*Improving the Good*

- **Ninja Services**
- **Team Board & Improvement Cards**
- **Questions & Answers**

**Ninja Services**
*What is it?*

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

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## Goals of this presentation

- **Explain the function of the team boards**: How team boards contribute to visualizing processes, goals and problems
- **Explain improvement cards**: How employees can easily submit suggestions for improvement
- **Strengthen employee participation**: Emphasize the role of employees in the improvement process
- **Demonstrate benefits**: Present specific advantages such as increased efficiency, fewer errors and greater motivation
- **Sharing best practices**: Presenting successful practical examples
- **Create motivation for implementation**: Encourage participants to actively use team boards and improvement cards

# KAIZEN
## *Method Mix / Solution Methods*

## Team Board & Improvement Cards

KAIZEN stands for continuous improvement through the active participation of all employees. To make this process visible and structured in everyday working life, team boards and flashcards are used.

- **Team Boards** serve as central communication and management tools on which goals, key figures and suggestions for improvement are transparently presented.

- **Improvement Cards** enable all employees to systematically record ideas and problems and to contribute them directly to the improvement process.



Together, these two KAIZEN solution methods promote standard communication, an open and transparent improvement culture and strengthen individual responsibility in the team.

# 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**
*Team Board*

- **The Functions**
- **Specific Advantages**
- **Here's what it looks like**
- **The Units**
  - ○ **KPIs / Goals**
  - ○ **Team / KAIZEN**
  - ○ **CIP / Improvement Cards**
- **Team Board Meetings**
  - ○ **The Process**
  - ○ **The Method**
- **Further Development**
- **Bulletin Board / Info Board**

# The Functions

A team board fulfils several functions:

- It is used for **standard communication**
  - Employees are invited to engage in dialogue. It is discussed and not reported.

- It is used for **standardization and process stability**
  - Processes are confirmed by key figures and process deviations are visualized for better recognition of deviations.

- It is a **visual management tool**
  - Visualization creates transparency and is intuitive to understand. Which key figures are used to measure this, and what are the current problems? What is the deviation between the actual and target situation?

- It manages the **continuous improvement process (CIP)**
  - Deviations from standards are examined and discussed on-site – the solution becomes the new standard.

- It supports **staff empowerment**
  - Independence of employees with regard to problem-solving is promoted. *"Who asks?" Who learns has questions*.

# Specific Advantages

**Efficiency improvement**
- Clear visualization of tasks and responsibilities
- Faster identification and processing of problems
- **Example**: In a manufacturing area, turnaround time was reduced by 15% after daily team board meetings were introduced
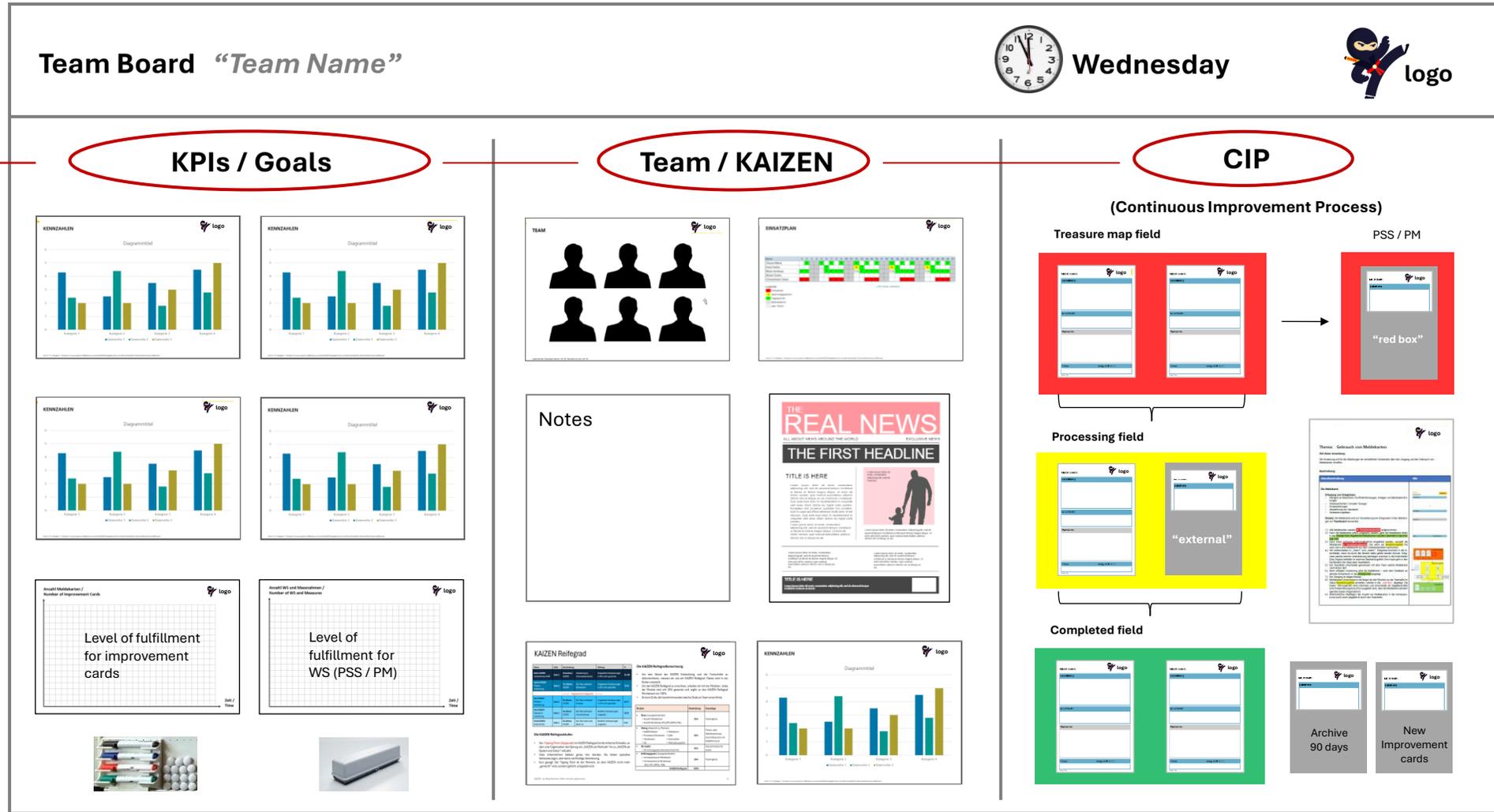
**Error reduction**
- Systematic recording and analysis of faults
- Improvement measures directly at the scene
- **Example**: A logistics team reduced the error rate for picking by 30% using targeted measures from improvement cards

**Motivation and participation**
- Employees experience direct impact of their suggestions
- Strengthening individual responsibility and team culture
- **Example**: In one service unit, participation in improvement initiatives tripled after the introduction of improvement cards

# Here's what it looks like



Team Board *"Team Name"* — Wednesday — logo

KPIs / Goals — Team / KAIZEN — CIP

3 Units

**CIP**
(Continuous Improvement Process)

Treasure map field — PSS / PM — "red box"

Processing field — "external"

Completed field — Archive 90 days — New Improvement cards

Level of fulfillment for improvement cards

Level of fulfillment for WS (PSS / PM)

Notes

# Unit *KPIs / 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.

**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?*".

| Criterion | Significance | Example |
|---|---|---|
| **S** pecific | Clearly defined, unambiguous | "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 unit / 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" |

# Unit *Team / KAIZEN*



This area is the one that may be designed with some freedom. Nevertheless, these are postings that should always provide added value to the team during the team board meetings and be as closely related to KAIZEN as possible.

Below are a few examples:
- Sentiments and motivation
- Responsible (with photo) and Deputy
- 5S info and waste
- Workplace rules
- Presence and absences
  - Holiday calendar
  - Shift plans
- KAIZEN news
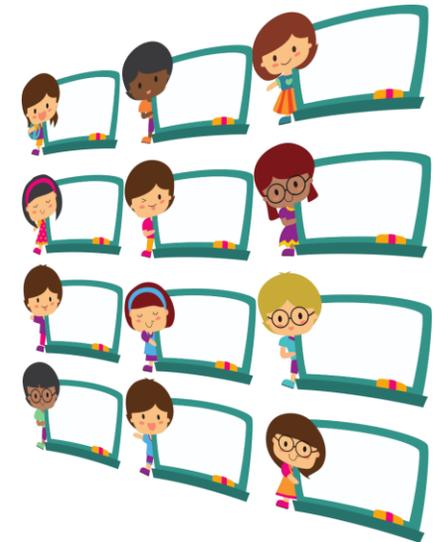
# Unit *CIP / Improvement Cards*



The three main fields in this area:

- **Treasure map field**
  - The reported item; if this results in a PSS or a PM, it is placed in the separate compartment provided
- **Processing field**
  - The report is being processed
- **Completed field**
  - The report could be edited / resolved or was discarded

In addition, the following are located in this area:

- Improvement cards (new and archive)
  - New: Empty improvement cards are always available
  - Archive: Storage for no more than 90 days
- If digital system
  - QR codes for digital improvement card (and GEMBA checklist)
- CIP system instructions
  - How does the improvement card system work? What happens to my improvement card?
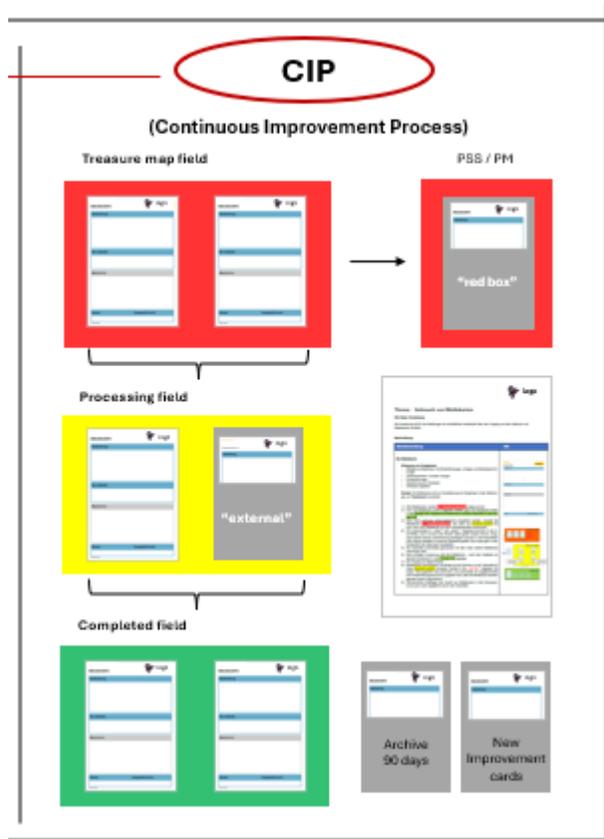
# **Team Board Meetings** → The Process

- Stand-up meeting in front of the team board
  - o If possible, the whole team participates
- Defined time and regularity
  - o e.g. every second day or daily at 11 a.m.
- Defined time frame
  - o e.g. 10–15 minutes (not too long)
- Moderation rotation
  - o Everyone takes a turn (no obligation)
- Discussion of new improvement cards, key figures, improvements, etc.

# Team Board Meetings → The Method

## Method Card
## Teamboard Moderation
Logo

### Teamboard

Teamboard  "Team Name"    Wednesday  logo

| KPIs / Goals | Team / KAIZEN | CIP |

(Continuous Improvement Process)

Notes

REAL NEWS
THE FIRST HEADLINE

Level of fulfillment for improvement cards

Level of fulfillment for WS /PSS / PPI

### Checklist

**Preparation**
- What do I want to achieve today?
- What is expected? What do I need to prepare?

**Practical orientation**
- Record problems on site
- Contribute own experience
- Prepare good examples

**Activation of team members**
- Asking about your own experiences
- Involve by asking questions (Q&A)
- Actively collaborate (write registration card)

**Descriptiveness**
- Use resources / models (photos, etc.)

### Sequence

**News:**
- What's going well? Where are any problems?
- Are campaigns ongoing (5S, implementation of PLS, etc.)

**Human Resources** (holidays, illness, exchanges, etc.)

**Key figures** (target attainment, business performance)

**Improvements / disruptions** (new flashcards, status of flashcards in progress, flashcards implemented)

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

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## Method Card
## Teamboard Moderation
Logo

### What do we mean by teamboard moderation / shop floor management?

- Shop floor management is a management tool at the place of value creation → On-site management!

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

- Align ourselves with customer requirements, both external and internal
- Consistently pursuing our goals
- Focus on value-adding activities
- Involve and develop employees and transfer responsibility
- Promote team thinking and acting
- In this way, we are all making a contribution to securing our future!

### We achieve our goals through...

- Regular meetings at the scene
- Immediate and systematic problem solving
- Minimization of waste
- Discipline and compliance with standards
- Visualization and transparency
- Working with FDF (Figures, Data, Facts)

### Our management style is characterized by...

- Coaching, encouraging and challenging employees with questions
- Set an example and lead by example
- Level- and capability-orientated delegation of tasks, responsibility and competence
- Benefits of a positive approach to mistakes

**Duration:** Approx. 15 minutes        **Participants:** Manager and Team

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

# Further Development

The content of the units other than CIP / improvement cards can be adapted to the needs of the respective team.

- The **first version** of the team board should be tried out for four to six weeks and then reflected on. During this time, it becomes clear what the really important information is – which may be missing from the board and which are superfluous.
  - The Board is evolving along with the others, and the key thing is to experiment and respond to needs.
- **Questions** about this include: What information are we lacking to stay on track? Which information does not add value? Is the presentation of the information practical?
  - Depending on the result of the reflection, a new section is added, an existing one is changed or removed from the board until it is suitable.
- It may also turn out that the **frequency** of the meetings (team board meetings) is not appropriate, then a different time or frequency is agreed upon.
- **Reflection** on the board can take place repeatedly at intervals of a few months.
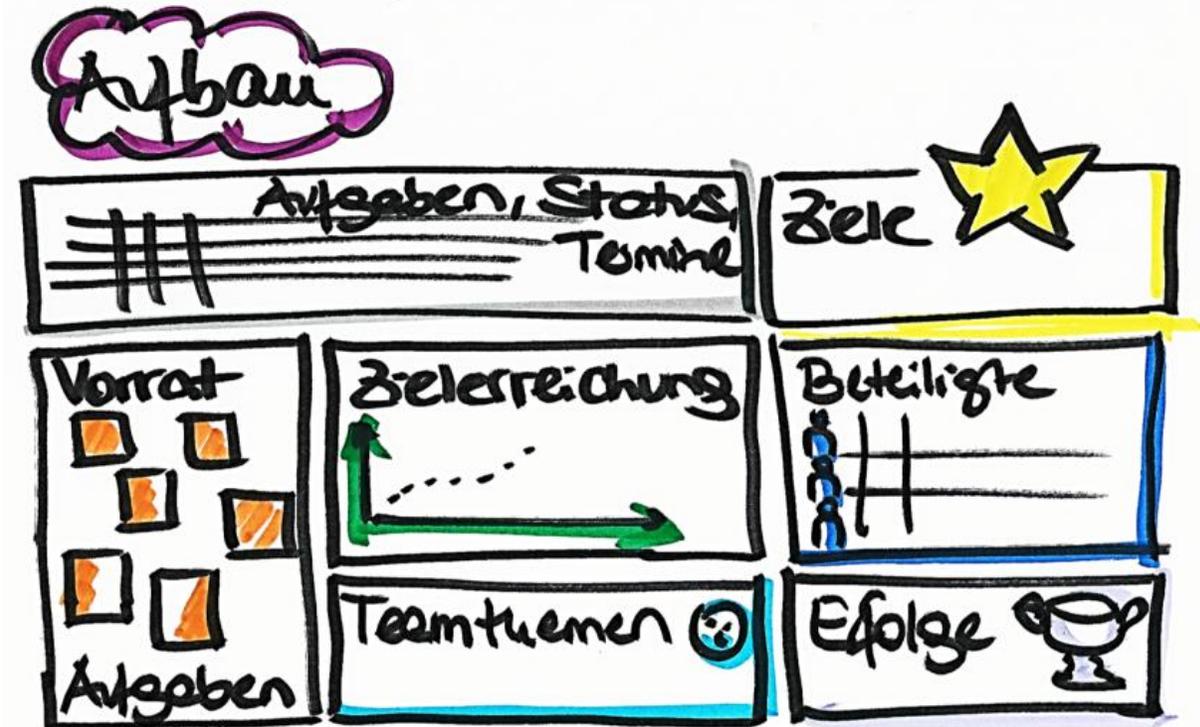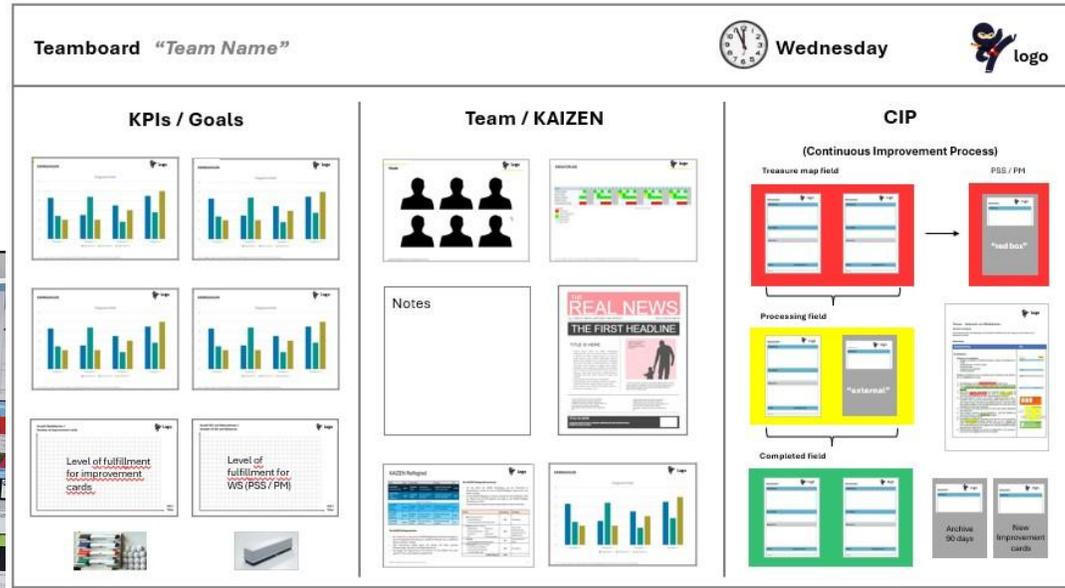


Set a standard for the KAIZEN team boards too: All boards are the same across teams, locations or even countries.

# Bulletin Board / Info Board

The KAIZEN team board is **NOT** a bulletin board or information board, but a working tool for KAIZEN

# KAIZEN
*Improvement Card*

- **Purpose**
- **The Improvement Card**
- **The Process**
- **Tracking List**

# Purpose

- 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**

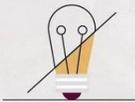Informiertere Entscheidungen

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

# The Improvement Card

## Improvement Card
Logo

### Observation

### Discovered where?

**Category**
(tick only one category)

☐ Savings          ☐ 5S              ☐ EE Satisfaction
☐ Customer Satisfaction   ☐ Quality
☐ Safety            ☐ Audit Finding

Submitted by (Name / Date):          Discovered by:

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

## Improvement Card
Logo

### Problem occurs

☐ 1st time

☐ Repeatedly → Frequency: _____

### Massnahme

### Savings (estimated)

☐ Minutes per Workday: _____

☐ CHF / EUR per Year: _____

### Logbook

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

# The Process

**The improvement card is used to record ideas / events:**

- Ideas for improvement
- Deviation from standards
- Process disruptions
- Occupational safety / environment / energy
- Vehicle and operating equipment defects
- Input from customers / improvements to delivery
- Audit findings (e.g. 5S, internal audit and ISO)

This directive creates a uniform understanding among the units and teams of how to use and handle improvement cards.

Analogue or digital → Adjust the digital procedure accordingly.

**Use:** The improvement card is used to record ideas / events in writing and is brought to the **team board**.

1. All improvement cards are taken into the **Treasure Map** field.
2. At the team board meeting, a decision will be made as to whether the improvement card can be implemented immediately.
3. If the improvement card can be implemented immediately, the improvement card goes directly to the **Completed** field. Rejected improvement cards also go to the **Completed** field.
4. If no effective immediate action can be taken, the improvement card remains in the **Processing** field until it is implemented
5. The team leader and the team decide which improvement card is to be processed next.
6. After successful implementation, the improvement card is placed in the **Completed** field. → Don't forget to give feedback to the submitter!
7. The process is complete.

- The improvement cards are added to the **tracking list** by the team leader or KAIZEN coach as soon as they have been received.
- Improvement cards may **not** remain unresolved for **longer than 90 days** → They shall be disposed of no later than this deadline

# Tracking List

It is advisable to record the **improvement cards** as well as **measures from KAIZEN workshops** and also the results of **5S audits** in tracking lists and to always keep them up to date centrally. There are many reasons for this: a) It contributes to the calculation of the KAIZEN maturity level, b) It provides an overview and completeness, e.g. also for effectiveness monitoring, etc.

**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