The ‘People’ dimension of Kaizen®

In continuation with the ‘People’ theme started in the previous issue, I would like to share with our readers, the following adoption from my learning from Sid Joynson:

PART I

“The mathematics of human capability”:

Human capability is a multiple of three A’s. Represented as a mathematical equation:

\[
\text{Total human capability} = \text{Ability (0 to 100\%)} \times \text{Application/ Effort (0 to 100\%)} \times \text{Attitude (-100\% to +100\%)}
\]

IMPLICATIONS:

1. Absence of any of the first two A’s reduces human capability to zero.
2. Presence of any one or any two of these abilities is essential but NOT sufficient!
3. Presence of highest possible ability and complete human effort can still cause human capability to be negative – depending on the attitude!

**Ability** can be developed by application/ effort + education & training;

**Application** has to be provided by the individual concerned.

**Attitude:** Developing and maintaining the required attitude among people is critical to success of Kaizen®, Lean, TPS implementation in any organization. **This is a job of the management team, not that of HR department.**
PART II

'The mathematics of interpersonal behavior'

Compromise: When the people involved have to give up some of their original ideas/ positions to achieve a common target. Everyone loses something together. 1+1 = 1 ½ …

Synergize: When the people involved work together to create a better idea than any of their own original individual ones. Everyone creates something together. 1+1 = 3 +++ (can be amazing!!). Mutual respect within the group is essential to make this process work.

When you understand the mathematics of this process, you can understand why Toyota puts 'respect' at the heart of their production system (or The Toyota Way). It also explains why Toyota's managers put so much effort into creating a respectful environment throughout the organization. The daily visual manifestation of this respect is - that all level of employees wear the same uniform.

PART III

The mathematics of TEAMWORK!

SYNERGISTIC USE OF INDIVIDUAL CAPABILITIES
To maximize use of human capability, we must understand Stephen Covey’s continuum of human development:

1. We start in a state of 'dependence'. As children we are dependent upon others.
2. We then move into a state of 'independence'. As we grow we become independent.
3. The final and most capable state is 'interdependence'. As we mature, we learn that our real effectiveness comes from combining our talents with those of others.

Therefore, combining the two elements – individual capability & synergistic TEAMWORK, an organization can achieve a quantum leap in performance.

CONCLUSION: People aspects are the invisible elements of Kaizen® and are missing from many Kaizen®/ Lean programs. Without them, sustained success is never achieved.

- Vinod Grover
Mission Dantotsu June 2013

Kaizen Happenings
- FICCI Quality Excellence, New Delhi, India
- HR Summit, Mumbai, India
- Association of Indian Forging Industry, India
- KIAIM Leadership Meet, Pune, India
- Kaizen Institute’s Annual Awards Event, USA
- HOPE Training, PSG Hospitals, India
- Certified Kaizen Practitioner Training, Kenya
- Kaizen Introduction Event, Saudi Arabia

New Clients on Board
Team KIAIM
Upcoming Events
Kaizen Story
Kaizen Institute – AIM won the following awards on Kaizen Institute Annual Awards Night in Seattle, USA

1. Kaizen Institute Africa wins the People's Choice Case Study Award

2. Ichiban Award to KI India, Pune Office for successful implementation of KIK – 'Kaizen in Kaizen Institute'

3. "President's Award" to Vinod Grover for “many years of Service & Support for what has been done & continues to do”

MANY CONGRATULATIONS TO KI – AIM TEAM AND MR. VINOD GROVER
KAIZEN thinking always welcomes problems. When no problems are perceived, there can be no improvement. Hence, as we engage people in the process of improvement, they must be encouraged to bring out problems and every such problem that comes out is perceived as a treasure – as it provides an opportunity for improvement.

A key thing to note is that people themselves should never be treated as a problem. In fact, the drive is to make problem as problem solvers.

**No blaming**

As we welcome problems, a culture of no blaming for anything going wrong is of paramount importance. A blaming culture always drives people into defensive positions and the real issues remains submerged for years. Judgementalism & blaming, lead to fear, mistrust and often the misrepresentation of bad news. Focusing on the real issue or problem and not the person is important and this creates an open, trusting and communication rich environment.

---

For more insights, visit [http://kaizeninstituteindia.wordpress.com/](http://kaizeninstituteindia.wordpress.com/)
Participants at Kaizen Introduction Session in Dammam, Saudi Arabia with Mr Rajen Ganpuley of Kaizen Institute

Upcoming Events

9th Annual KAM Kaizen Event
Nairobi, Kenya
Safari Park Hotel, Thika Road
18th and 19th July, 2013
Gemba Tours and Tutorials
International Guest Speaker - Jon Miller, CEO, Kaizen Institute Global
Interested? Contact Kamal Pattrni (kpattrni@kaizen.com)

IndiZen 2014
Pune, India
31st & 1st Feb, 2014
‘Excellence Inside’ Tours
National Case Study Competition
Learning Tracks and Keynote Speakers
Kaizen Story: Kaizen and a Leaky Rowboat

You’re in a rowboat that has sprung a leak and is taking in water. You’re rowing to shore but a couple miles away. What are your options?

- You can keep rowing, continue taking on water until the boat sinks, and then start swimming
- You can stop rowing and start bailing water by hand
- You can stop rowing and plug the leak with your hand
- You can stop rowing and fix the leak by other means.

Here are the results of those decisions and your means of getting back to shore. By continuing to row and ignoring the problem, you might make it to your destination but your equipment will be in shambles and potentially forever useless. In addition, resulting equipment loss means you can’t finish without a lot of manual intervention (swimming) and discomfort (I’d rather be dry than wet). If you ever want to row again, you’ll have to replace the boat.

If you don’t stop to adequately fix the problem, you’re running the risk of doing this.

By stopping to bail water, you work on handling the output of the problem but you don’t move forward. What if more leaks spring up while bailing from the original leak? Now you have to work even harder...just to stay in place and not sink. You might end up bailing out water forever and never get to the end of your journey time and security in fixing the issue while also making rowing resources available in full (use of both arms!) to get back to shore.
Aren’t these multiple approaches to addressing problems in processes? You can ignore a problem and just keep grinding out productivity, but it will continue to dwindle as the problem remains and possibly becomes irreparable. You can work on the problem but it will continue to rear its ugly head because it isn’t adequately fixed - a temporary approach until it comes back. You can use manual intervention as a stopgap, where automation is broken we can just throw bodies at manual assembly or handling manual tasks, but you’ve also cut back on your human capital and capacity. But by investing in a Kaizen event to address big problems, yes, you might lose a little productivity right away because those operators have stepped away from their job function and the problem will exist...temporarily.

However, by investing a little time and productivity early means the problem could potentially go away forever if it’s fixed properly and it’s smooth sailing from then on. An ounce of prevention is worth a pound of cure. This says little about the Kaizen mind-set, which would mean process users are addressing problems they see right away and personally convening outside assistance without employing a full-on “Kaizen event” and not necessarily having to stop the process functionality as needed for very long. The Kaizen mind-set needs little formality, but at least with a formal Kaizen event you can sacrifice a little now so that the long-term results are better. The Kaizen mind-set is ideal, but where a Kaizen event would help solve the problem collectively make the temporary investment.

If you stop rowing and work to fix the leak, not only do you stop moving forward during that time but you also probably take on more water for a time. That can be scary, seeing your situation get a little worse and not moving forward. However, by investigating the leak and trying to solve it once and for all (seal with tape for now or plug a big hole with wadded up clothing before getting to shore to nail a new board or weld a seal shut) you’ve invested a little

Acknowledgement: Chad Walters at www.leanblitz.net

Please share your feedback/ suggestions for improvement with vallaham@kaizen.com