

KMS Presentation

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KAIZEN Institute – Worldwide



MASAAKI IMAI
 Founder and
 President

KAIZEN (Original Definition)

改

K A I

Change

善

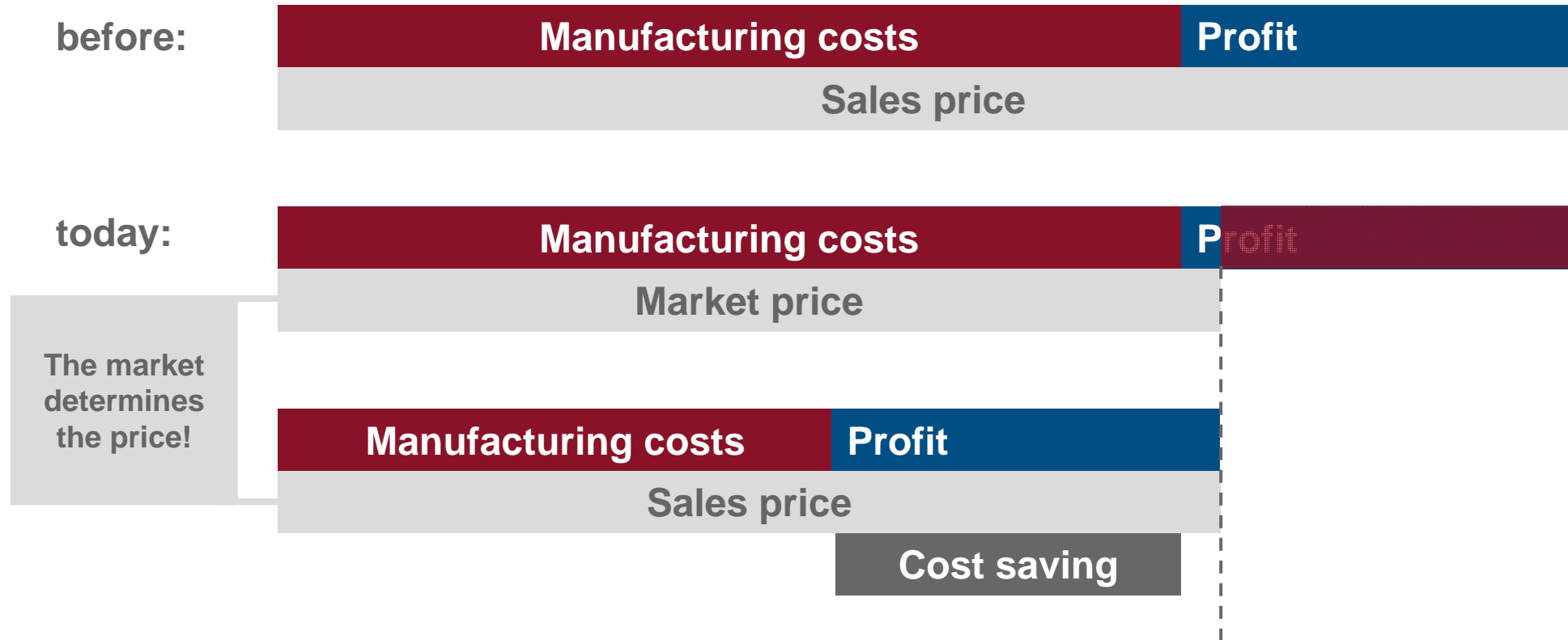
Z E N

for the better

改善

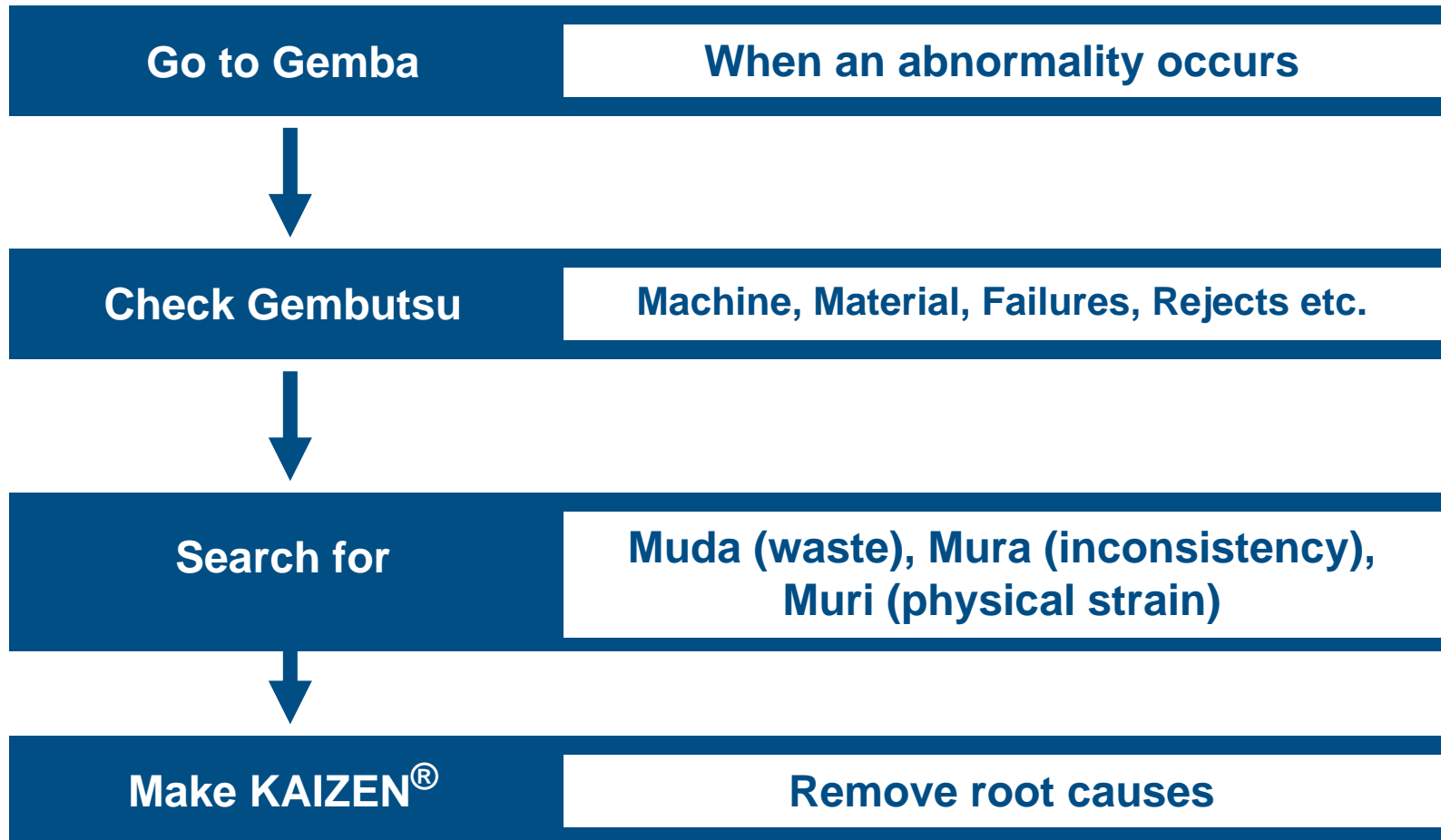
KAIZEN = Continuous Improvement

The market determines the price



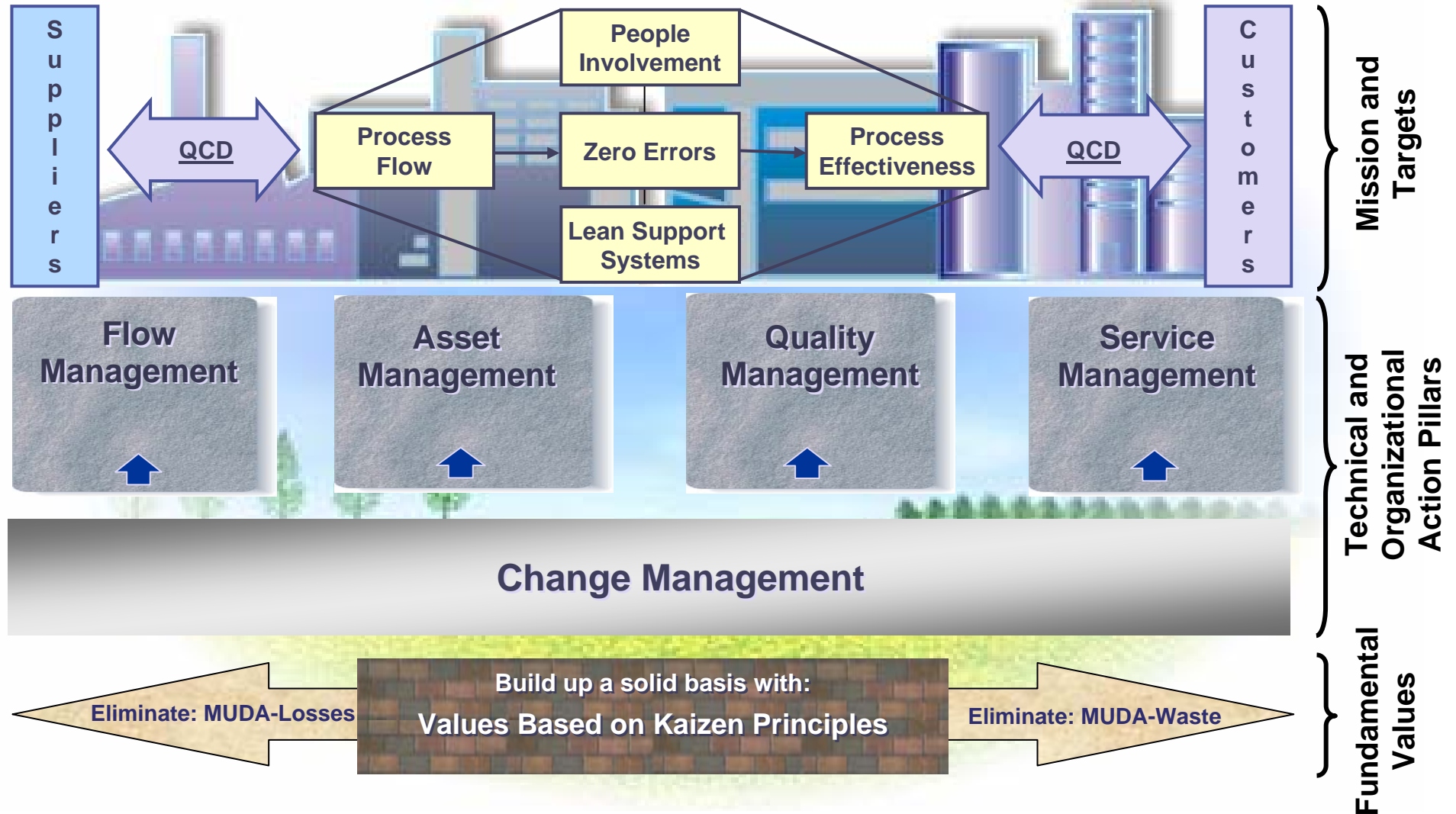
Profits can be maintained only through the management of cost!

The Gemba Principles



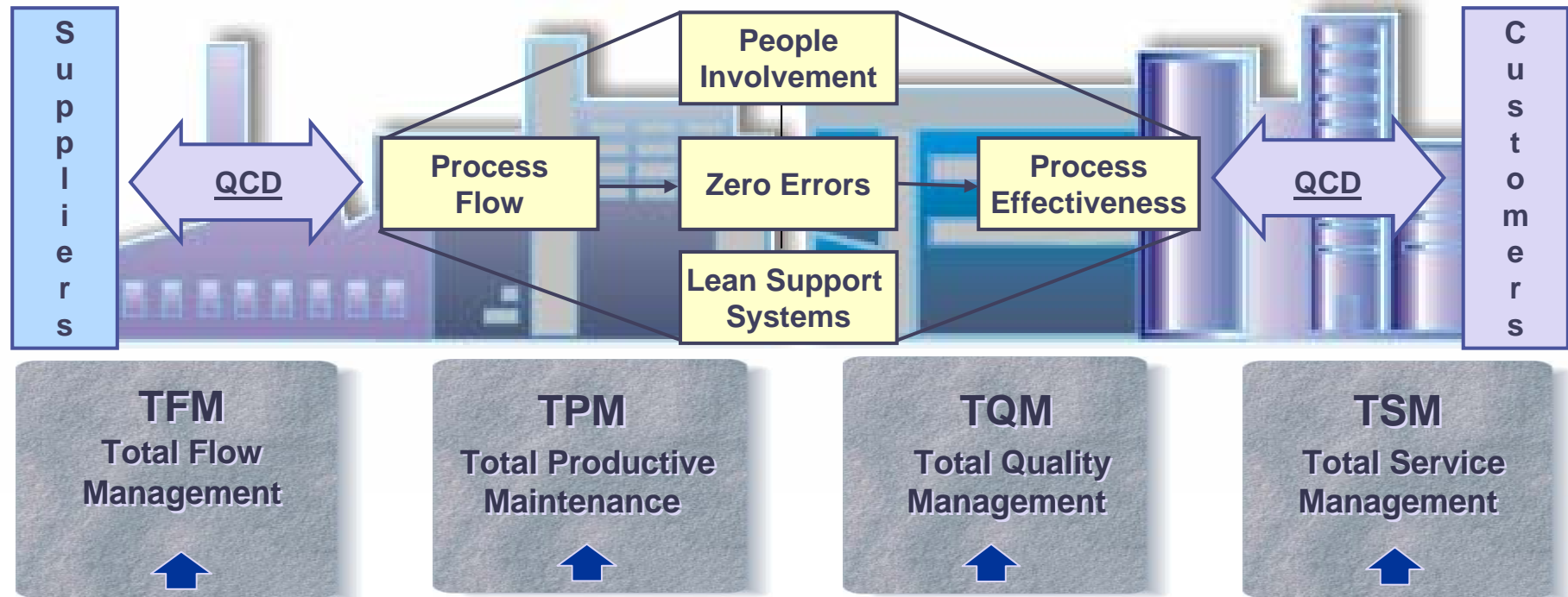
What is a KMS Model – KMS Temple

World Class Performance

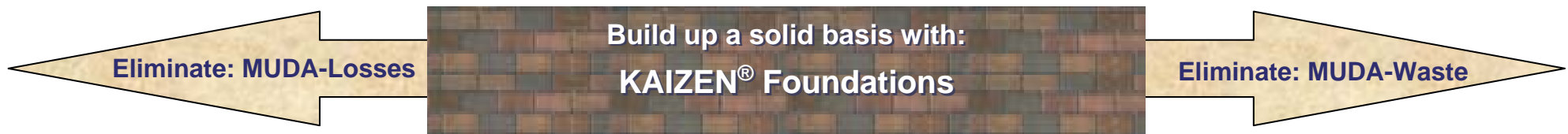


The worldwide Kaizen Management System for sustainable profit and growth

World Class Performance

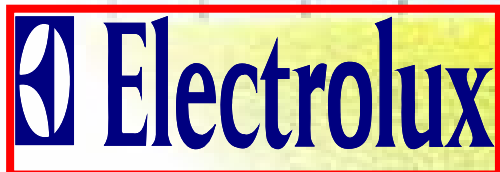


TCM – Total Change Management



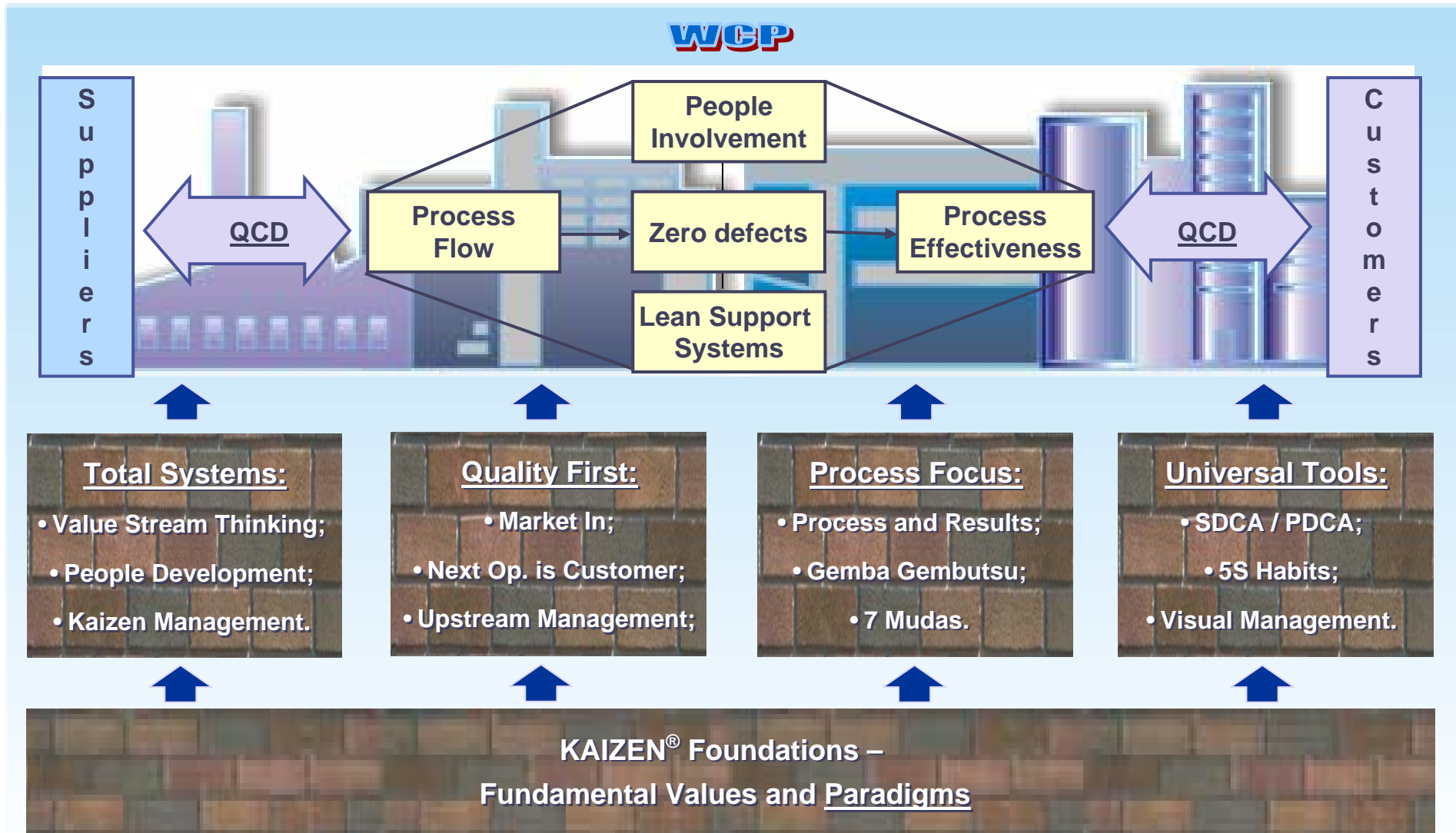
Examples of KMS Models

TOYOTA

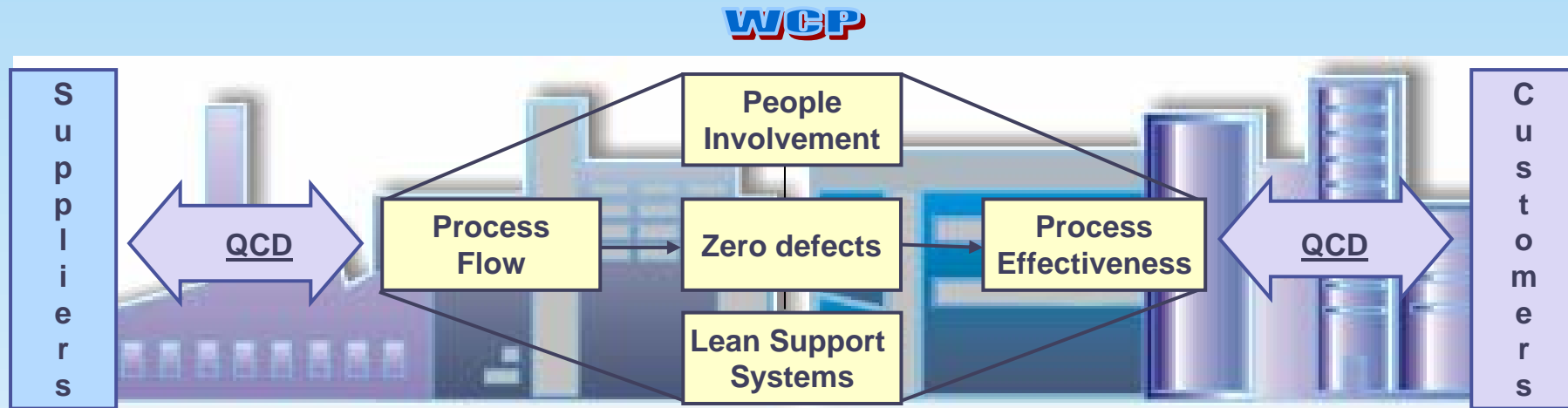


The Stanley
Production System

KAIZEN Foundations Model



Foundations - Resistance to Change and Paradigms



- People will naturally resist to change;
- The power of paradigms;
- The process of paradigms change.

Paradigms

KAIZEN® Foundations –
Fundamental Values and Paradigms

Foundations - Resistance to Change



- “We’ve always worked that way”
- “At first, we cared, but ...”
- “It’s not my responsibility”
- “No-one told me”
- “I don’t have the time”
- “Anyway, it wouldn’t change anything”
- “Another gizmo which won’t last”
- “There are more important problems”
- “It’s not possible here”
- “We already have enough work”
- “What’s in it for me?”

Foundations - Paradigms – What do you See?



What do you see?

A young lady or an old woman?

It will depend on your own Paradigms!

The reality is that both are present.

It is important to Value different points of view!

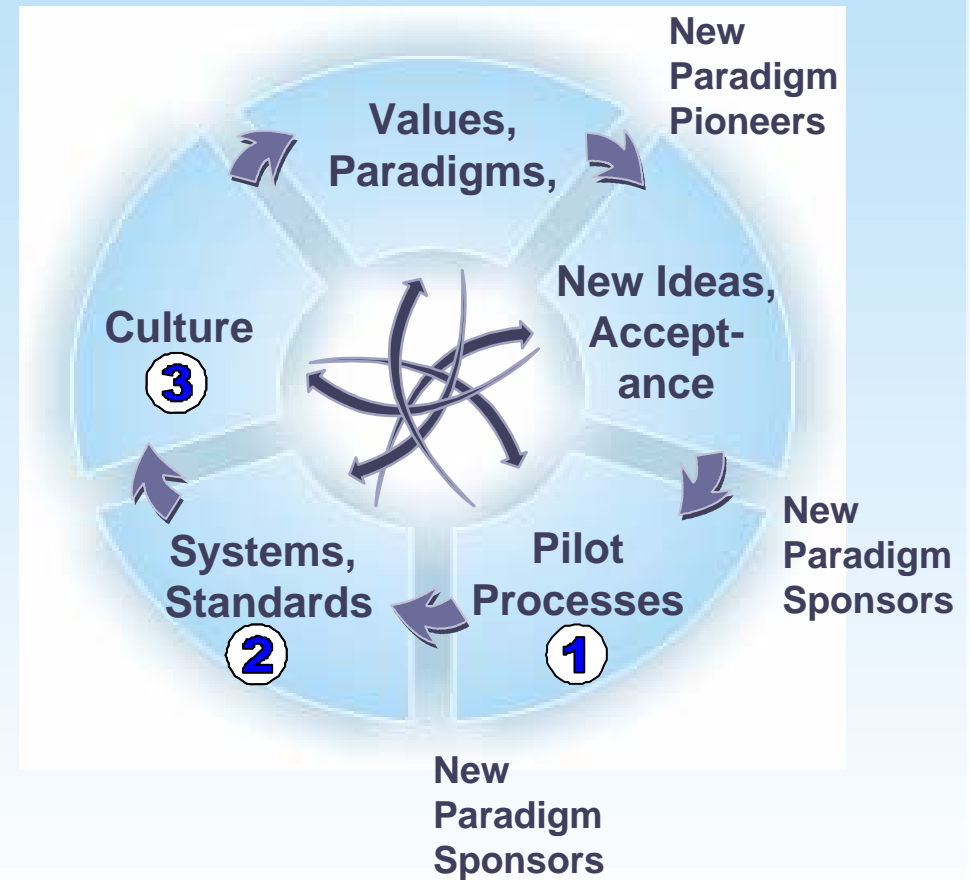
Foundations - The Process of Cultural Change

Process of Personal Change

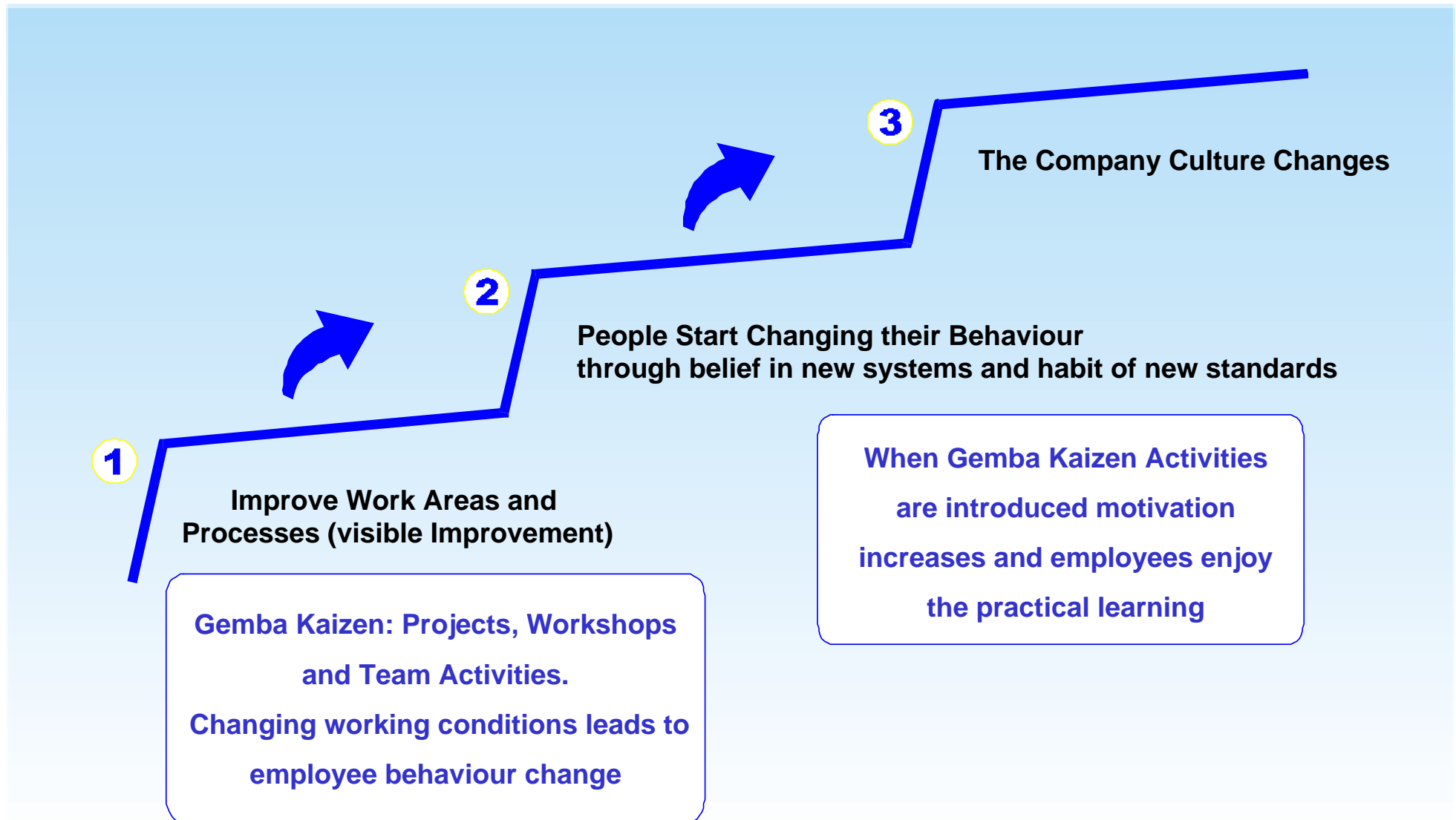


Process of Business Change

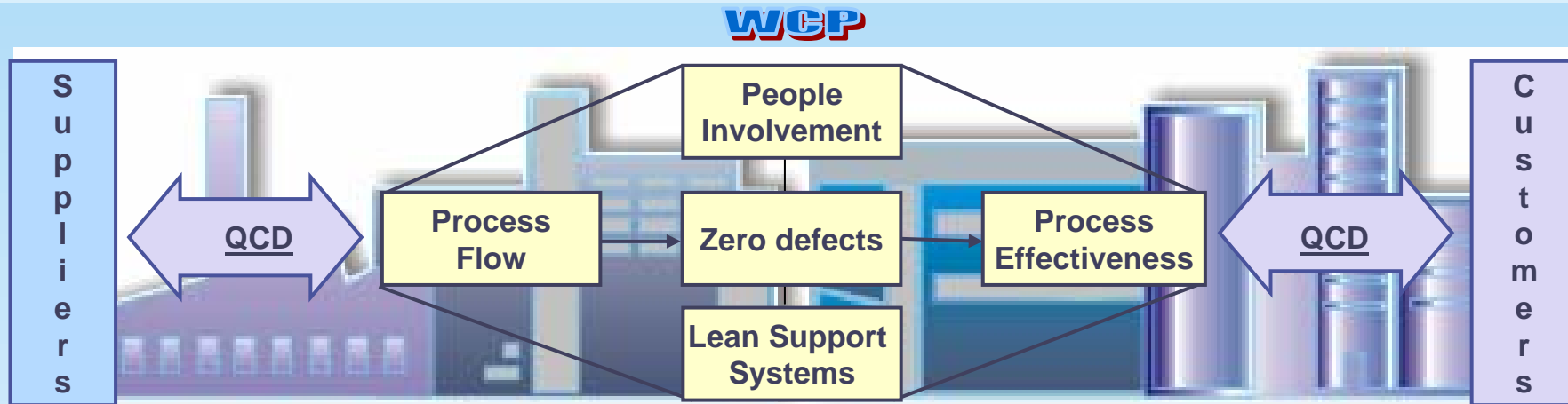
(needs to be managed by change agents)



Foundations - The Process of Cultural Change



Foundations - Total Systems - Overview



Total Systems:

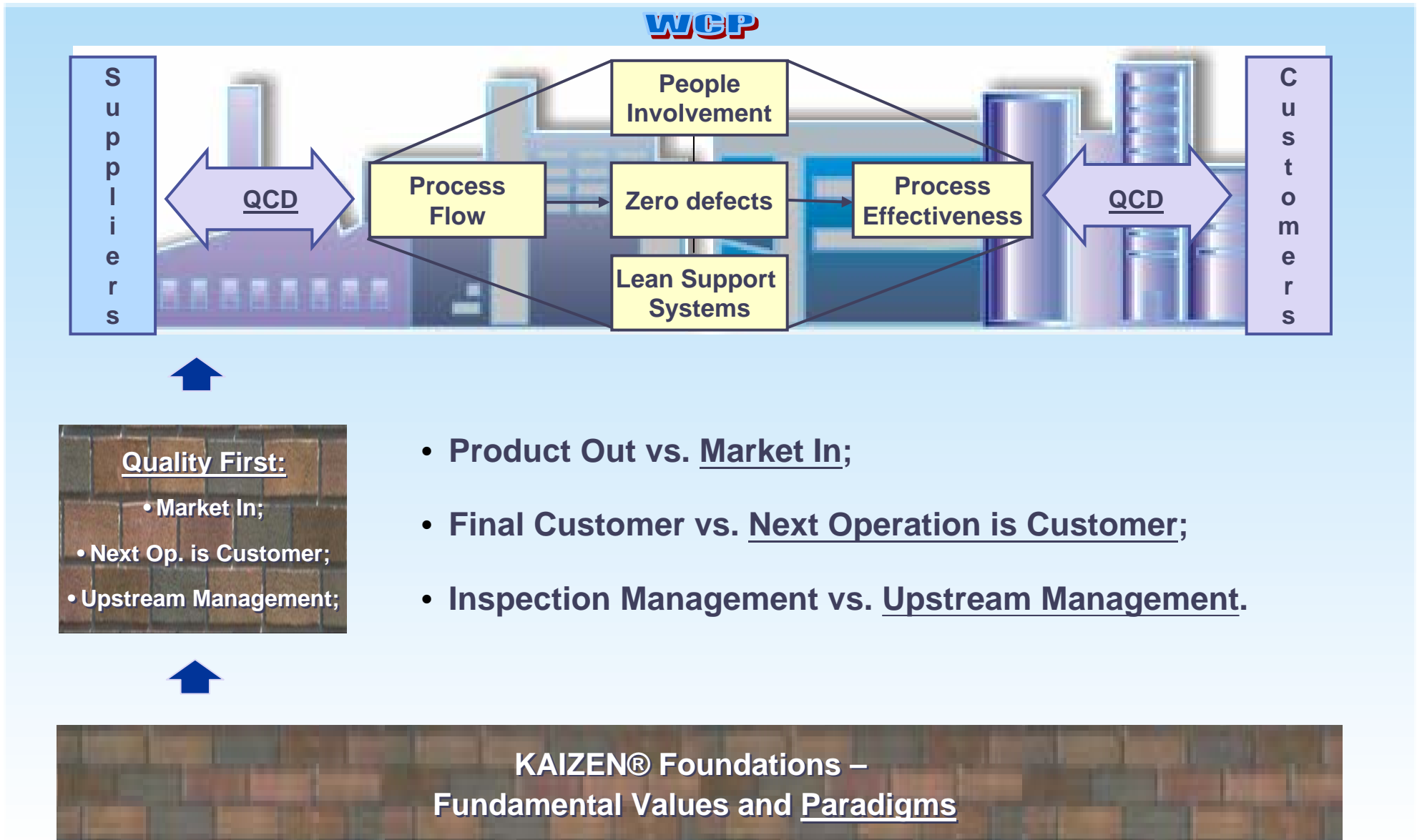
- Value Stream Thinking;
- People Development;
- Kaizen Management.

- **Functional Organization vs. Value Stream Thinking;**
- **Blaming/Judging vs. Non Blaming/Non Judging;**
- **Training is Enough vs. Kaizen Management System.**

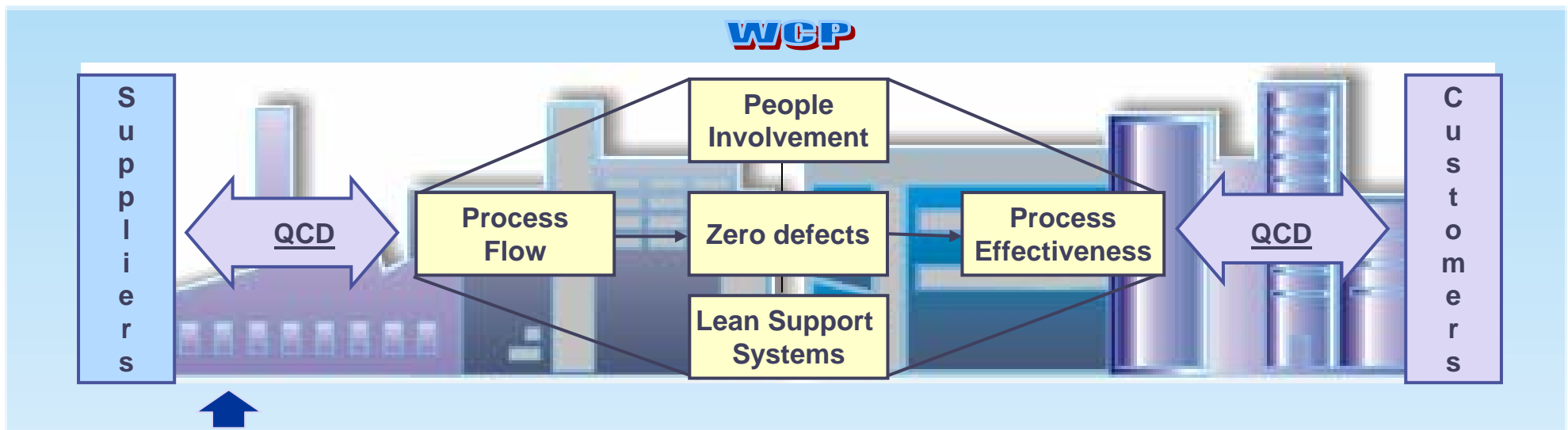


**KAIZEN® Foundations –
Fundamental Values and Paradigms**

Foundations - Quality First - Overview



Foundations - Process Focus



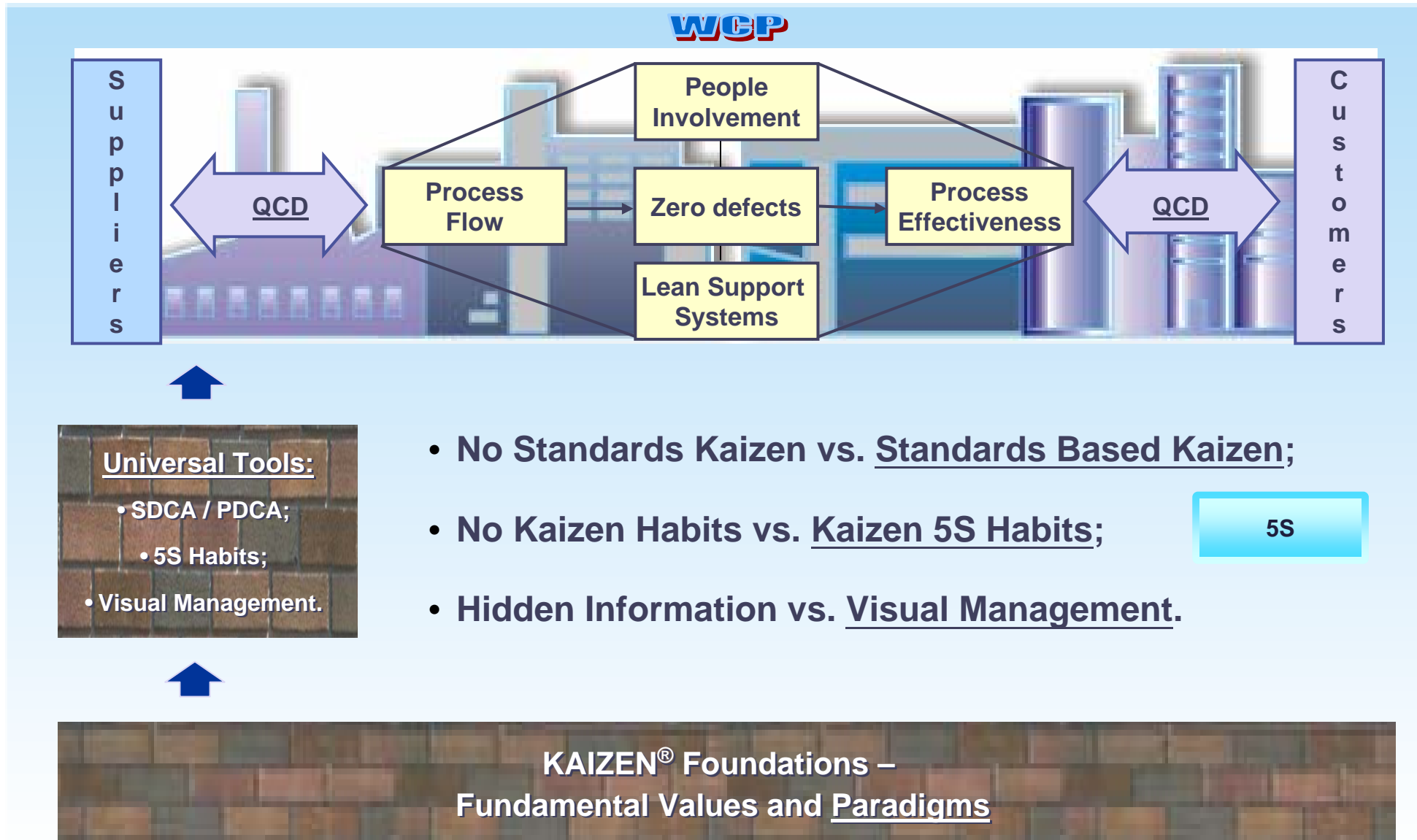
Process Focus:

- Process and Results;
- Gemba / Gembutsu;
- 7 Mudas.

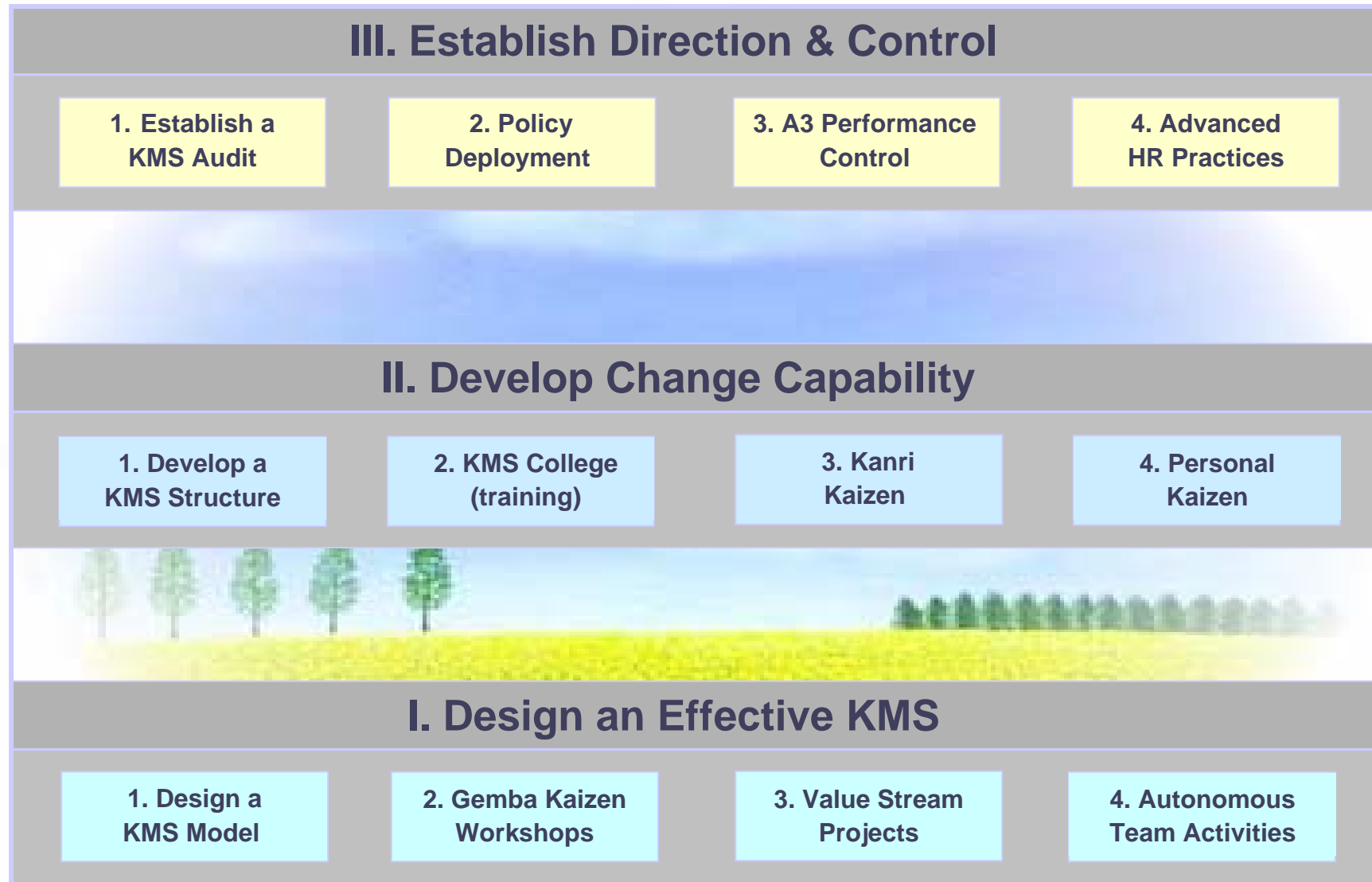
- Results Focus vs. Process and Results;
- Theory / Opinion vs. Gemba / Gembutsu;
- Point Improvement vs. Flow Improvement.

**KAIZEN® Foundations –
Fundamental Values and Paradigms**

Foundations - Universal Tools



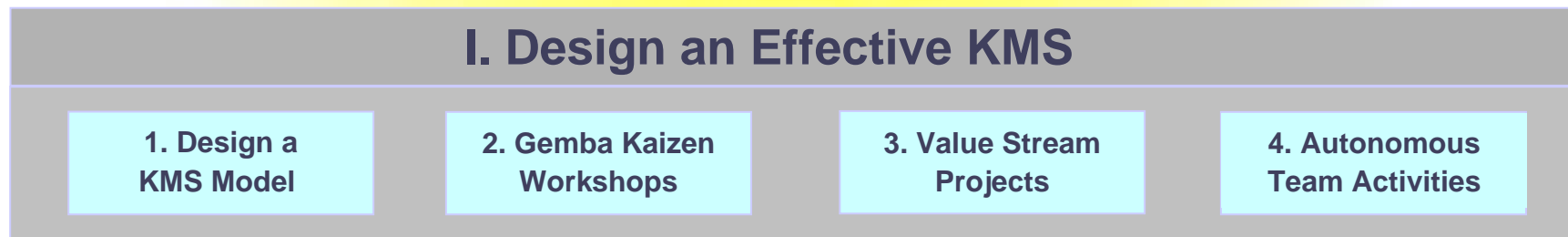
TCM - Total Change Management Model



TCM - I. Design an Effective KMS - Overview

- **Targets:**

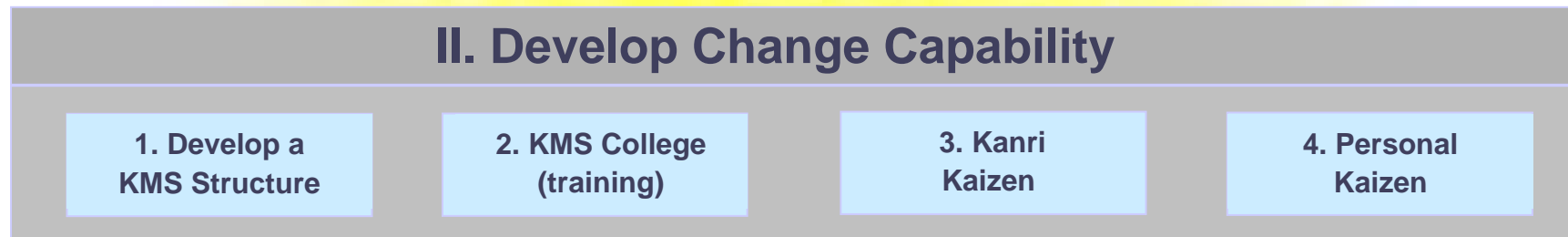
- **Clarify the Values, the Mission and the Goals of the KMS;**
- **Build the “KMS Temple”, a visual management logo full of purpose and meaning;**
- **Define a clear Action Strategy (master and detailed plans);**
- **Choose and apply the most effective and proven Kaizen tools;**
- **Find a practical way to involve all employees in Gemba activities (top, middle and bottom).**



TCM - II.0. Develop Change Capability - Overview

- **Targets:**

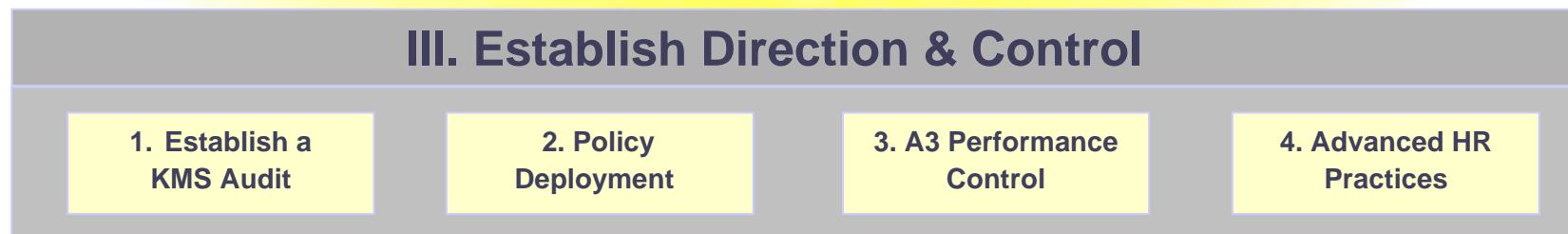
- **Develop, define and start the Kaizen Promotion Office Structure;**
- **Define and start the KMS Training Plan;**
- **Develop Supervisors Kaizen capability and habits;**
- **Develop key people in terms of Individual Leadership Capability.**



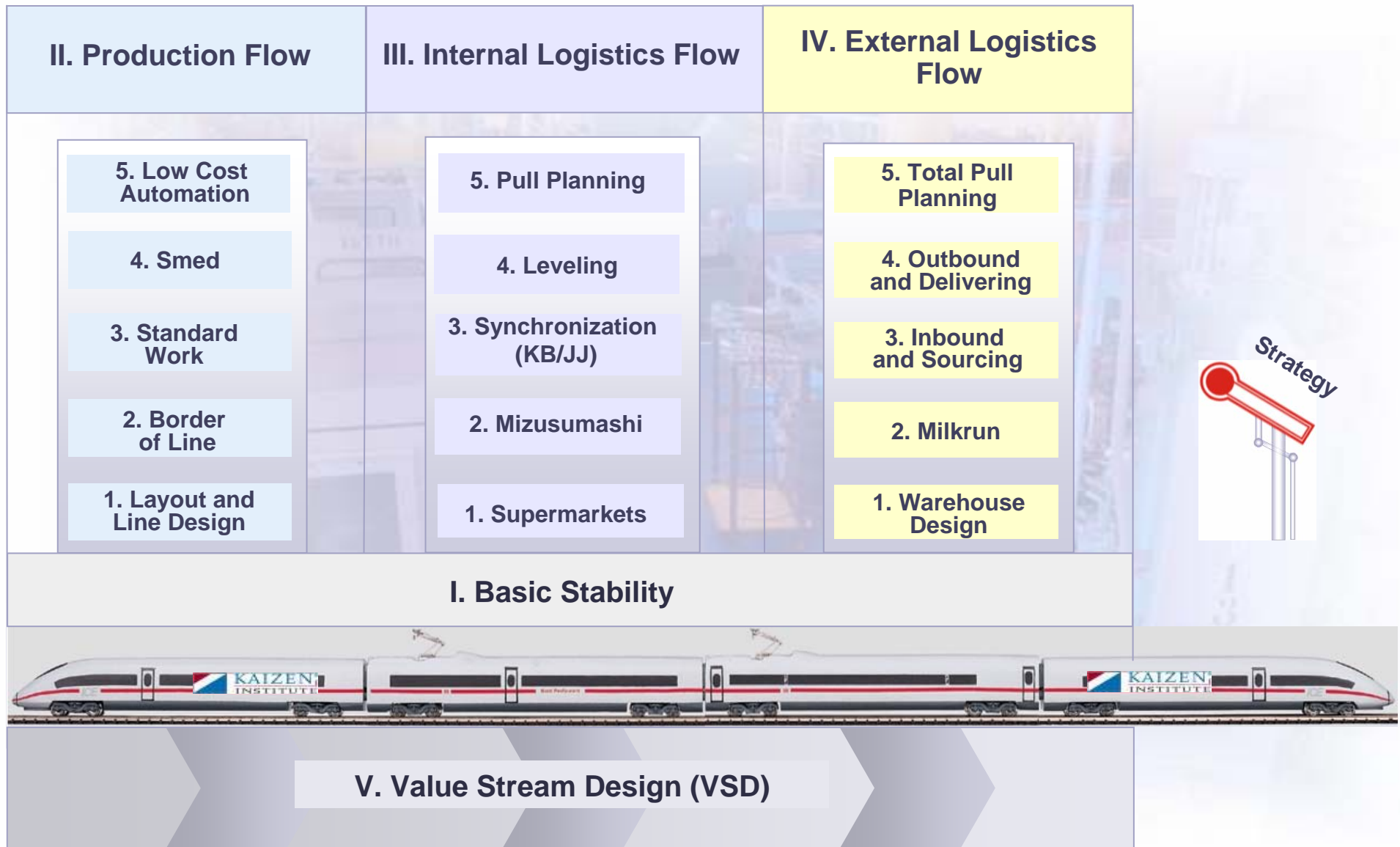
TCM - III.0. Establish Direction and Control - Overview

- **Targets:**

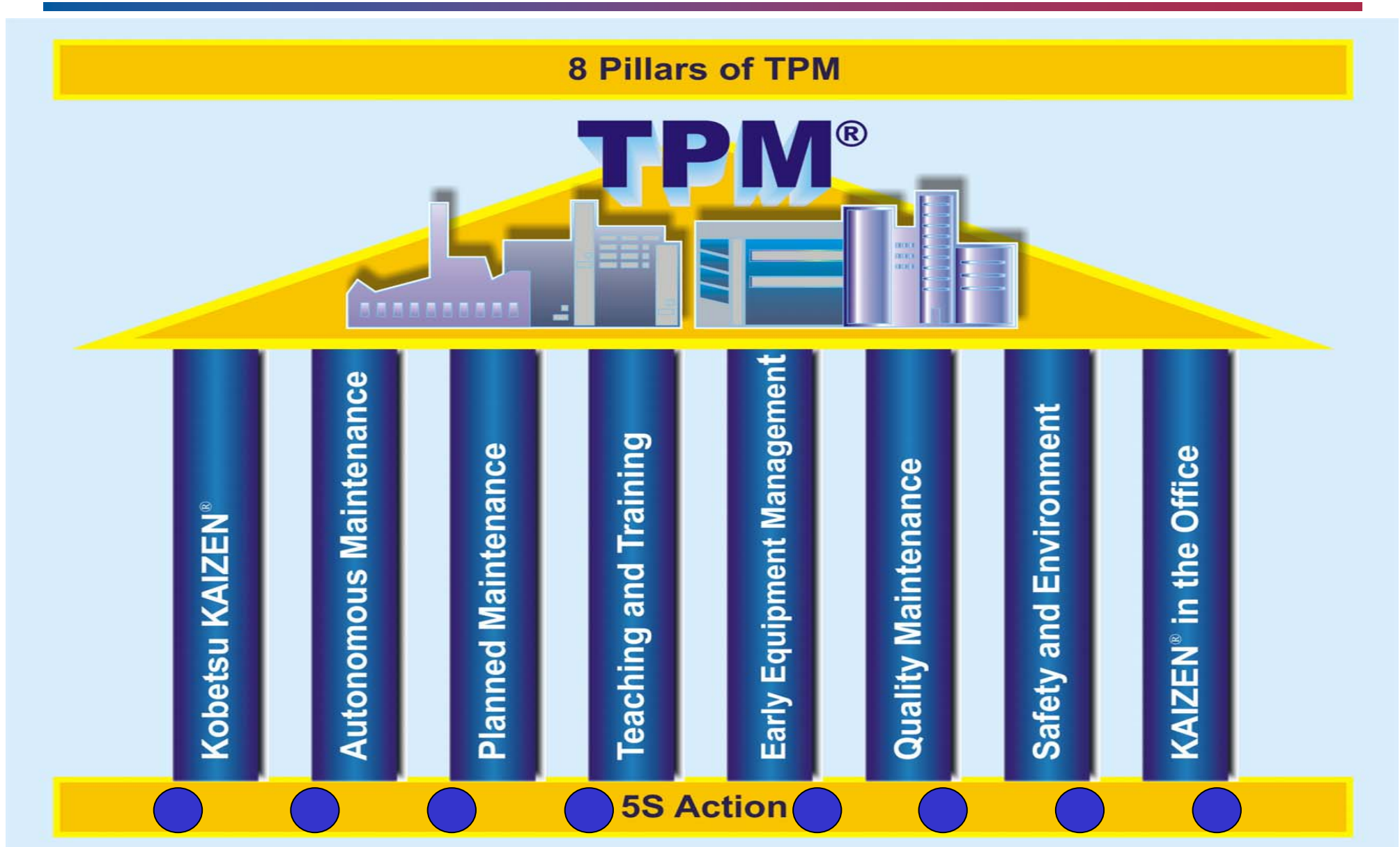
- **Define and implement a System Audit tool;**
- **Deploy the KMS across all company levels and functions;**
- **Check results and make corrections;**
- **Improve the Recruit, Train, Evaluate and Compensate HR practices.**



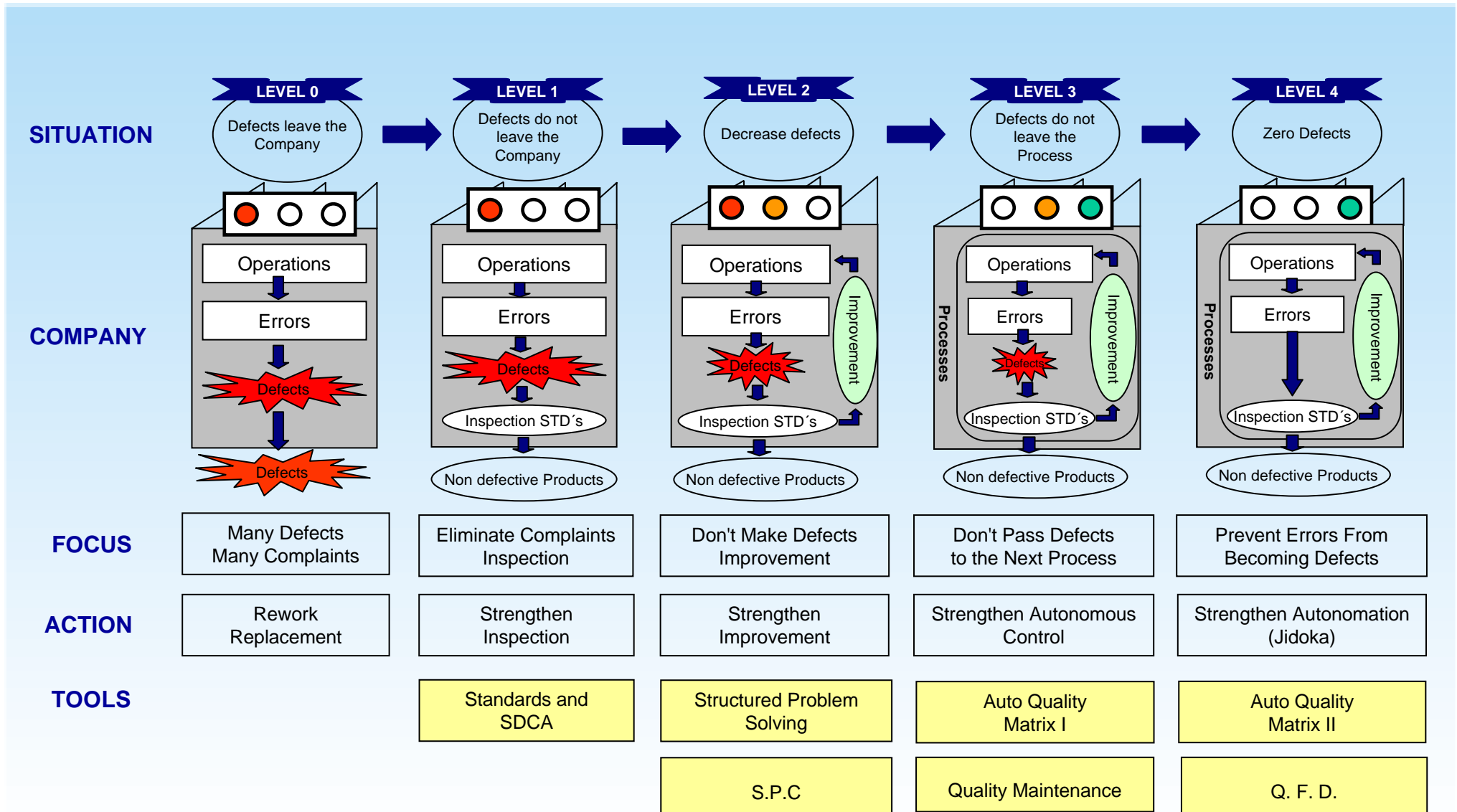
TFM – Total Flow Management Model



TPM – Total Productive Maintenance Model



TQM – Total Quality Management Model



TSM – Total Service Management Model

6 Levels of Effective Service Management

