

改善

KAIZEN CULTURE

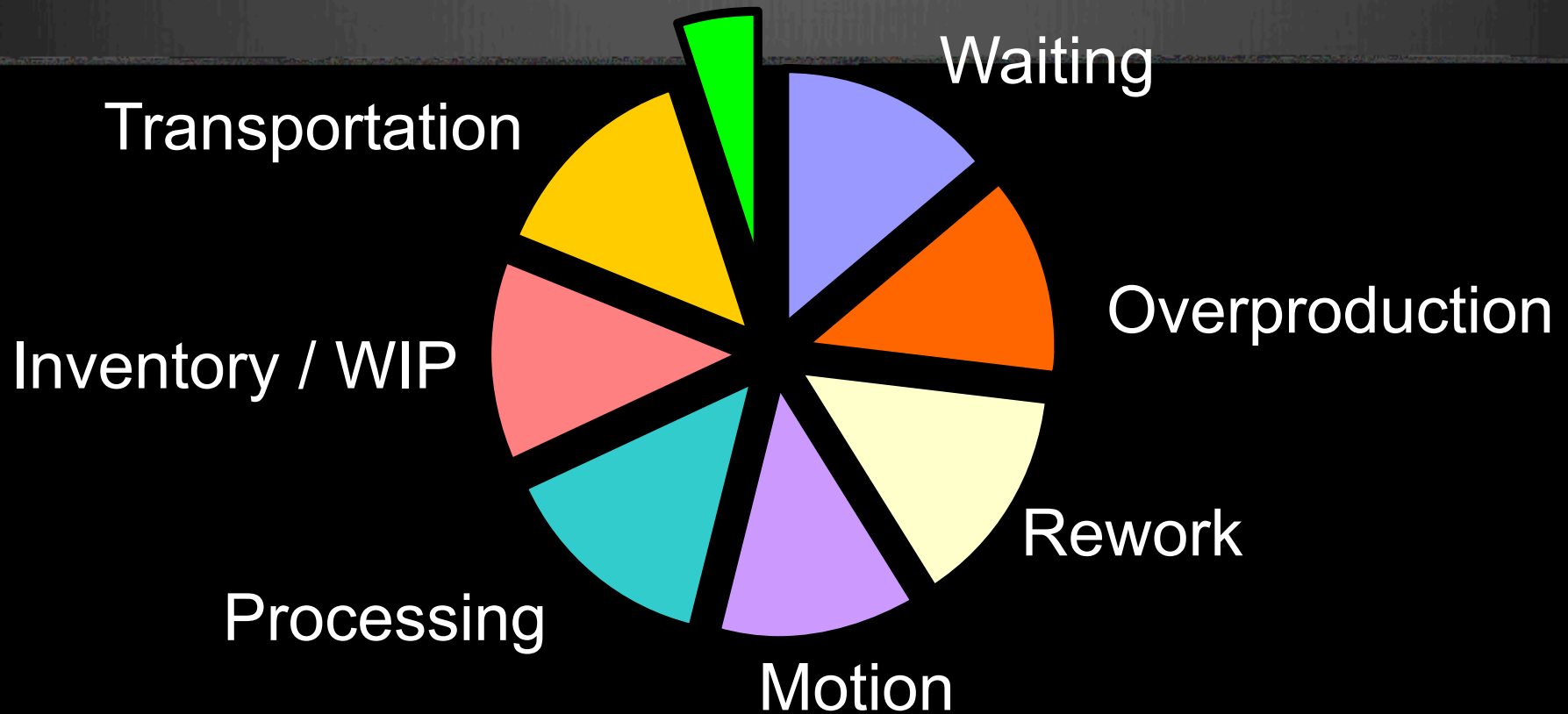
Continuous Improvement ...
by everybody, everyday,
everywhere!

Driving daily behaviour &
becoming good habits
(standards) that are
continuously improved.

+ “Lean tools”

Value-added versus Non Value-added

Value-added



The worse waste is to improve a process that is not required

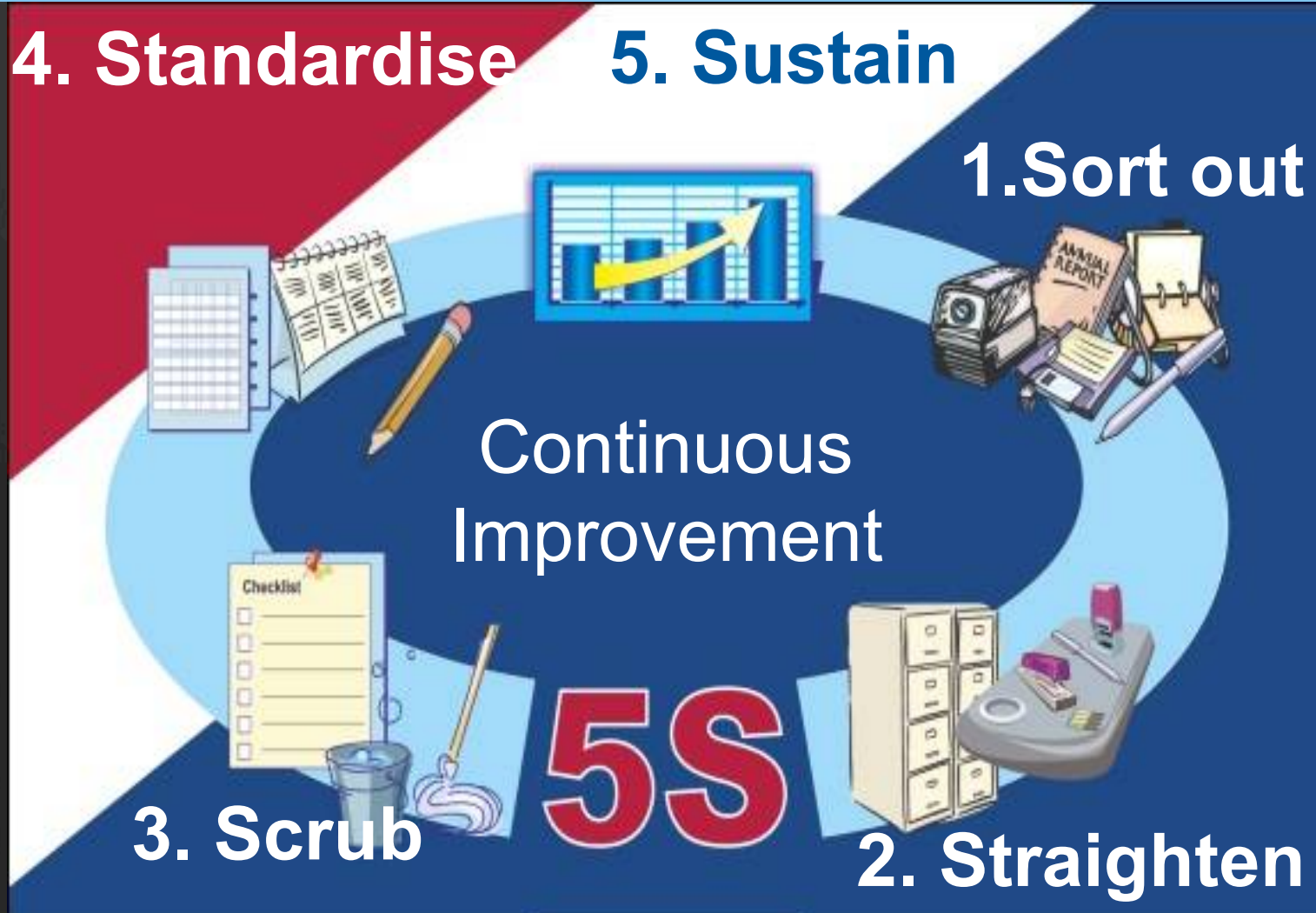
Everyone recognises waste & tries to reduce it
Design & keep waste out ... sustainability

Daily workplace organisation (5S)

4. Standardise

5. Sustain

1. Sort out



A place for everything and everything in its place

Structured Problem Solving

BE VERY SPECIFIC

Define the
problem

Root Cause

GET TO THE BOTTOM



Ask 5 x Why?
What is REALLY causing this?

Verify

Solutions

Problems are good!

Striving ... not fire-fighting / troubleshooting

What is Kaizen / lean?

KAIZEN CULTURE +

BASIC READINESS / STABILITY

Clear strategy

Understand value

See & reduce WASTE

Organised & standardised workplace (5S)

Communicate important things clearly & simply

Understand & solve root causes

Work = BAU + CI

What is Kaizen / lean?

Holistic strategic system (Value Streams)

Communicate & drive behaviour that matters

Create PULL

Understand & satisfy demand from all customers

Create FLOW

“Make everything flow, then make the flow shorter”

Flexibility = competitive advantage

Built in quality – “zero defects” at every step

Basic Readiness / Stability

What is Kaizen / lean NOT?

Cannot be copied or faked

Not a project / silver bullet

Only 10% tools ... 90% people

Not only about results / outcomes

Not without “respect for people”

Not only forward looking

NOT enough to comply / meet expectations / targets or to beat competitors

Thank you!



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