

LEA UK LEAN SUMMIT 19th April Day 2

How to Develop a Kaizen Spirit

Plenary

09:10 – 09:40

Learning Session

10:45 – 12:30



DEVELOPING A KAIZEN SPIRIT

WHO WE ARE



Mark Siddall
Group Leader Senior

- 1998
- Assembly
- Casting
- Projects
- TLMC

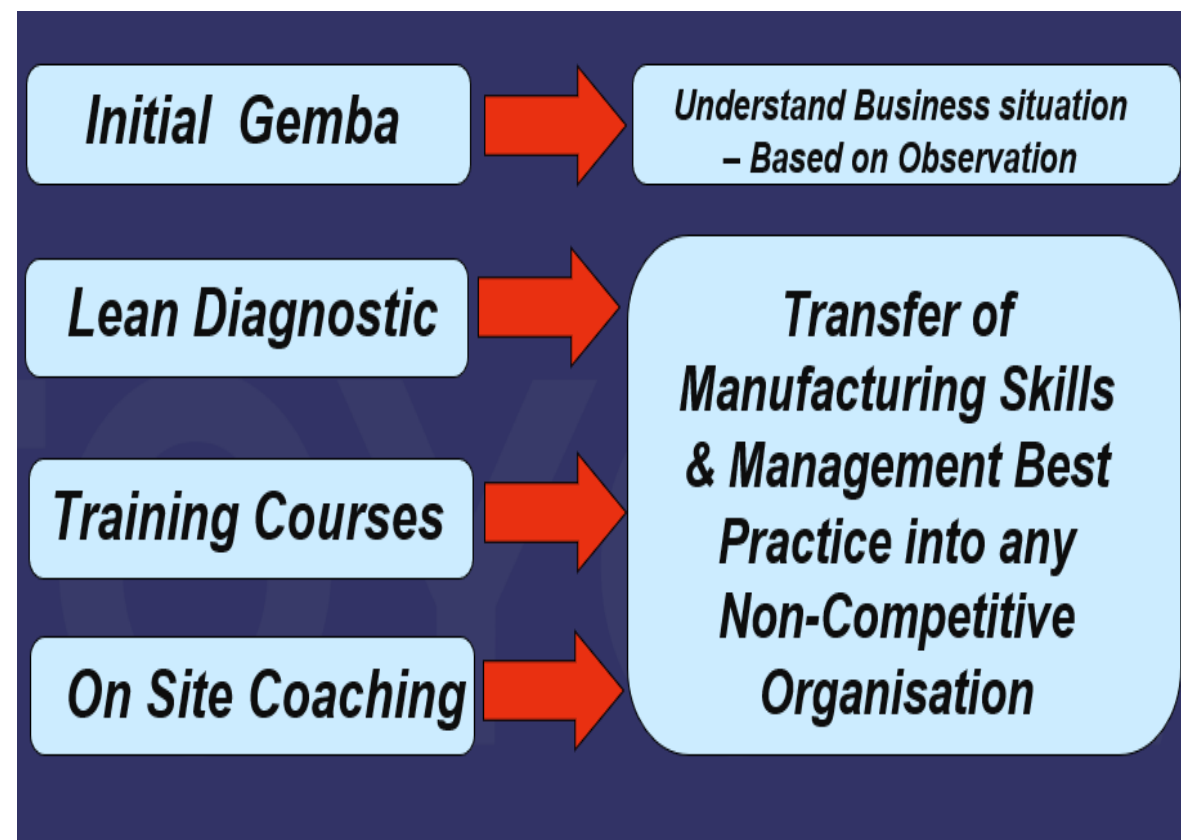
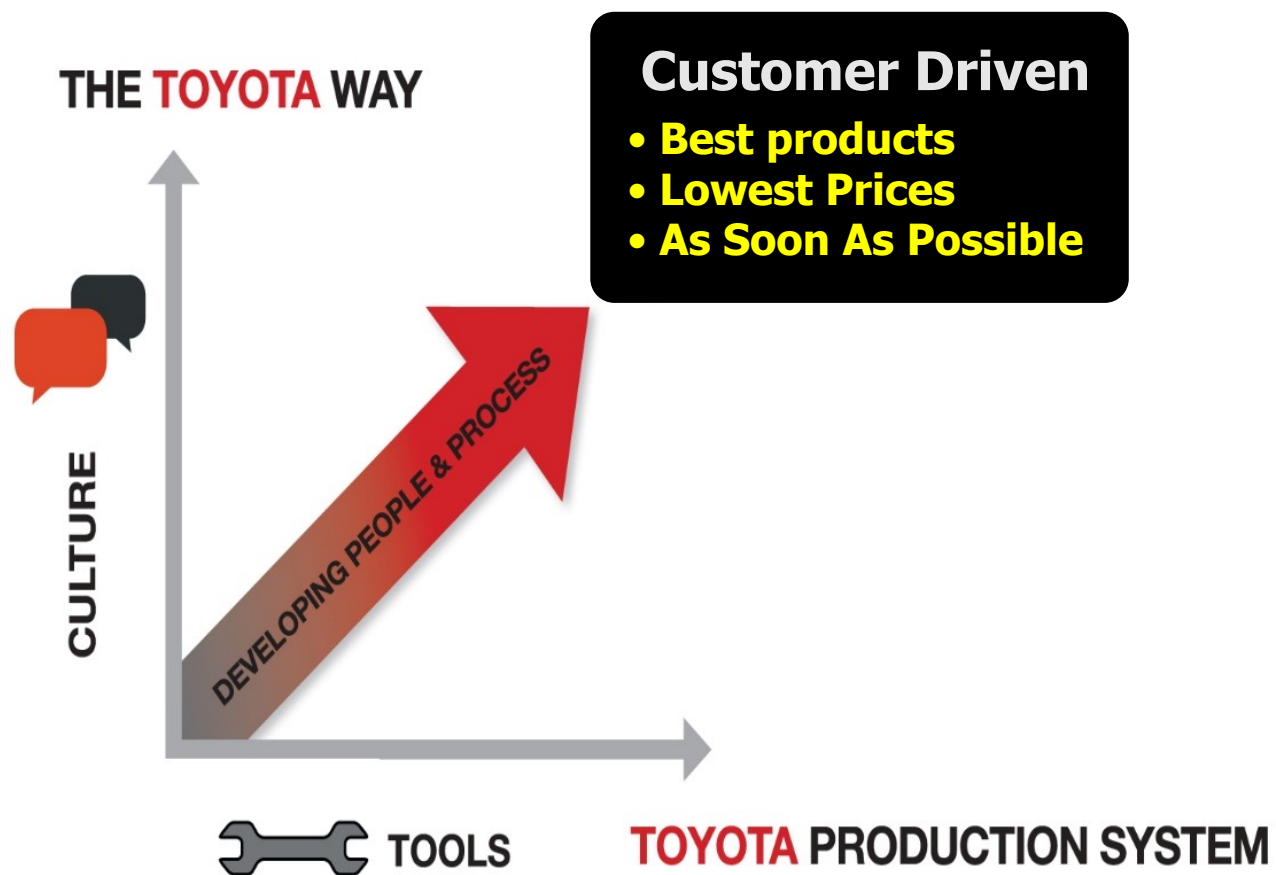


Kenny Barlow
Group Leader Senior

- 1998
- Assembly
- Hot Test
- Machining
- Projects
- TLMC

Role of TLMC

Support Business Development





شركة تنمية نفط عُمان
Petroleum Development Oman



TOYOTA
LEAN
MANAGEMENT
CENTRE

Manufacturing

Healthcare

Schools

Service

Charity

Office



BBI Services



HUAWEI



CaetanoBus



26 Countries



432 Companies



7351 Trained

Deeside, North Wales

Engine Manufacturing



Start of production Sept 1992
550 employees



Burnaston, Derbyshire

Vehicle Manufacturing



Start of production Dec 1992
2,577 employees

**Both plants = £2.75
billion investment**

Most experienced plants in Europe

KAI

ZEN

改 善

CHANGE

GOOD

The Toyota Production System

Where Kaizen Began

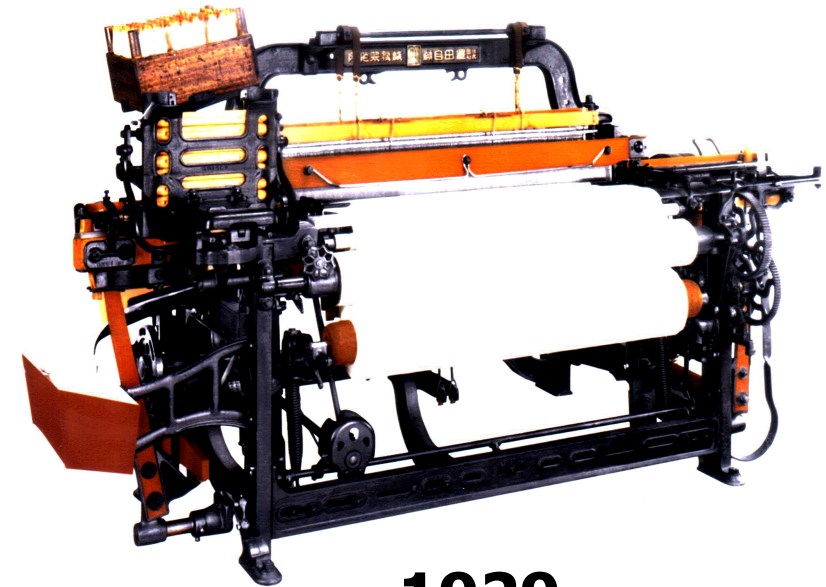


Sakichi Toyoda
1867~1930



1902

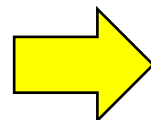
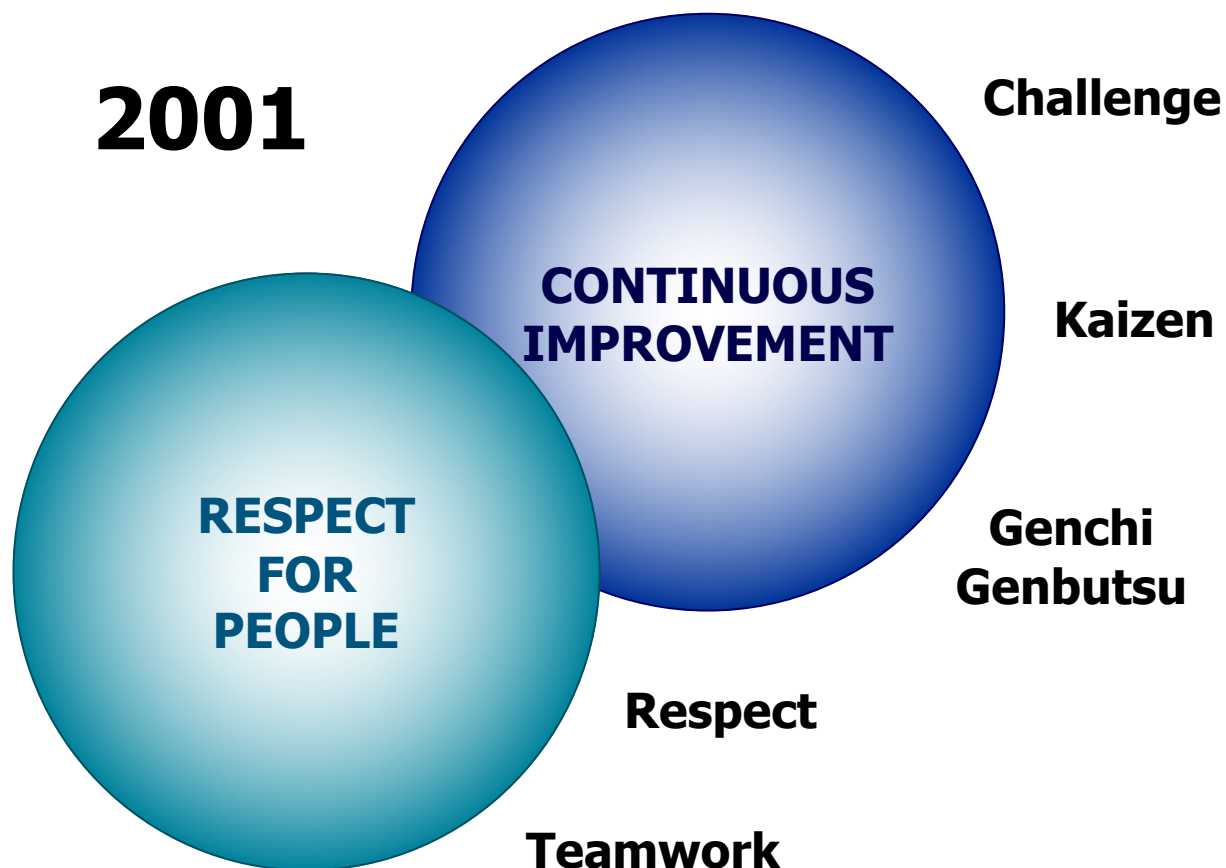
Built In Quality



1929

TOYOTA WAY CULTURE

2001



Act For Others - Challenge

We strive to keep the perspectives of our Customers and stakeholders at the core of our efforts every day. Putting ourselves in other's positions, we go beyond the impossible.

Work With Integrity - Challenge

We always consider where today's work should take us and how it impacts those around us. We forge a path to our objective with integrity and honesty.



Drive Curiosity - Kaizen

Taking a personal interest in everything, We ask questions to discover the mechanics behind phenomena. This mind-set generates new ideas.

Observe Thoroughly - Genchi Genbutsu

Humans sense things instinctively in ways that machines can't. We bring Together hard data while personally seeing, feeling and interpreting the situation, exercising Genchi Genbutsu to discover the most creative and best solutions quickly.



Get Better and Better - Kaizen

Today and every day, we take ownership to sharpen the skills of ourselves and each other with heart, mind and body to meet the evolving needs of our customers.



Continue the Quest for Improvement - Kaizen

We believe in the natural ability of people to change things for the better. Every improvement, regardless of size is valuable. Encouraging both incremental and breakthrough innovative thinking, we seek to evolve with Kaizen, accepting the status quo never.



Create Room to Grow - Kaizen/Teamwork

Focusing on what's essential, we eliminate waste and manage our resources carefully to create room to grow. This is the foundation for agility and the cultivation of new ideas for the future.



Welcome Competition - Teamwork

We welcome competition, without ego. It pushes us to improve and better serve our customers and society, creating more value and a better experience.



Show Respect for People - Respect

No work is solitary. No job is a one-person endeavour. We make the most of diverse perspectives turning differences into fortune as one team. With a fundamental respect for people, we create an environment where all feel welcome, safe and heard and everyone can contribute their best toward meaningful goals.



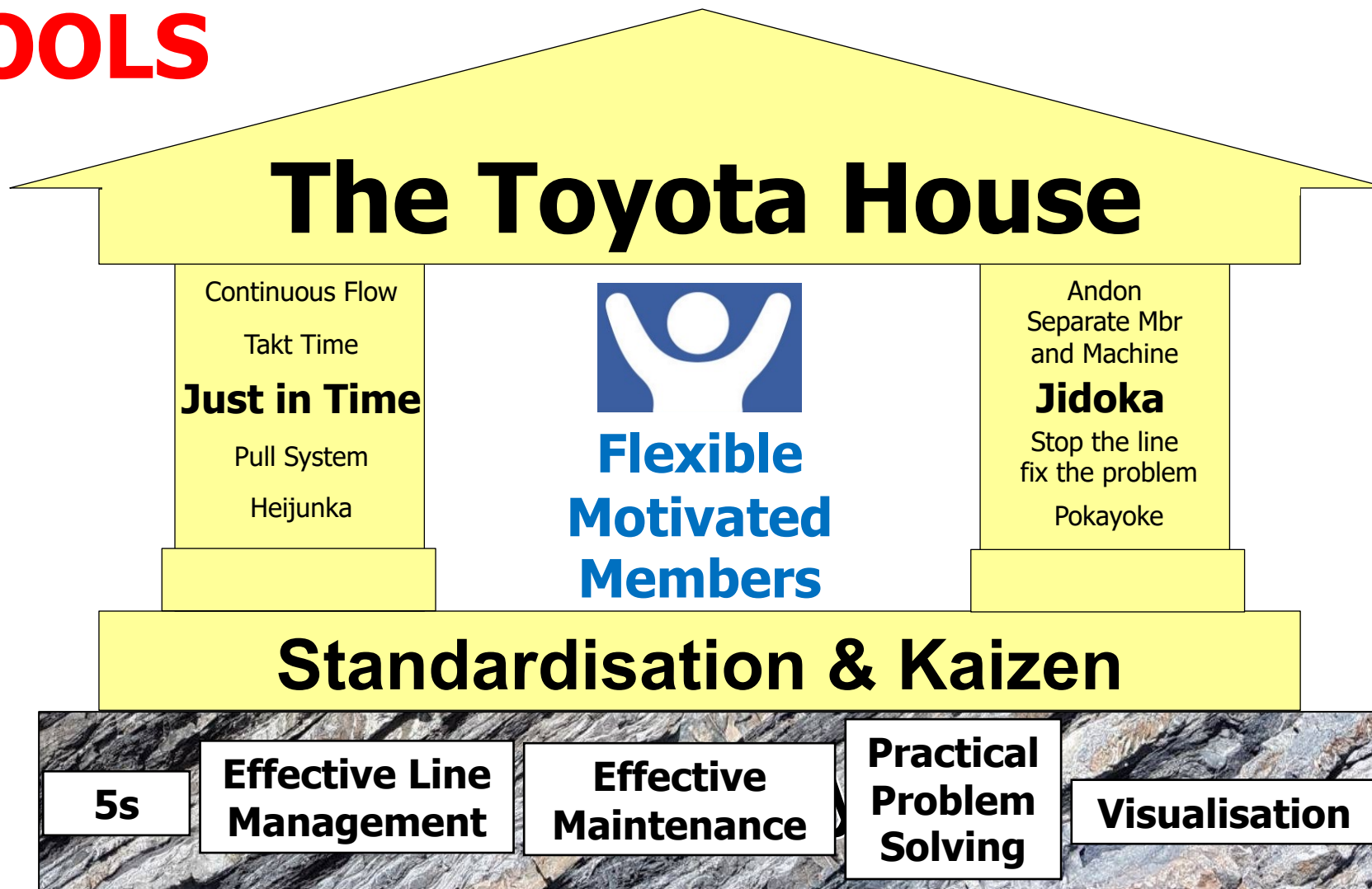
Thank People - Respect

We owe our existence to our customers, members, partners, stakeholders and communities. We say "Thank You" to everyone we encounter today.



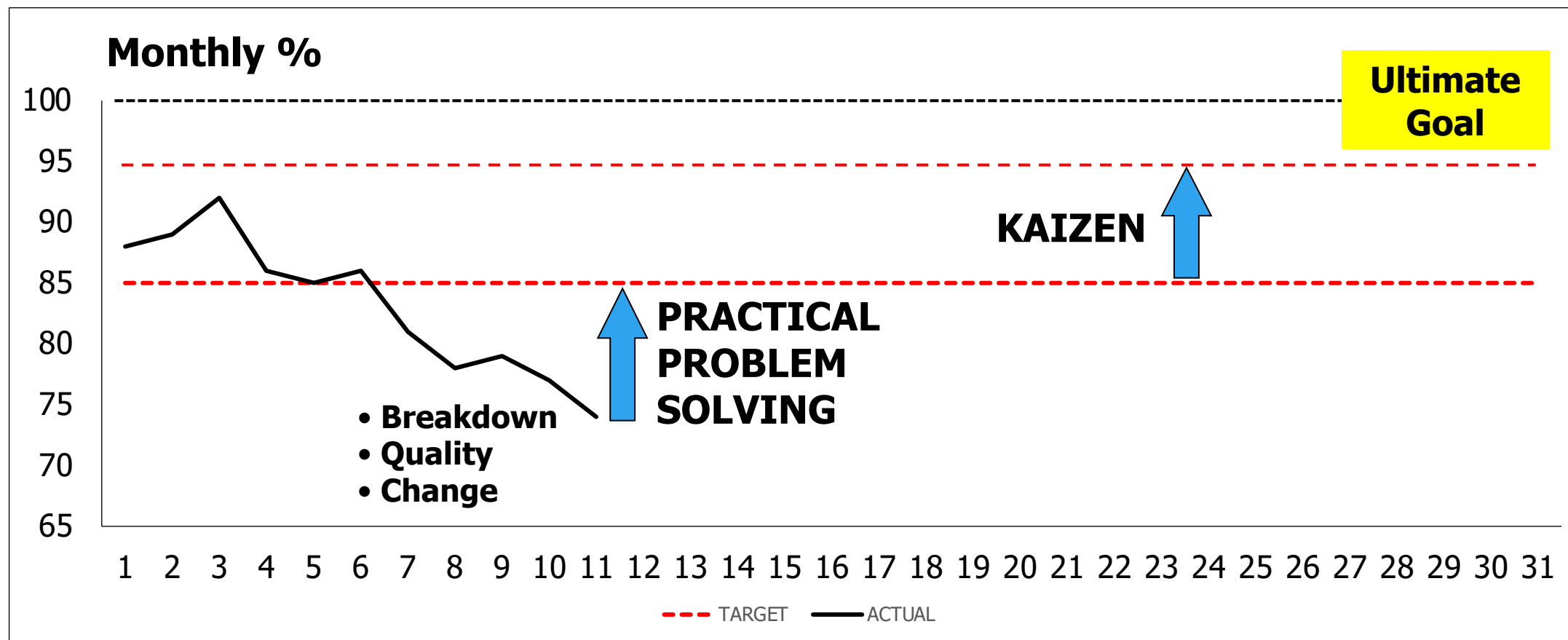
As the world changes, we need to review our foundation, our attitude and way of working to secure our future.

TPS TOOLS



STABILITY

WHEN TO USE KAIZEN



KAIZEN at Every Level

SENIOR
MANAGER

Area Responsibility



Shift Responsibility



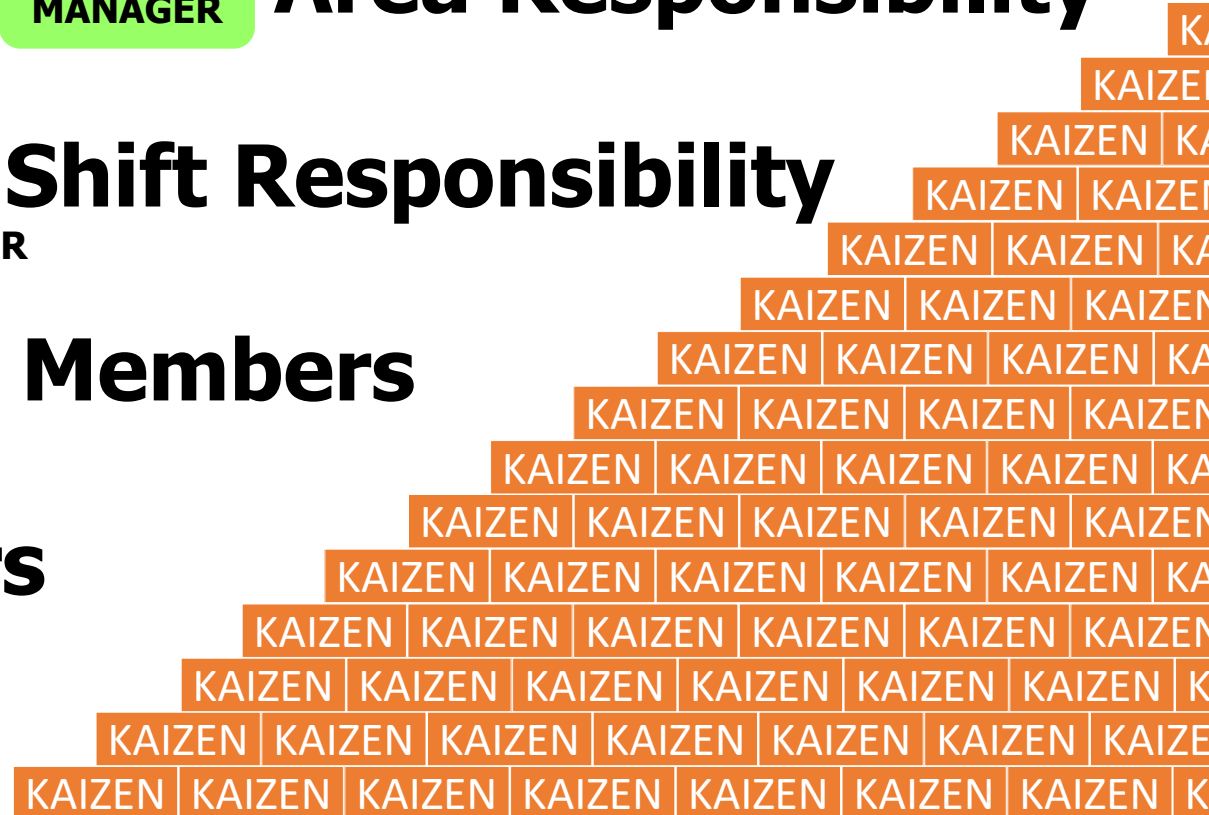
20-30 Members



6-10 Members



Shop Floor Operators



Q & A



DEVELOPING A KAIZEN SPIRIT

Where we begin

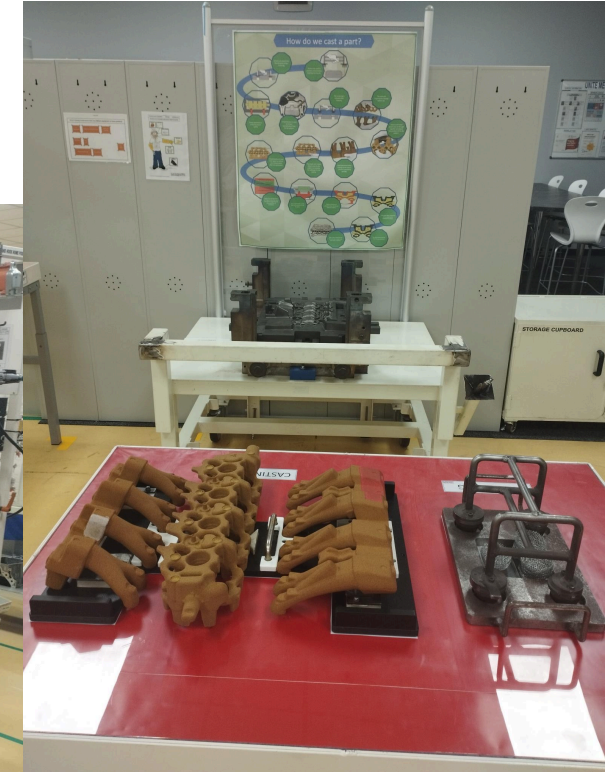
1. Recruitment



Are we looking for a kaizen mind in the recruitment phase?

Where we begin

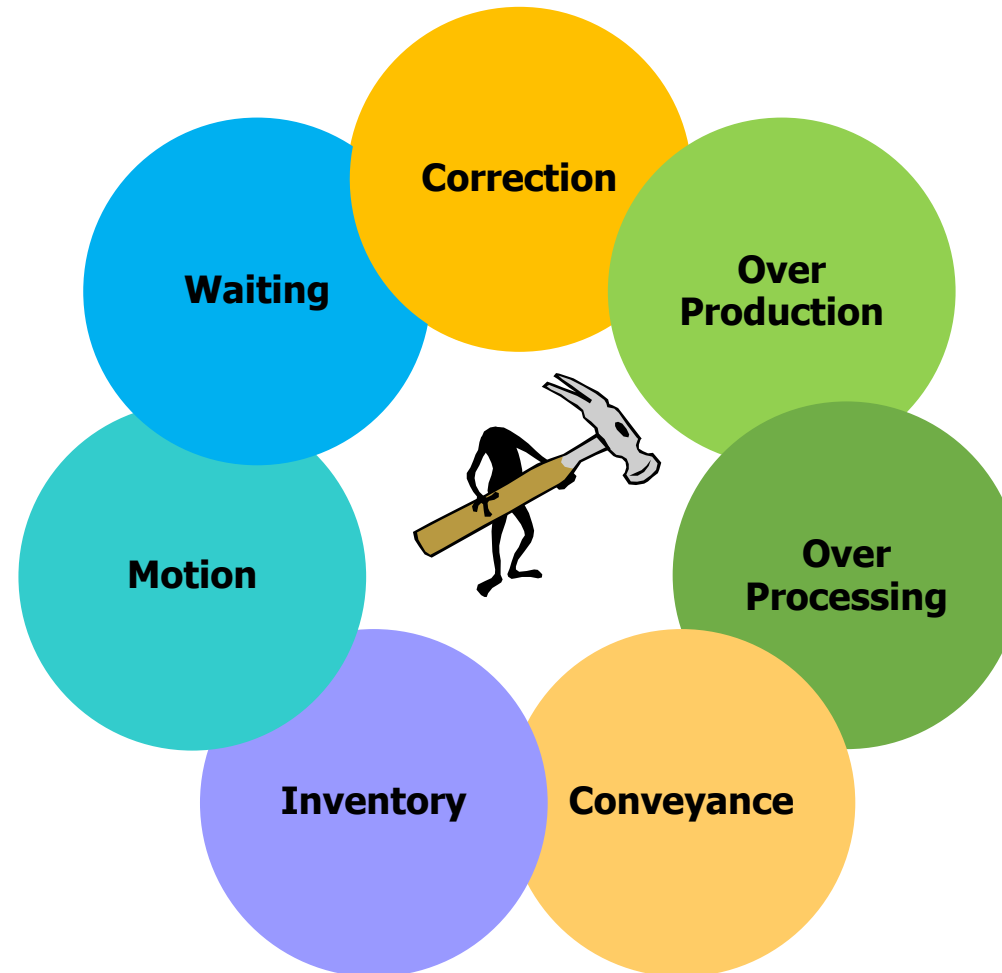
2. The Dojo



Toyota framework & culture – introduction to 7 wastes

The 7 Muda(waste)

Any Part of the Business that does not **Add Value**



Lowest Possible Price



Kiichiro Toyoda
1894 - 1952



Japanese market was different:

- Low Production Volumes
- High Product Diversity

Standardisation & Kaizen

Toyota Lean Management Centre

Standardised Work



'Without standards there can be no kaizen'

Taiichi Ohno

Benefits of Standardised Work

Visualise

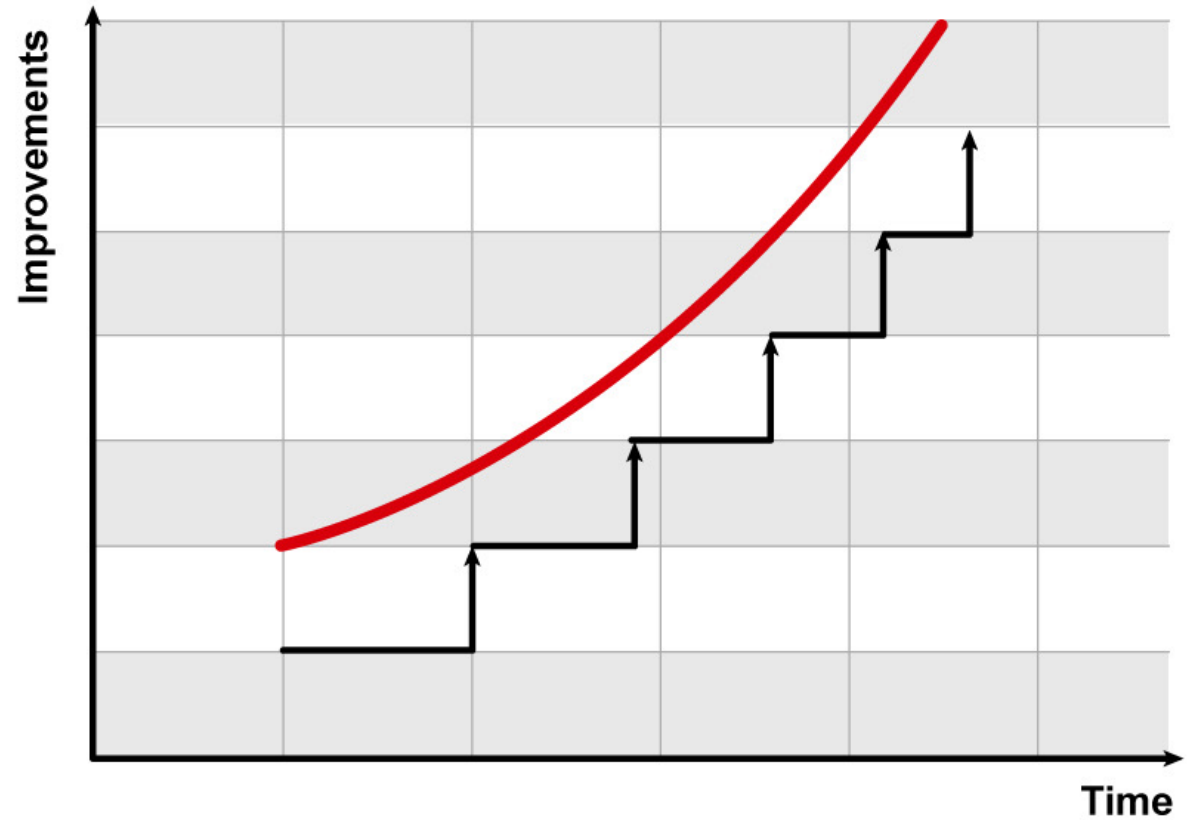
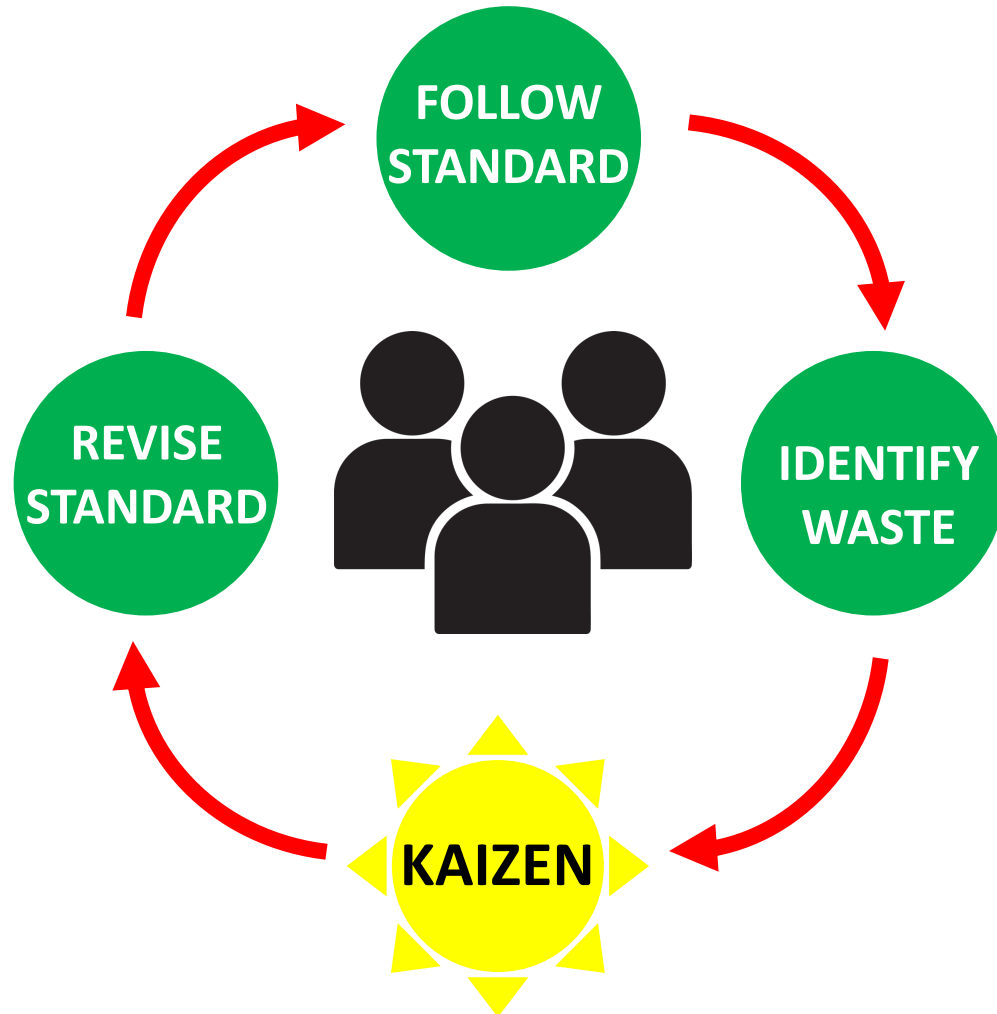
- **Major Steps**
- **Key Points**
- **Reasons Why**

Therefore a tool for training

- **Ensures Safety**
- **Build in Quality**
- **Maintains Efficiency**

Toyota Lean Management Centre

Standardised Work is Kaizen Base



Standardised Work Exercise 1



Toyota Lean Management Centre

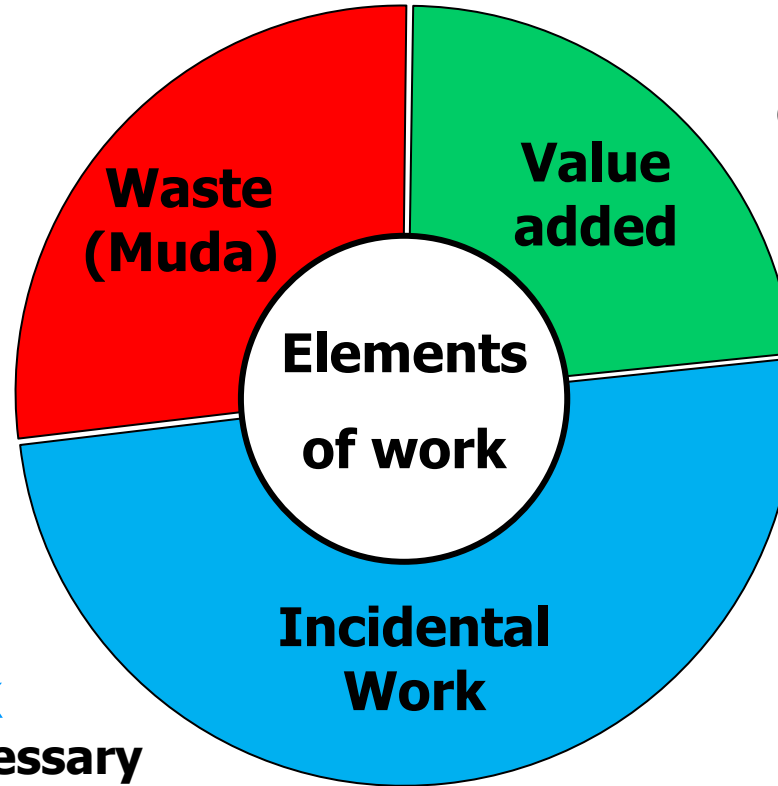
Motion Waste

Waste

Motions that have no customer value and are not necessary for work

Incidental work

Motions that are necessary but do not add any value to the product at the present work stage



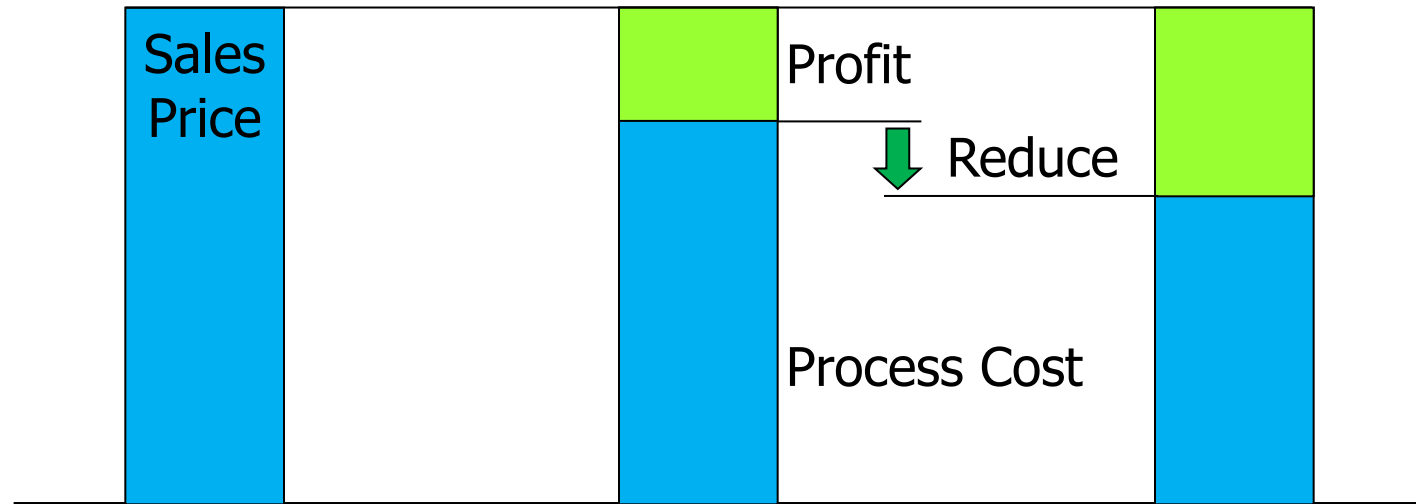
Value-adding work

Motions that add customer value to the product

Eliminate Non-Value added by Kaizen

Lowest Possible Price

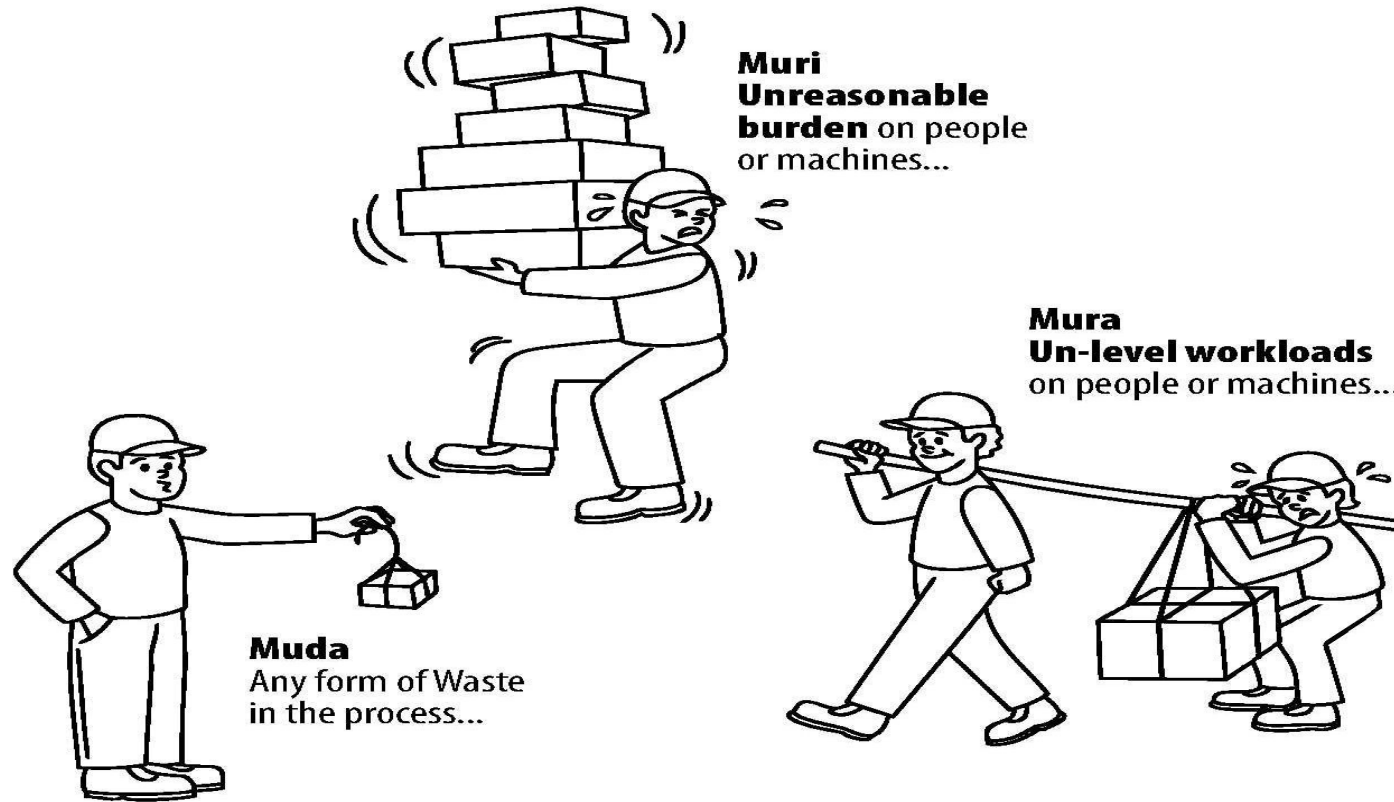
Cost Reduction Principle



To increase profits 'Process Cost' must be reduced

The Concept of Muda

Muda, Mura, & Muri



The Concept of Muda

All Members Focus on Waste not Cost

Elimination of:

Muda(Waste)



Member

Mura(Unevenness)



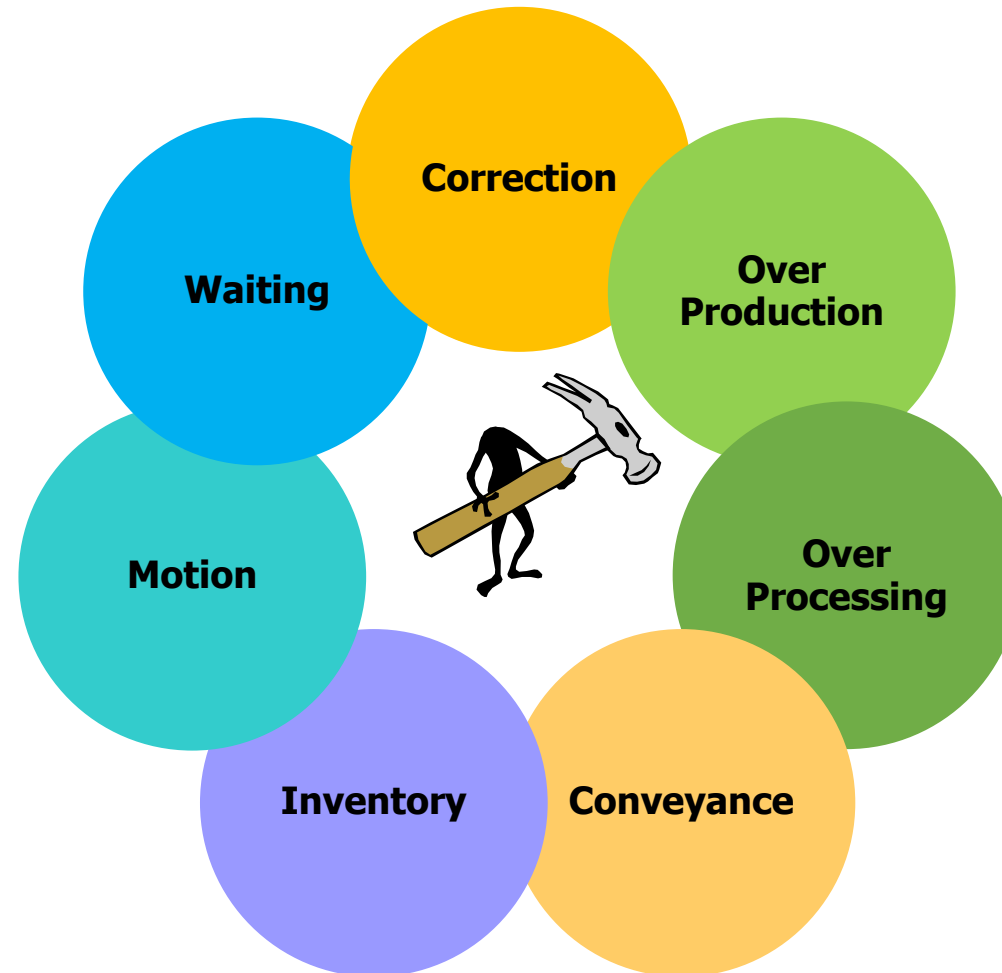
Muri(Overburden)

Management

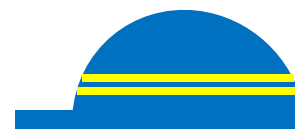
A Process with Least Waste = Lowest Cost

The 7 Muda(waste)

Any Part of the Business that does not **Add Value**



Kaizen at every level



Member Support / Coach
Lead Daily Problem Solving Meeting
Data Collection
Lead QCC

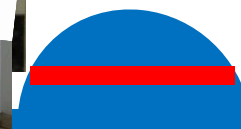


Team Member
x2 Kaizen Monthly
Snagging – Tag ON Tag OFF
QCC

Group Leader



Allocate resource
Daily Kamishibai
Lead TBP
Go Look See with Member



Section Manager

Shop by Shop
Coaching TBP / OJD
Global 3 PILLAR

Procedure for Studying

1. Observe Member
- 2. Time study**
3. Make SWCT
4. Make SWC
5. Kaizen Plan
6. Prod Capacity
7. Make WSS
8. Make JES
9. Make SWA
10. Kamishibai

Document all elements less than 10s - all pick, twist & walk must be identified and separated

Develop your people at all levels

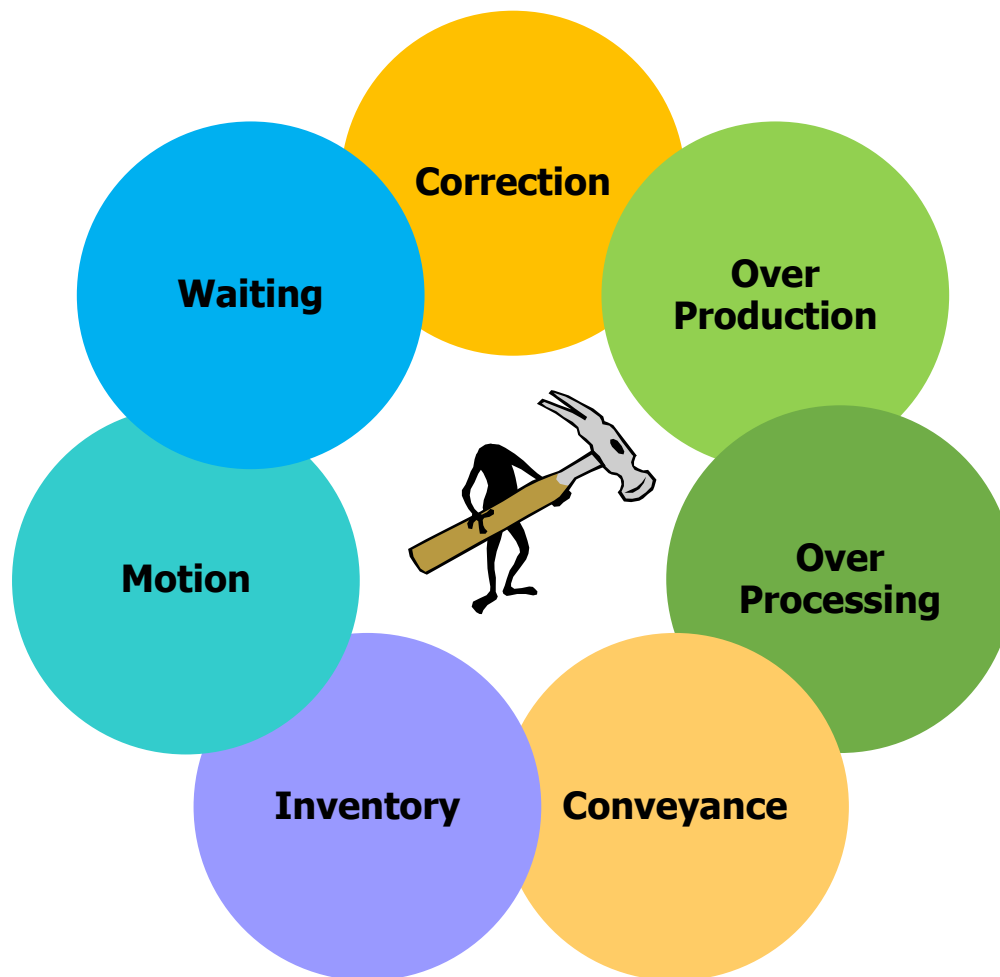


Learn By Doing

Lego Simulation

Production Run 1

What waste did we identify?



Consider these

- **Muri** - **Overburden**
- **Mura** - **Unevenness**
- **Muda** - **Waste**

Learn By Doing

Lego Simulation

Production Run 2

Learn By Doing

Lego Simulation

Production Run 3

Learn By Doing

Lego Simulation

Production Run 4

Q & A

TMUK

Toyota Lean Management Centre

.. PROTECTED 関係者外秘



Thank You