Kaizen Institute celebrates the three decades of Continuous Improvement development, based on the passion and magical power that Continuous Improvement contributes to the economy, society and humanity.

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Kaizen: Check out PM Modi's work mantra at the PMO's office

Narendra Modi has brought about a transformation in the day-to-day functioning of the Prime Minister's Office (PMO) in the last one year.
LEARNINGS FROM JAPAN

Monozukuri through Hitozukuri

During our study tour to Japan with senior leaders from Aditya Birla Group in April, we had the rare privilege of being addressed by Mr. Takeo Furuya, Project General Manager, TQM Promotion Division, Toyota Motor Corporation. I was struck by one phrase from his presentation: ‘Monozukuri cannot be achieved without Hitozukuri’.

For deeper understanding, I referred to masters:

Monozukuri:


⇒ Norman Bodek, who has been called the ‘Grandfather of Lean’ explains it rather well:

Monozukuri is a term that can be best translated as “the process of creating superior products through pride of workmanship, manufacturing excellence and continuous improvement”. Its closest English equivalent is “craftsmanship”, which suggests that the work product is a labor of love, one that requires an extremely high level of skill that might take a lifetime to master.

So, how is this high level of skill achieved? Through Hitozukuri!

Hitozukuri:

⇒ Continuing with Norman Bodek’s help:

Hitozukuri is an organization’s commitment to lifelong development of the skills and knowledge of all employees. Denso, one of Toyota’s major suppliers, has a saying, “Monozukuri is Hitozukuri”. To achieve Hitozukuri, masters from inside and outside the organization provides lifelong training and mentoring of employees. This enables the employees to:
Jon Miller, co-founder of Gemba Research, and later MD of Kaizen Institute, refers to this subject in one of his blogs. Let me quote:

At Toyota they say 物づくりは人づくり or "making things is making people" (monozukuri via hitozukuri) or "develop people and then build products". Their commitment to developing people is clear and they take this seriously. It's part of the culture and management system, and a massive competitive advantage since they depend on this to build in quality and maintain productivity.

CONCLUSION: Monozukuri (product excellence) cannot be achieved without Hitozukuri (people excellence).

This core thinking reflects in the following picture captured on an LCD screen in the Toyota Museum in Nagoya:

The ‘Respect for People’ pillar manifests itself in Hitozukuri.
Here is what Praveen Gupta, author of Business Innovation in the 21st Century & several other books, has to say:

Often leadership tunes out employees’ voices. Instead, the leaders tend to make most of the decisions rather than listening to their employees. Corporations hire educated and experienced people to work for them, and then tell them to perform without giving them time to think. As a result people are busy, but the results may remain questionable. Employees are working harder than ever but they often are more disengaged intellectually.

Corporations say employees are assets but treat them as liabilities. When corporations are managed for financial turnaround, they typically recruit financial, legal and operational professionals whose first focus is on headcount reduction. Instead, they should be engaging the minds of their employees to revive the company.

It is appalling that company after company struggling to survive and turn a profit ignores its intellectual capital which has the fastest cycle time and highest return on investment. Instead, they perpetuate ineffective strategies to their death. It has been said that it is a crime for an executive to waste society's valuable resources by directing them at unproductive uses.

HANSEI:
This brings us to some reflections:

If Hitozukuri is part of the core philosophy
1. Can it co-exist with the culture of working with ‘temporary’/ ‘contract’ manpower so prevalent in Indian organizations?
2. Whether there is need for ‘Education & Training’/ coaching & mentoring budget for front-line employees; as also allocation of their time on an ongoing basis?
3. Is there an ROI for this expense? (If anyone thinks ‘Training is expensive’ he needs to sit down calmly sometimes & evaluate the overall cost of ignorance!)
4. Do Leaders play their role in coaching & mentoring their people in order to develop them?
5. Will the organization or its’ leaders ever need to ask, ‘How do we motivate employees?’ Isn’t every highly skilled craftsman intrinsically proud of his craft & self-motivated?
6. Will employees highly skilled in their craft; and trained in structured problem solving be better equipped to contribute to accelerate ‘continual improvement’ towards excellence, compared to ‘traditional’ breed of employees?

I think the answers are obvious, and pretty much ‘no brainers’. However, practicing Hitozukuri as an organizational culture/ way of life (not a temporary plug-in, not a quick-fix) is easier said than done.

- Indian & African Managers live in an hierarchical society. They are not socially groomed and psychologically schooled to think of front-line employees as ‘respectable’.
common slogans of ‘human resource - our most valuable resource’, it is rare to find organizations with HR policies that invest requisite time & money towards Hitozukuri over a long term.

• Job hopping at executive levels is common – leading to short-term executives/ revolving door syndrome! This is an additional handicap in building employees/ desired culture for the long term.

• Ironically, some Managers consider it legitimate to use Operational Excellence/ Kaizen ‘tools’ to improve productivity & reduce manpower!! The impact this has on manpower morale, employee motivation & organizational culture can only be imagined!!

That makes ‘Operational Excellence’ tough. Not that the ‘tools’ are tough, it is the people building element & the culture building element that makes it tough. For those who succeed, there is huge reward on the other side of the ledger. Due to short-term thinking, and need for Quick-fixes, very few realize the full potential. Most skim the surface.

Inspire of all the handicaps, the good news is that there are able & stable Managers/ entrepreneurs out there, both in India & Africa, who understand Hitozukuri instinctively, and are driving a fulfilling business. Here is wishing that this breed multiplies
Upcoming Public Training Programs

6th & 7th July
- ePune
  - Standard Work - Key to Sustenance
  - Design WWW: Work Without Waste

6th & 7th July
- Ahmedabad
  - Improve Customer Satisfaction by Simplifying Your Business Process
  - Expose the Hidden Problems & Solve Them

27th & 28th July
- Mumbai
  - Improve Customer Satisfaction by Simplifying Your Business Process
  - Expose the Hidden Problems & Solve Them

26th & 27th Aug
- Mumbai
  - Mizusumashi, Kanban & Supermarket - Lean “in-factory” Logistics
  - Create Pull Flow

24th Aug
- Ahmedabad
  - Creating Obeya for Lean Performance Management
  - Right Measures, Measured Right

3rd Aug
- Ahmedabad
  - Manage Visually Manage Wisely
  - Bring Your Performance within Control

8th & 9th July
- Vadodara
  - Value Stream Mapping
  - Reveal the Hidden Wastes in your Processes

3rd & 4th Aug
- Pune
  - Value Stream Mapping
  - Reveal the Hidden Wastes in your Processes

24th & 25th Aug
- Nasik
  - Value Stream Mapping
  - Reveal the Hidden Wastes in your Processes

4th Aug
- Vadodara
  - Flexible Manufacturing through SMED
  - 10 Steps to Quick Changeover

6th & 7th Aug
- Aurangabad
  - 7 Basic QC Tools
  - The Problem Solvers’ Tool-Kit
New Clients On Board

Operational Excellence Assessment
Kamani Oil Industries Pvt Ltd, Raigad

Training
Gulf Pros Training Centre, Bahrain

Management Conclave
Marico Ltd, Mumbai

Training & Implementation
Quality Council of India, New Delhi

Training
Aditya Birla Financial Shared Services Ltd, Mumbai

Lean Factory Design
Standard Radiators Pvt. Ltd, Vadodara

Training
Sheela Foam, Delhi

Kaizen Assessment
PZ Cussons, East Africa
**Mission Dantotsu**

**CEO**
- 17 Years
- ABM 4 years
- OND in Engineering
- ABM (EA) Ltd.

**Mr. Guy Jack**

**Products**
- Automotive Batteries
- Solar Batteries

**Specialties**
- Formed in 1963
- First Company to Introduce Sealed Batteries in EA (2015)
- One of the earliest adapters of Kaizen in Kenya

**Group Companies**
- Chloride Exide
- Kenco
- NAS Plastics

**Challenges before Kaizen**
- Productivity, effectiveness & efficiency
- Good housekeeping culture
- Workforce empowerment

**Voice Of VIP**

**Kaizen Journey**

**Business Benefits**
- Cost savings
- Improved way of doing things
- Alignment towards business goals
- Work is Easier

**Employee Benefits**
- Rewards & Recognition
- Happy & Engaged Workforce

**Cultural Benefits**
- One Team, One Goal, Continual Improvement

**Learnings**
- Must be led from top
- Kaizen is a journey & ‘not’ a cost saving exercise
- Takes time to change paradigms & succeed

**Advice to new entrants**
- Engage everyone
- Train everyone on kaizen basics
- Grow your core team with training, benchmark visits & empowerment
From Around the WEB

- Kaizen Newsletters
- Our Official Blog on Kaizen
- Public Training Programs
- Check PM Modi’s work mantra at PMO
- Kaizen in Pharma, Poultry, & Hotel, Lean Factory Design
- Success Stories
- Tour our “Lean & Green Spaces”
Kaizen Story

At a restaurant, a cockroach suddenly flew from somewhere and sat on a lady. She started screaming out of fear. With a panic stricken face and trembling voice, she started jumping, with both her hands desperately trying to get rid of the cockroach. Her reaction was contagious, as everyone in her group also got panicky. The lady finally managed to push the cockroach away but ...it landed on another lady in the group. Now, it was the turn of the other lady in the group to continue the drama.

The waiter rushed forward to their rescue. In the relay of throwing, the cockroach next fell upon the waiter. The waiter stood firm, composed himself and observed the behaviour of the cockroach on his shirt. When he was confident enough, he grabbed it with his fingers and threw it out of the restaurant.

Was the cockroach responsible for the ladies’ histrionic behaviour? If so, why was the waiter not disturbed? He handled the situation to near perfection, without any chaos. It is not the cockroach, but the inability of the ladies to handle the disturbance caused by the cockroach that disturbed the ladies.

It is not the shouting of father or boss or wife that disturbs, but it’s our inability to handle the disturbances caused by their shouting that disturbs.

It’s not the traffic jams on the road that disturbs, but our inability to handle the disturbance caused by the traffic jam that disturbs. More than the problem, it’s our reaction to the problem that creates chaos in our life.
Never react; instead respond to situations. The women reacted, whereas the waiter responded.

Reactions are always instinctive; whereas responses are always well thought out, just and right to save a situation from going out of hand, to avoid cracks in relationship, to avoid taking decisions in anger, anxiety, stress or in a hurry.

Lessons learnt from the story:

A Kaizen/ Lean/ Transformation leader should always respond based on the facts, data & information. He should look at the bigger picture, look for details, observe and respond accordingly instead of reacting like a woman in the restaurant. He should lead by example just like the way the waiter did in this story.

Kaizen/ Lean/ Transformation leadership is a fundamental element to creating and sustaining Lean Thinking in any organization.