



**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.

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## 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?*

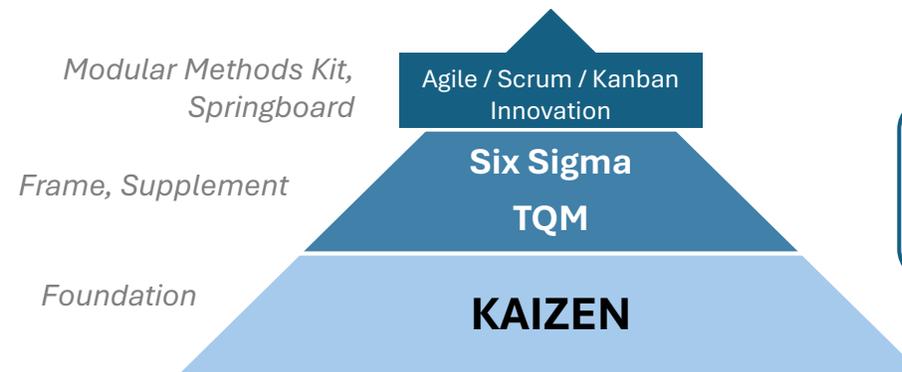
- **KAIZEN in Comparison**
- **KAIZEN Understanding**
- **KAIZEN Terms**
- **KAIZEN Origin**
- **KAIZEN Present**
- **KAIZEN Strategy**
- **KAIZEN Business Mission**
- **KAIZEN Principles & Goals**
- **KAIZEN Benefits**
- **KAIZEN in Practice**

# KAIZEN in Comparison



Approach	Focus	Typical use
<b>KAIZEN</b>	Continuous, incremental improvement; culture and routines	Day-to-day business, shop floor, service processes
<b>Six Sigma</b>	Error reduction, reduce variation; DMAIC, statistics	Quality problems, process distribution, compliance
<b>TQM</b>	Holistic quality orientation, customer focus, standards	Company-wide quality systems
<b>Agile / Scrum / Kanban</b>	Iteration (cycle), self-organization, flow	Product / IT development, service design
<b>Innovation Management</b>	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

## 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.

改



善

«Kai»  
Change

«Zen»  
For the Better

# 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 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.

## 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.

**Solution  
Approaches**

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

**In this  
Sequence!**



# 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



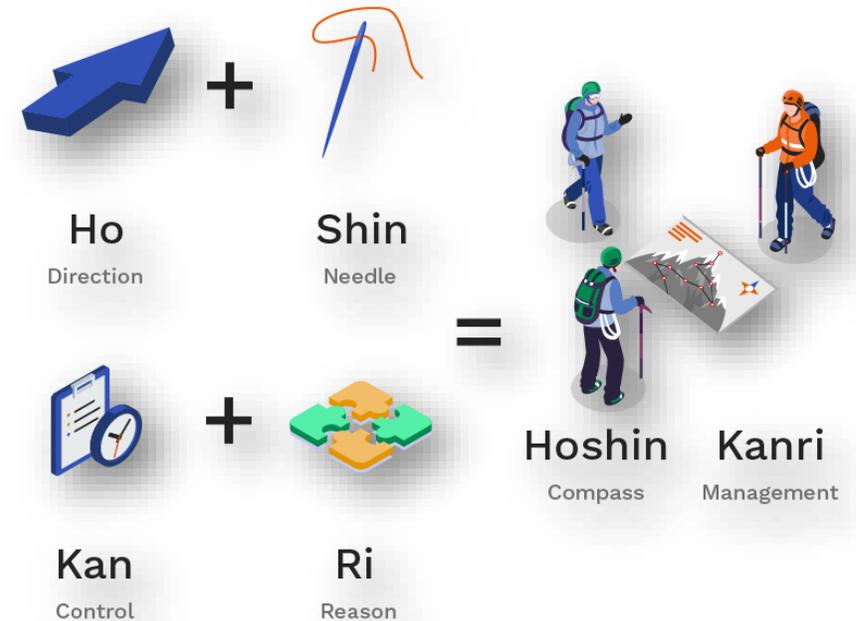
## What is Hoshin Kanri?

- 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



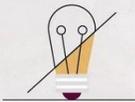
Mehr Raum für Kreativität

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

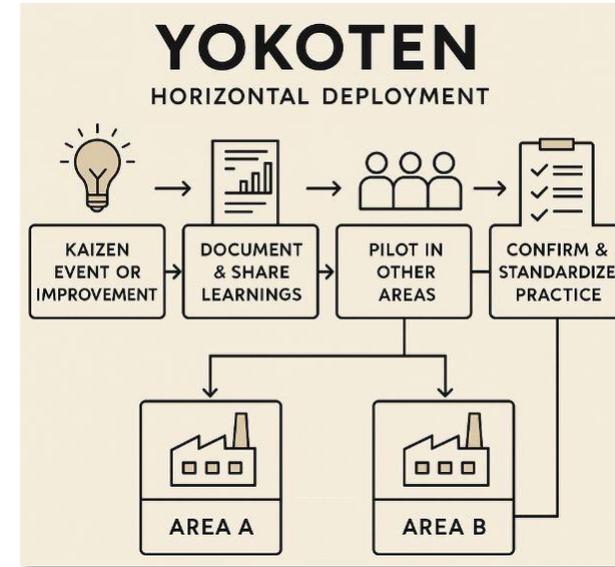
# KAIZEN Approach → Yokoten



- 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
<b>Documentation</b>	The solution must be traceable and verifiable
<b>Context Check</b>	Transferability must be evaluated methodically
<b>Management Integration</b>	Multiplication requires approval and resources
<b>Review Mechanism</b>	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

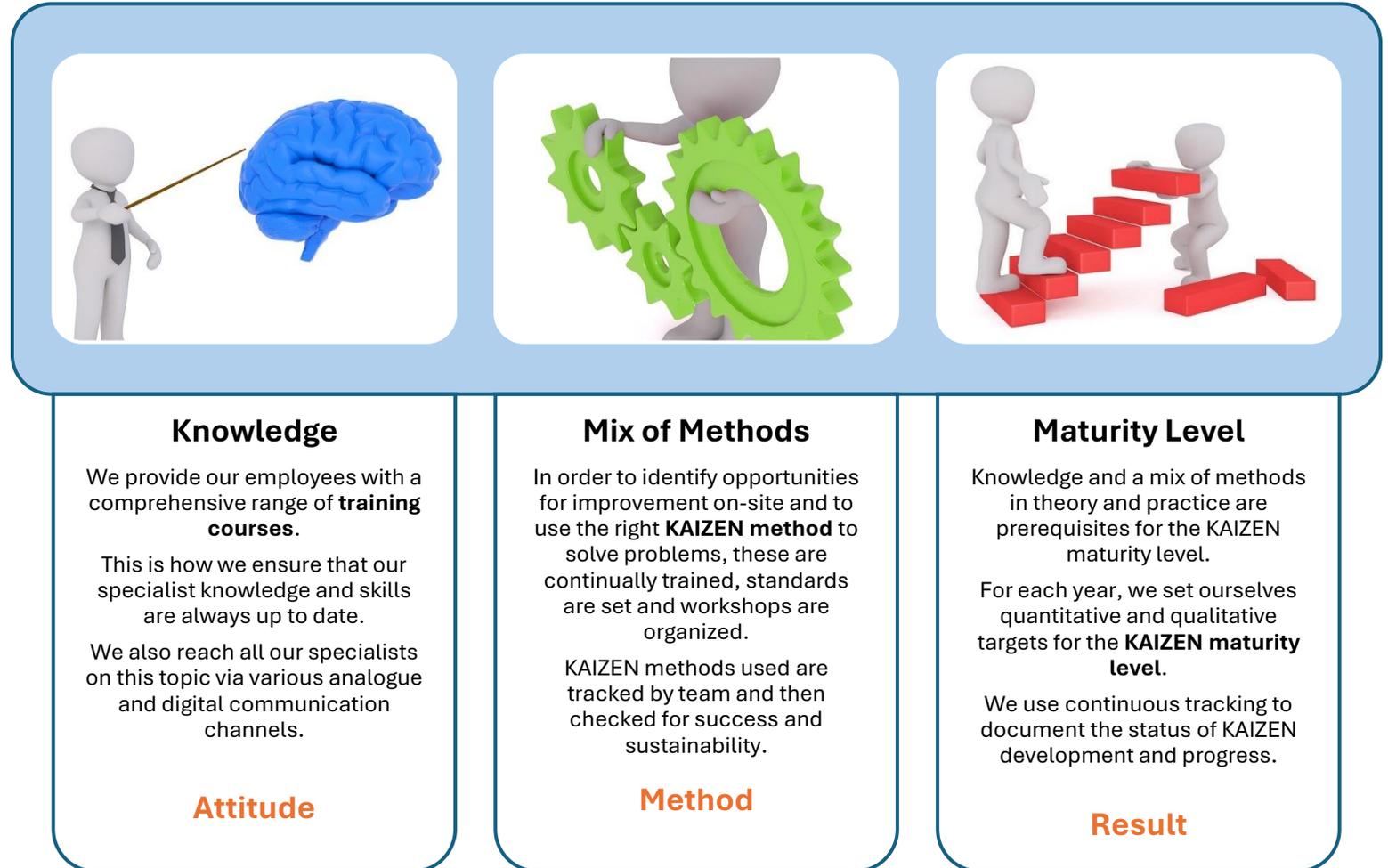
# KAIZEN Approach → The 3 Pillars



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



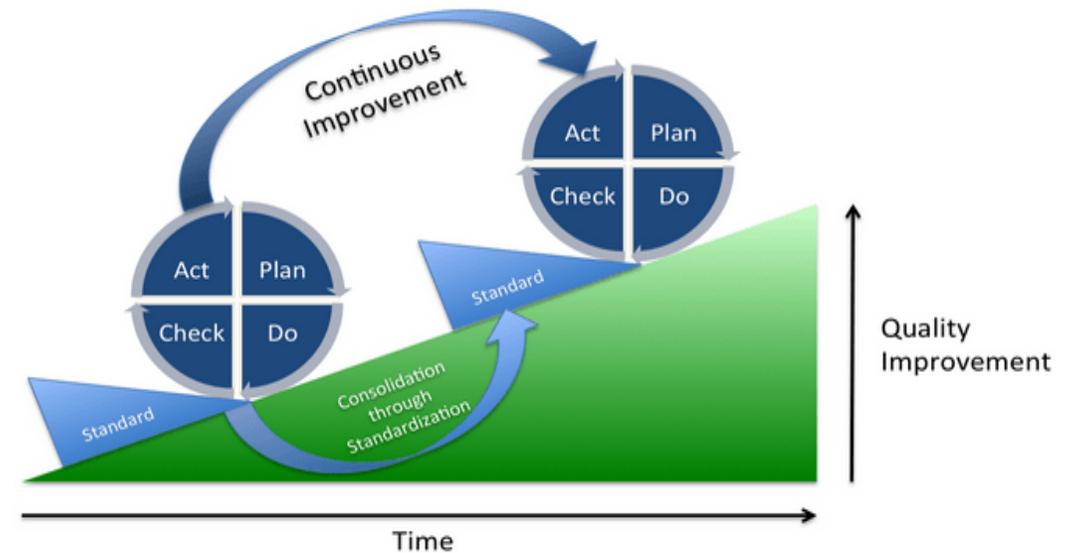
The PDCA cycle (plan–do–check–act) is an iterative (cyclical, always recurring) process for continuous and systematic improvement through structured iteration.

It consists of four phases:

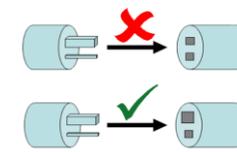
Phase	Description
<b>Plan</b>	Identify problem, define goal, analyse causes, plan measures
<b>Do</b>	Implement planned measures (pilot phase or controlled introduction)
<b>Check</b>	Review results, carry out target-actual comparison, assess effectiveness
<b>Act</b>	Standardize successful measures, start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

## 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.

## 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

# 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
<b>S</b> pecific	Clearly defined, clearly defined	“20% reduction in set-up time for line 3”
<b>M</b> easurable	Quantifiable, objectively verifiable	“Turnaround time ≤ 48 hours for 95% of orders”
<b>A</b> ttractive	Motivational, meaningful	“Increase the initial resolution rate in the support team up to 85%”
<b>R</b> ealistic	Feasible with available resources	“1 audit per quarter with existing team”
<b>T</b> 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



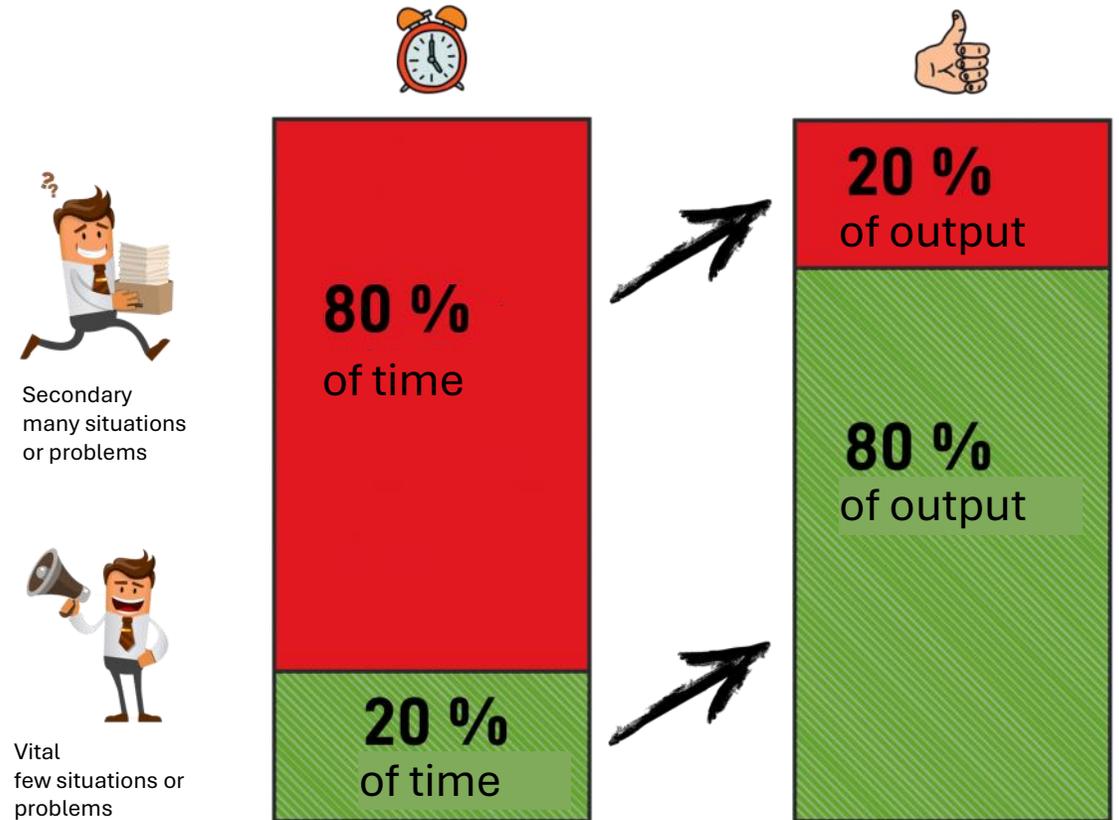
**80% Result / Impact / Output** ↔ **20% Effort / Focus / Input**

## 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

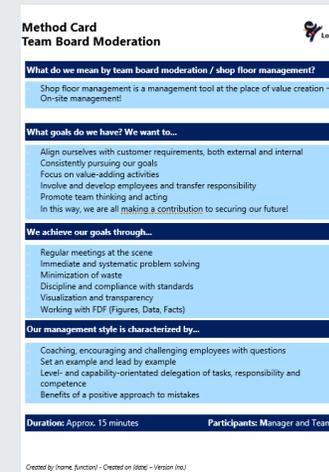
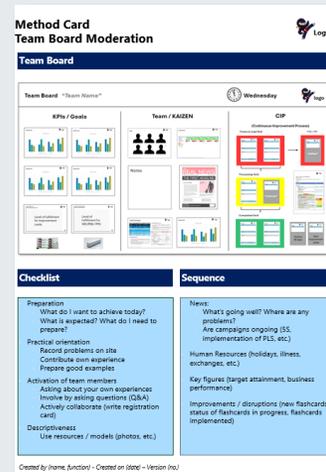
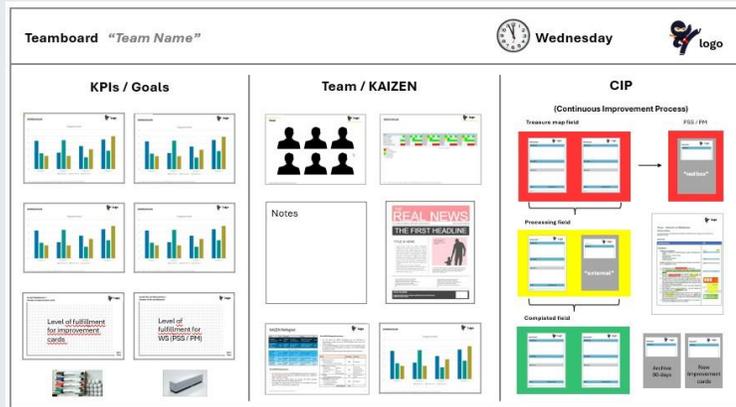
Each team board is standardized and has the same fields.

### ➤ 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					

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**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!

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**GEMBA Walk & Talk**

**WHAT IS GEMBA?**  
Japanese term meaning “the real place” where value is created.

**HOW TO CONDUCT AN EFFECTIVE GEMBA WALK**

**HOW TO STEP-BY-STEP**

1. Prepare Your Purpose
2. Go to the Gemba
3. Observe the Process
4. Ask Questions
5. Document Findings
6. Follow-Up

**PRINCIPLES**

- Go with a Purpose
- Engage Workers
- Observe First
- Ask Later
- Respect the Process

**KEY QUESTIONS TO ASK**

- What challenges do you face with this process?\*
- What happens if something goes wrong?\*
- How do you think we can improve this?\*
- Why is this step necessary?\*

**BEFORE YOU START**

- Set Clear Objectives
- Notify Workers in Advance
- Gather Background Information
- Have an Open Mind
- Bring the Right Tools

**MISTAKES TO AVOID**

- Acting as an Auditor
- Not Engaging with the Team
- Rushing Through the Walk
- Jumping to Solutions
- Interrupting Workflows

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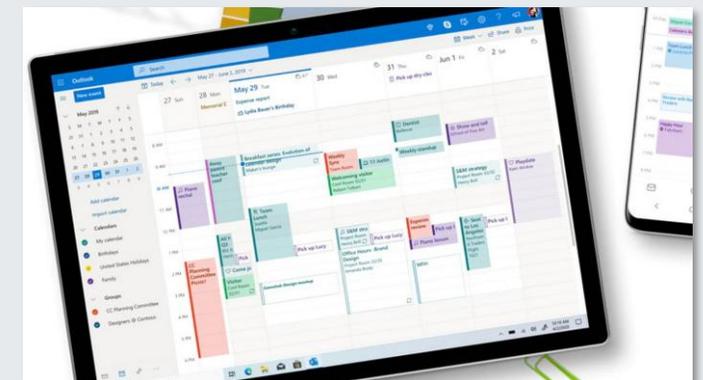
**GEMBA Walk & Talk**

**GEMBA Talk example**

1. What are you doing right now?
2. How is an actual process which describes your work from A to Z?
3. What challenges are you facing on a daily or weekly basis?
4. How do you identify a challenge?
5. What kind of problems can you solve by yourself on site? Why not?
6. What kind of problems can you solve by yourself on site? Why not?

**GEMBA Walk Example**

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# 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? (Koblocks = 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.)

#### 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 / Team/Board	Fully implemented (100%)	Partly implemented (50-90%)	Not implemented (0-50%)
Date / Time			
Audit Team			
Result of Last Audit:			

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.

- Sort Out**
  - 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. Cleanup is tidy.
  - 1.3 Personal items (e.g. mobile phone, keys, glasses, pens, personal workbags) are removed and put in bins.
- 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 / controlled in the designated areas/containers. Responsibilities for systematic order are defined.
- Shine/Keep 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.
- Standardize**
  - 4.1 Thought-out solutions are present in the workspace and are used (e.g., uniform filing arrangements, structured team board, markings of workpieces, etc.).
  - 4.2 There are standardized, uniform documents (digital or paper) and these are used accordingly. Process documentation exists and is read as specified.
  - 4.3 Workflows are clearly defined, described and tested. It is clear when they can be accessed at any time.
  - 4.4 Resources (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 / take off / from colleagues, printer malfunction, emergencies (escape routes), etc.
- Sust. Standardize / Continuous Improvement**
  - 5.1 Employees understand the purpose of 5S and incentive standards.
  - 5.2 The described standards/work flows are followed.
  - 5.3 The team board and evaluation card system 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.

Evaluation:	0	1	2	3	4
	Maximum Score: 48				
	Achieved Score: 34				
<b>Result:</b>		<b>71%</b>			

#### 5S-Audit Findings

Area / Team/Board	
Date / Time	
Audit Team	
Result of Last Audit:	

Findings – For each finding, write and submit an improvement card!

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

# Visualization & Management → KAIZEN Maturity Level



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

## 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
<ul style="list-style-type: none"> <li>• <b>Goals</b> (solution methods) -&gt; Number of improvement cards -&gt; Number of workshops (PSS, PM, SIPOC, ASA)</li> </ul>	<b>25%</b>	Tracking list
<ul style="list-style-type: none"> <li>• <b>Dialogue</b> (discussion of topics) -&gt; KAZEN knowledge -&gt; Improvement card -&gt; Processes &amp; standards -&gt; Goals -&gt; Team board -&gt; Key figures -&gt; 5S -&gt; Method quality</li> </ul>	<b>25%</b>	Third-party or self-evaluation (in consultation with the KAIZEN coach)
<ul style="list-style-type: none"> <li>• <b>5S Audits</b> -&gt; Level of achievement (annual average)</li> </ul>	<b>25%</b>	Overview list of 5S audits
<ul style="list-style-type: none"> <li>• <b>Level of Fulfillment</b> (solution methods) -&gt; Improvement card «trust curve» -&gt; Workshop «trust curve» (PSS, PM, SIPOC, ASA)</li> </ul>	<b>25%</b>	Tracking list
<b>KAIZEN Maturity Level</b>	<b>100%</b>	

# **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

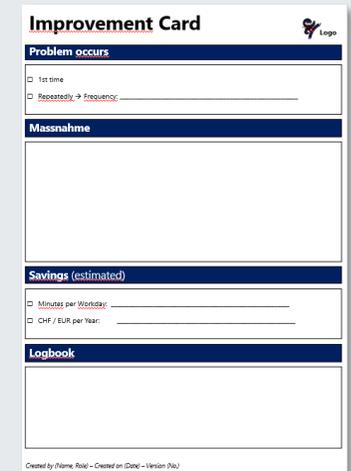
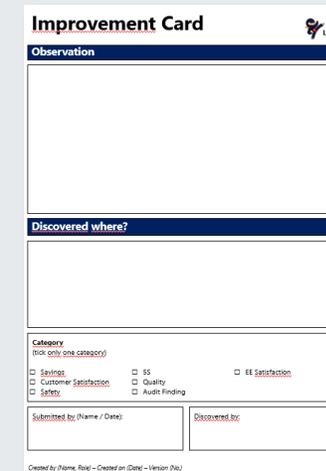
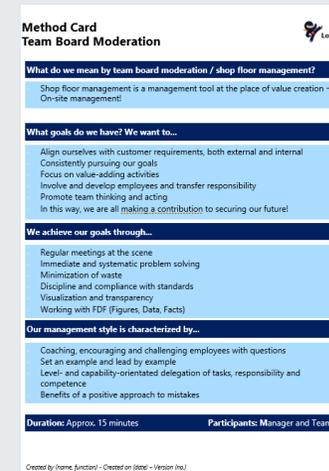
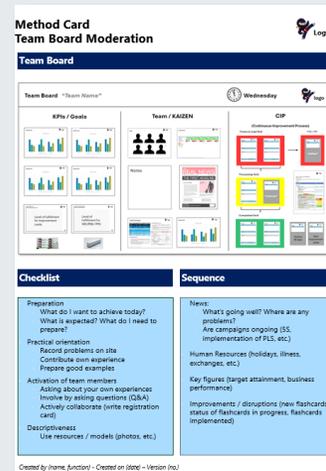
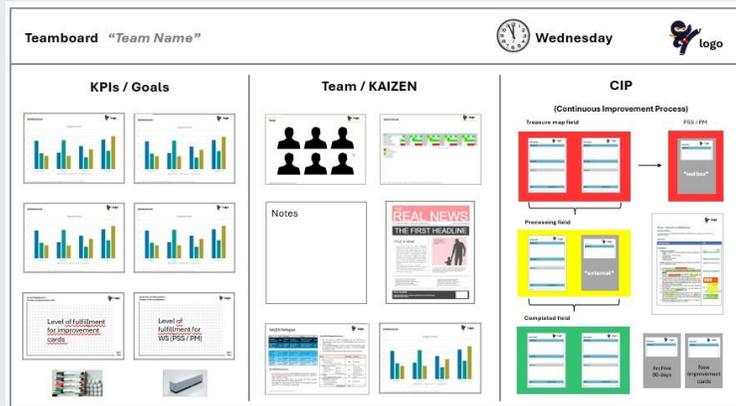
Each team board is standardized and has the same fields.

### ➤ Method Map

A guide is provided for the team board moderator.

### ➤ Improvement Cards

Improvement card templates are available in print or digital.



# 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.

**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: \_\_\_\_\_

SMART SMART (Specific, Measurable, Achievable, Realistic, Time Bound): \_\_\_\_\_

Methods (p) Which method is applied? PSS, PK, TKA, DPOC: \_\_\_\_\_

Results (Numbers, Data, Facts and Eff.) (for Measurement): \_\_\_\_\_

Duration, Date(s), Times: \_\_\_\_\_ Facilitator(s): \_\_\_\_\_

Participants Workshop: \_\_\_\_\_

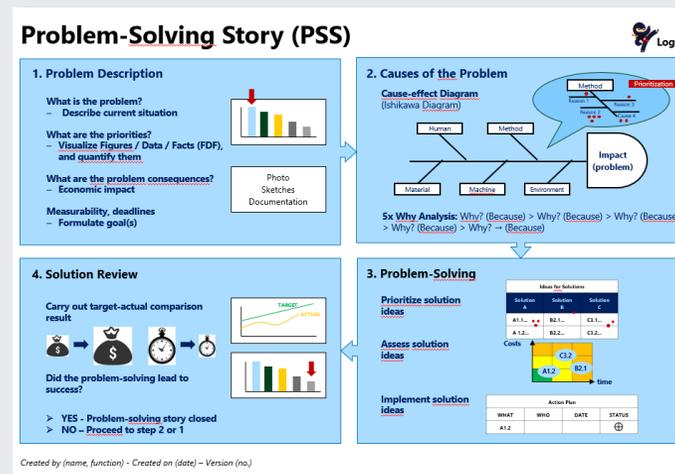
Material:  Flipchart, Quantity: \_\_\_\_\_  Flipboard, Quantity: \_\_\_\_\_  Flipchart, Quantity: \_\_\_\_\_

Equipment:  Seed Photo Minutes  Flip in Presentation Template  Invite for 150-Days-Check

Signature Commissioner: \_\_\_\_\_

#### ➤ 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.

**PSS** Team / Location: \_\_\_\_\_ Topic: \_\_\_\_\_ Date: \_\_\_\_\_

Goal: \_\_\_\_\_ Responsibility (Hart): \_\_\_\_\_ Names: \_\_\_\_\_

1. Problembeschreibung

-Text

-Magic Sentence- \_\_\_\_\_

What is the problem? Why is it a problem? What impact(s) does the problem have?

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



# 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.

Supplier	Input	Process	Output	Customer
Supplier (internal / external, upstream department)	Input variable (what the previous supplier delivers)	Process step	Result (what the process step delivers)	Customer (internal / external customer, downstream department)

#### ➤ Template (for WS)

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

S Supplier / Lieferant	I Input	P Process Step	O Output	C Customer / Kunde
Text einfügen	Text einfügen	Text einfügen	Text einfügen	Text einfügen
Text einfügen	Text einfügen	Text einfügen	Text einfügen	Text einfügen
Text einfügen	Text einfügen	Text einfügen	Text einfügen	Text einfügen
Text einfügen	Text einfügen	Text einfügen	Text einfügen	Text einfügen
Text einfügen	Text einfügen	Text einfügen	Text einfügen	Text einfügen
Text einfügen	Text einfügen	Text einfügen	Text einfügen	Text einfügen
Text einfügen	Text einfügen	Text einfügen	Text einfügen	Text einfügen
Text einfügen	Text einfügen	Text einfügen	Text einfügen	Text einfügen

# 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.

**KAIZEN WORKSHOP PROFILE**

To secure effective and efficient progression 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: \_\_\_\_\_

Goal(s) (SMART (Specific, Measurable, Achievable, Realistic, Time Bound): \_\_\_\_\_

Method(s) (Which method is applied? P52, P54, P56, T5A, D5C): \_\_\_\_\_

Material (Involved, Data, Facts, and KPIs for Measurement): \_\_\_\_\_

Duration, Date(s), Time: \_\_\_\_\_ Facilitator(s): \_\_\_\_\_

Participating Workshop: \_\_\_\_\_

Material:  Flipchart, Quantity: \_\_\_\_\_  Flipover  Flipchart Template (Papers)

Reporting:  Send Photo Minutes  KPIs in Presentation Template  KPIs for 100-Days-Check

Signature Commissioner: \_\_\_\_\_

#### ➤ Method Map

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

**ASA – Activity Structure Analysis Method Card**

**What does ASA mean?**

The Activity Structure Analysis is used to determine in detail how the various tasks are distributed among the employees within a function, what organizational influences there are and how long the individual activities last.

Activity structure analysis is a method for recording all activities of a person or team during a certain period of time. The activities are put into an overall context. This enables waste to be quantified and evaluated.

The activity structure analysis is carried out by self-observation or external observation. For example, it is possible to determine how much time is lost for activities such as documentation, duplication, etc. or how many search times or 'journey times' are spent on certain activities.

**Area of Application of the Method**

An activity structure analysis (ASA) is used for the following questions:

- What does the department do?
- What exactly are the resources (working minutes) used for?
- Is the allocation of resources to the processes efficient?
- Are there wasted processes/activities (search time, duplication, etc.)?
- Where are there areas for improvement; where is the greatest potential?
- How many resources do I actually need to complete my tasks?
- Why do some employees complain about the burden and others do not?

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**ASA – Activity Structure Analysis Method Card**

Different tools can be used to record work processes at a workplace, depending on the focus.

**Process Step List**

The individual work steps are documented as a list. A uniform level of detail must be ensured. In order to record as many of the employee's activities as possible, the first step must follow the last step in the process.

Core processes / main activities are defined and the imagined and actual tasks are compared. Unclear dividing lines of activities are also included. This makes time-consuming tasks and disruptions in the circulation visible.

**Create job profile:**

Activity	Daily	Time	Weekly	Time	Monthly	Time	As required	Time
Activity A	X	15 mins						
Activity B					X	3 hours		
Activity C	X	2 hours						
Activity D			X	30 mins				

**Spaghetti diagram**

If the focus is on the employee's walking paths at the workplace, a spaghetti diagram is suitable for recording.

In a true-to-scale layout of the workplace, an observer marks all of the employee's walkways as a continuous line. The time taken for recording is determined beforehand (e.g. 10 cycles, 20 minutes).

Above all, confused paths indicate waste due to movement and transport. Based on the spaghetti diagram, the workplace layout and the sequence of individual activities can be optimized.

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

#### ➤ Templates

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

**ACTIVITY STRUCTURE ANALYSIS**

**Spaghetti Diagram**

When the focus is on an employee's walking paths at the workplace, a spaghetti diagram is a suitable recording method. In a true-to-scale layout of the workplace, an observer draws all of the employee's walking paths as a continuous line. Beforehand, the observation period is defined (e.g. 10 cycles, 20 minutes). Especially tangled walking paths indicate waste caused by unnecessary movement and transport. Based on the spaghetti diagram, both the workplace layout and the sequence of individual tasks can be optimized. (See also: T5A method card)

Root Processes / Main Activities: Analyzed Activities

Date: \_\_\_\_\_ Where: Units, Departments, Locations

Before: \_\_\_\_\_

After: \_\_\_\_\_

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

# 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
<b>Conflicting goals</b>	Conflicting goals hinder cooperation
<b>Evaluation conflict</b>	Differing opinions, values, and norms lead to disagreement.
<b>Distribution conflict</b>	Dispute over resources such as time, money, tasks
<b>Relationship conflict</b>	Personal hurt, misunderstandings, lack of appreciation
<b>Role conflict</b>	Unclear responsibilities, hidden power struggles
<b>Power struggle</b>	Competitive behavior towards superiors or colleagues
<b>Value conflict</b>	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! → <b>Nonverbal communication = 80%</b>		



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



# Questions & Answers

