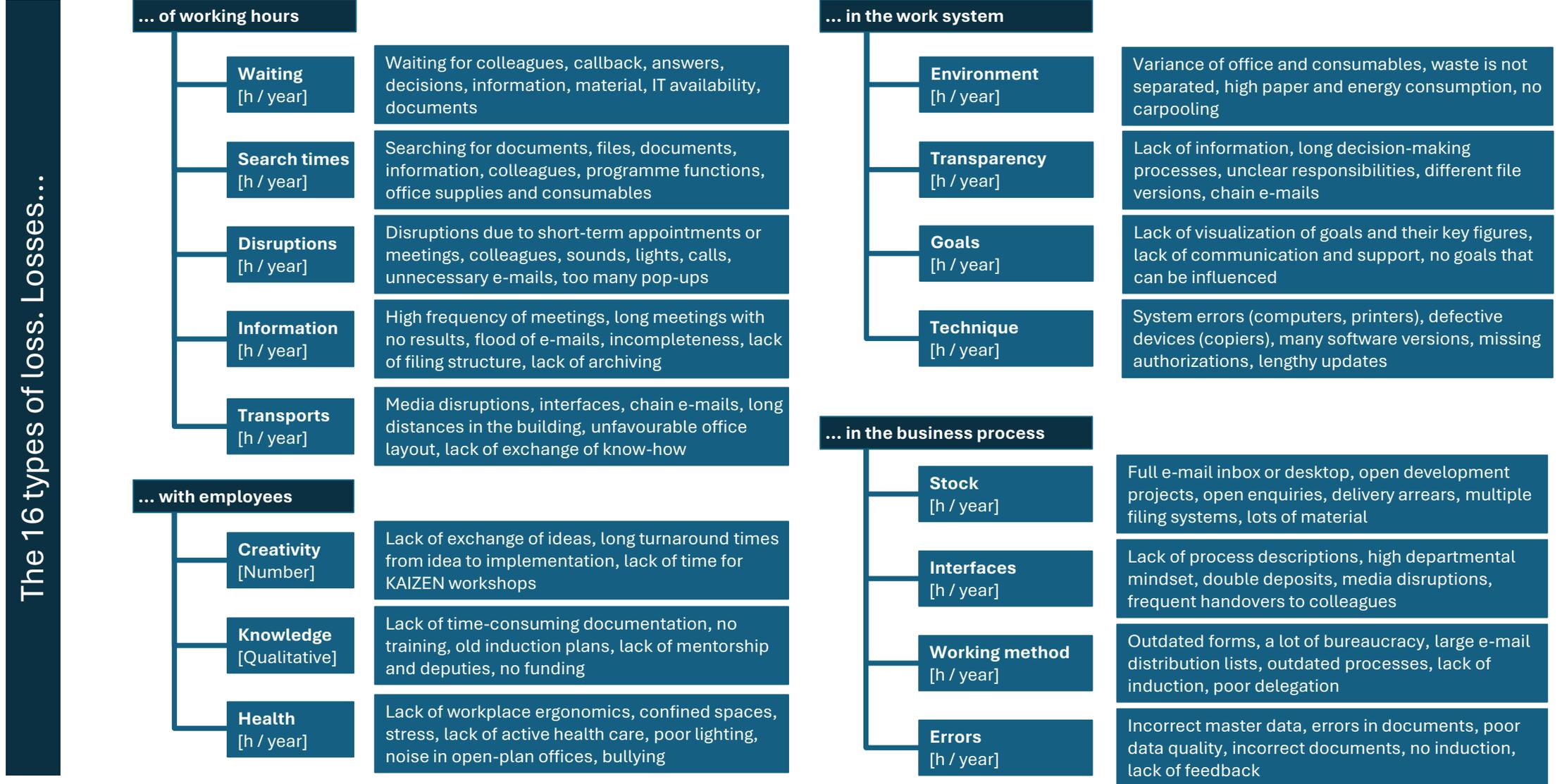
What does KAIZEN do?

- 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**.

Types of Waste → Loss Tree



Types of Waste → TIM WOOD



May I introduce? Mr. **Tim Wood**

- To minimize waste, it must first be recognized as such. The abbreviation TIM WOOD is a donkey bridge for the 7 most common types of waste.

T Transport / Transport

How can I reduce long transport routes? How can I prevent additional transport? (Time/route diagram)

I Inventory / Bestände

How much material do I actually need in order to serve my internal or external customers satisfactorily?

M Motion / Bewegung

How can I reduce unnecessary strain, stress, and movement? (Ergonomics, layout, workplace design)

W Waiting / Wartezeit

How can I reduce waiting times? (Prevent unplanned breakdowns, provide alternatives, increase flexibility)

O Over Processing / Überverarbeitung im Prozess

How can I make my processes easier, simpler, and safer? (Poka Yoke = Error-prevention systems)

O Over Production / Überproduktion

What is actually needed to serve internal customers 'Just in Time'? (e.g. KANBAN)

D Defects / Fehler, Ausschuss

By which measures can errors and scrap be prevented?

○ Waste 8 and 9

Normal Power

- Failure to demand normal performance from yourself / employees can also be a waste.

Intellect / Talent

- Waste can also be the failure to recognize or the misapplication of employees' existing knowledge, talents, and capacities.

The Search



The six questions are based on: **Who? What? Where? When? Why (5x)? How?**

This may involve various questions:

- **Who** does it? Who's doing it now? Who should do it? Who else can do it? Who else should do it?
- **What** to do? What is being done? What should be done? What else can be done? What else needs to be done?
- **Where:** where should it be done? Where will it be done? Where else can it be done? Where should it still be done?
- **When:** when will it be done? When will it really be done? When should it be done? When else can it be done? When do you still want to do it?

- **Why:** why does he / she do it? Why should it be done? Why should it be done here? Why is it being done at this point? Why is this being done?
- **How:** according to the plan, how should it be done? How is it really done?

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)?

5x Why? Why?
Why? Why? Why?

The Search → Method Card



7 Types of Waste



Low-waste processes by reducing:

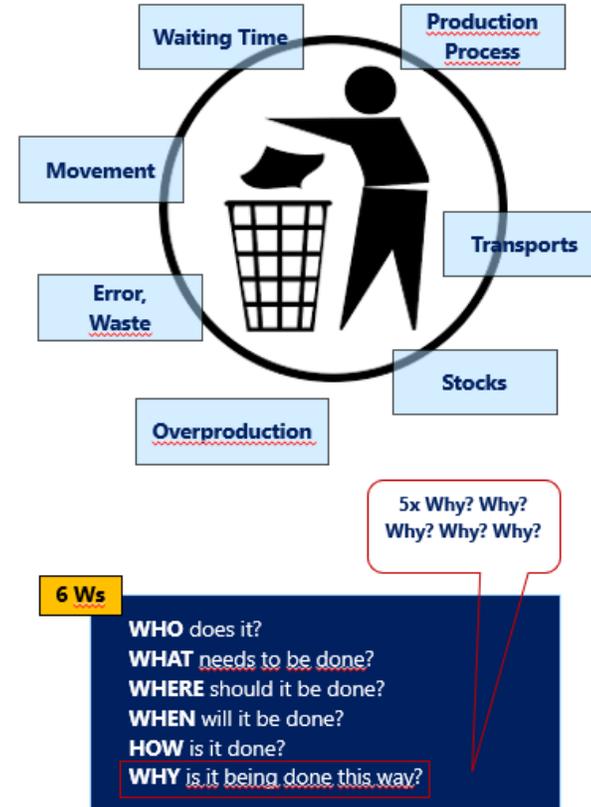
T	Transport
How can I save on long transport distances? How can I prevent additional transport? (time / route diagram)	
I	Inventory
How much material do I actually need to be able to serve my internal or external customers with satisfaction? (synchronization of production)	
M	Motion
How can I restrict 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? (Yokoten = 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:



Created by (name, function) - Created on (date) - Version (no.)

Examples → In Operations



Transportation

Moving materials/products/work without creating added value.



Stocks

(Hoarded) material is waiting to be processed in the warehouse.



Movement

Excess exercise or poor ergonomics.



Waiting time

Delay due to bottlenecks, waiting for approvals, downtime.



Overproduction

More is produced than required / than the customer ordered.



Complexity

More value added than the customer demands and waste in the process.



Defects

Bug fixes, rework and repetitions.



Intellect

Employees' skills and capacities are not fully utilized.

Examples → In the Office



Too little info

Queries, duplication, searching for files or people, incorrect or incomplete execution of tasks.



Too much info

Mail distribution lists too large, superfluous copies, info generation without an order, meetings instead of telephone conferences.



Transport info

Multiple information flows (Cc), lack of clarity, slow in-house mail, rounds.



Errors

Lack of staff training, lack of quality and security, insufficient customer interface, incorrect information.



Waiting time

Waiting for info / decisions, callbacks and meeting participants. Deadlines not met.



Stocks

Open offers / orders, too many e-mails, multiple resources and storage, spare parts (toners).



Communication

Poorly coordinated processes and interfaces, media disruptions, no figures, data, facts.



Intellect

Employees' knowledge, skills, talent and experience are not being used correctly.

KAIZEN

5S Implementation

- **Implementation**
 - **5S Campaign**
- **The 5S Audit**
 - **5S Audit Form**
- **Tracking List**

Implementation → 5S Campaign



The aim is not just to tidy up, but to establish clear standards that make everyday life easier and avoid waste.

Each unit defines what is needed, where it belongs and how it is maintained – in a way that is comprehensible to **all**.

But 5S doesn't end with the first tidying up. Regular and routine **5S Quick-Checks** are carried out to ensure that order remains in place:

Short, targeted controls directly in the workplace. This makes 5S a routine – not a one-off campaign.

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.)

The 5S Audit



- **WHAT** → The purpose of the audit is not to control, but to develop. It is a training course to secure standards and support continuous improvement.
- **WHO** → An audit is carried out by at least two people. One of these must come from a different unit to the audited unit. During the audit, the auditors are accompanied by a person from the respective work area. The audit team should have both specialist knowledge (organization, processes, technology) and methodological competency (5S, KAIZEN).
- **WHEN** → Audits are usually unannounced and should take place during the ongoing process. They shall not take place at times when no activities are carried out in the field of work, nor directly following a routine 5S action.
- **WHERE** → Auditing is carried out exclusively on site – not in meeting rooms or away from the workplace.
- **HOW** → It is not the employees who are audited, but the workstations. People also take a look behind the scenes: open cupboards and drawers, look behind the covers – if possible – on machines, and also check hard-to-reach areas.



The 5S Audit → 5S Audit Form



5S-Audit Form

Area / Team Board:		Fully implemented (90-100%)					
Date / Time:		Mostly implemented (50-90%)					
Audit Team:		Partially implemented (25-50%)					
Result of Last Audit:		Not implemented (0-25%)					
Remarks: 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 for the KAIZEN maturity calculation.		0	1	2	3		
1 Sort Out							
1.1	Only functional and necessary work equipment is present in the workspace. Expiry dates are observed.			x			
1.2	Documents and files are stored electronically and only archived in SharePoint. Not saved locally or additionally in paper form. Desktop is tidy.			x			
1.3	Notices in the workspace (e.g., team boards, info boards, and personal workspace) are present and up to date.			x			
2 Systematic Order							
2.1	It is clear what is missing, where it belongs, and where it should be returned.			x			
2.2	All materials are provided or refilled in the designated areas/shelves. Responsibilities for systematic order are defined.			x			
3 Shine (Keep Clean)							
3.1	Workstations are organized and cables neatly laid. Workplace and surroundings as well as equipment are cleaned.			x			
3.2	Cleaning agents and equipment are defined, available, and in usable condition.			x			
3.3	Cleaning responsibilities are clearly defined and cleanings are documented with names and date/time where necessary.			x			
4 Standardize							
4.1	Thought-out solutions are present in the workspace and are used (e.g., uniform filing structure/labeling, structured team board, markings of zones/places, etc.).			x			
4.2	There are standardized, uniform documents (digital or paper) and these are used accordingly. Process documentation exists and is filed as specified.			x			
4.3	Workflows are clearly defined, described, and trained. It is clear where they can be accessed at any time.			x			
4.4	Resources (e.g., paper, water, electricity, print jobs, etc.) and waste are handled in an environmentally conscious and sustainable manner.			x			
4.5	It is clear where to get help in case of IT/power outages, printer malfunctions, emergencies (escape routes), etc.			x			
5 Self-Discipline / Continuous Improvement							
5.1	Employees understand the purpose of 5S and know the standards.			x			
5.2	The described standards/workflows are followed.			x			
5.3	The team board and notification card system are actively used. All employees have access to team board meetings.			x			
5.4	The action items from the last 5S audit have been checked and/or implemented			x			
		Evaluation:		0	0	17	0
		Maximum Score:		48			
		Achieved Score:		34			
		Result:		71%			

5S-Audit Findings

Area / Team Board:	
Date / Time:	
Audit Team:	
Result of Last Audit:	
Findings → For each finding, write and submit an improvement card!	
Nr.	Description of Finding
1	
2	
3	
4	
5	
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7	
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12	
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18	
19	
20	

The audit form contains questions on the respective 5S principles and works according to the traffic light system.

During an ongoing KAIZEN maturity level cycle, these questions must not be changed in order to ensure that all teams have the same preconditions.

A KAIZEN improvement card must be entered for each recorded and documented pending item.

These improvement cards are incorporated into the calculation of the KAIZEN maturity level.

KAIZEN *Communication*

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



Communication → Conflict Management



Conflicts are part of further development

Change creates friction. Where transparency increases or working methods change, tensions arise. A professional approach to conflict management is therefore crucial for implementing improvements / transformations in a stable and sustainable way.

Typical forms of conflict

Type of Conflict	Description
Conflicting goals	Conflicting goals hinder cooperation
Evaluation conflict	Differing opinions, values, and norms lead to disagreement.
Distribution conflict	Dispute over resources such as time, money, tasks
Relationship conflict	Personal hurt, misunderstandings, lack of appreciation
Role conflict	Unclear responsibilities, hidden power struggles
Power struggle	Competitive behavior towards superiors or colleagues
Value conflict	No common ground for viewpoints, moral tensions

Why are conflicts so difficult?

- Emotional tensions often operate beneath the surface.
- Objective solutions are ineffective when dealing with personal injuries.
- Lack of communication exacerbates the dynamics

Dealing with conflicts

- Recognize and name conflicts early on
- Treat the causes, not the symptoms.
- Clarify roles and responsibilities
- Use moderation or external support

Communication Share	Description	Influence
Body language	Gestures, mimics, breathing, clothing	> 50%
Voice	Quiet, loud, listless	> 30%
Factual statement	Message content	< 20%
Gestures and facial expressions significantly influence the effect of feedback! → Nonverbal communication = 80%		



« *It's the tone that makes the music* »
« *What goes around comes around* »



Questions & Answers

