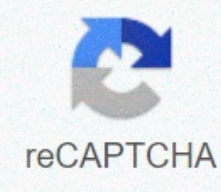




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Kaizen blitz steps

D. d. continuous improvement and other professionals who are familiar with concepts such as total quality management, failure modes and effects analysis, Quality Management System, Plan-Do-Check-Act or Six Sigma, or should have a complete understanding of your meaning. They should have improved productivity, eliminated waste, increased profitability and wealth creation as combined and expected results of continuous improvement. Get into a critical concept that some may not be so familiar with: Kaizen. It is Japanese and implies continuous improvement. Preparing for Kaizen, or in particular, Kaizen events, or blitz, is most effective when it comes with an experienced team of at least one member - better if there are multiple members - who have previously experienced a Kaizen event, a black belt certification exam, a green belt certification exam (primary and secondary expertise in six sigma, respectively) and are familiar with lean production , mapping the value stream and streamlining six sigmas. What is Kaizen? Kaizen stands for continuous improvement. A direct english translation is breaking for the better, or, in other words, a good change. Change is always good, right? Unfortunately, it is not. If a planned change occurs, it may still not improve the process. If it is not planned, it is likely to degrade the process. Kaizen's change must involve improvement. Kaizen is not a comprehensive and long-term improvement plan. This is a deliberate but gradual progression, a series of steps; that cause the process to improve. Kaizen is increased productivity, waste elimination, lean production and six lean sigmas, but they are efforts made in small deliberate, planned and more easily implemented events. A Chinese philosopher, Laozi, once said: A thousand-mile journey begins with the first step. This means not only that every journey of any length has a beginning; it also implies that every difficult task is facilitated by dividing the effort into incremental steps. This philosophy aligns perfectly with Kaizen's effort, which means that every step taken improves the effects of travel. As mentioned, it is a journey of lean manufacturing and lean six sigma. Kaizen uses deliberate tools that guide and shape improvement; tools like 5-Whys and Value Stream Mapping (there are others), in exercises known as events or blitzes designed specifically in gradual increments of change that do not require significant expense. What is a Kaizen event? An essential type of event is 5 Whys. When an issue is presented that hinders a process, ask a series of five questions why and find the answer to each question for to a conclusion in the main proceedings. Here's a common problem: A critical sales order was not produced and shipped on time.1. Because it wasn't the products and shipped on time? Answer: The factory did not have the order in its production schedule.2. Why wasn't the order in the production schedule? Answer: Training a production worker required that information from a blue copy of the purchase order enter the production schedule. You received a yellow copy that was routed on purchase for the correct copy color. 3. Why did the purchase send a blue copy to production? Answer: A purchasing agent understood from a recent training that deploying a copy of the purchase order could be of any color to any department. 4. Why did the purchase change the purchase order deployment process to any color in any department? Answer: The purchase changed its steps to simplify the deployment process at a recent Kaizen event. 5. Why did purchases not notify other departments of their change of procedure? Answer: (root cause) The purchase didn't think it was important that separate departments depended on color copies specific to purchase orders because all copies have the same information. It was a successful event for the Purchasing department, but caused problems elsewhere. This example emphasizes the importance for team members in a Kaizen event to consider its effects on other departments and processes. Another example of a Kaizen event is the value stream mapping. This Kaizen method may have fixed the 5-Why issue above. This type of event uses a process flowchart, but further defines the graph in each process cell to identify detailed parameters such as:1. Method used2. Equipment used and its cost3. Frequency and cost of maintenance of equipment4. Materials used5. Origin of in-process materials, routing distance and cost of in-step processing6. Effects of the environment and control7. Employed labour and their cost8. Waste produced and its cost Note that these 5 parameters define the 5 elements used in any process: method, equipment, material, environment and labor. It's no coincidence. In short, value flow mapping identifies where there are non-value-added items and unwanted hiccups in a process. Each element identified above can be evaluated to simplify the process of eliminating non-value-added items, identifying and eliminating hiccups, and reducing costs. To simplify an event, a value flow mapping blitz should reduce a standard flowchart to one of the entire series of process cells until each cell is routed and blitzed. Other Kaizen events can define simple actions of how:- Develop new metrics to match quality goals- Consolidate processes- Reduce work in progress (WIP) inventory- Increase safety- Equipment setup times equipment Organizing a Kaizen event, or Blitz A Kaizen event, or blitz, is a series of specific actions taken with clearly defined improvement goals. These are small steps; simple and planned actions taken by a group of workers to improve the process. A Kaizen event is alternatively called a blitz because that term describes its rapid pace towards conclusion. Each Kaizen event should have the underlying goal of changing the status quo to a state of increased productivity, reliability, and profitability. This is not just lean production, it's lean six sigma; it is a lean total operation in every segment of a company, from research and development to shipping. Every future Kaizen event should raise the bar of the previous event. A Kaizen event should work according to three simple rules: 1. The resources required for the event will be immediately available.2. All actions taken should be simple and direct.3. The event takes place according to a tight schedule of no more than a week- better if only a few days; so, a blitz. If you need longer scheduling, simplify the event or split it into two or more separate events. A Kaizen event should include a small team of players who will manage the event throughout its course without interruption. There are specific expectations for each event team member.1. All are equal players.2. All are fully participants during the event; all other duties shall be suspended.3. Everyone is responsible for achieving the goal.4. All ideas are considered with the same weight.5. Everyone is committed to eliminating excuses; find answers. Conduct a Kaizen event and analyze the results Finally, there is a specific routine through which the Kaizen event should flow.8 No step should be deleted or minimized and the team must work on it together. It is a loop that can be repeated in a single event.1. Document the current status (status quo)2. Identify sources of waste.3. Identify waste disposal measures.4. Check in-game status (measure progress based on quantifiable metrics).5. Change in effect.6. Make sure a change has occurred.7. Check status after editing (measure results based on quantified metrics).8. Make the change to the new standard.9. Celebrate the results.10. Repeat the process, if necessary in a single event, and duplicate it in a new Kaizen event. A successful Kaizen event must be planned and executed according to a goal. But what value is improvement if it cannot be measured to calculate the delta between the status quo and the results of change? Note that the previous steps highlight two measurement opportunities: status quo data and the effects of change data. Measurement is a statistical effort organized to collect data and analyze, analyze, and observe quantified results. The collection of data must achieve statistical results specific to specific objectives. The goal of a Kaizen event must be clear and concise. It should prioritize problems, eliminate waste, develop effective training and implementation, and create a workplace culture of continuous search for perfection across the organization.9 The goal is to pursue perfection, not necessarily to achieve it. After all, how do we improve perfection? Kaizen is a continuous improvement through increased productivity, waste disposal, lean production and six lean sigma. These are small deliberate steps. It is the basic practicality that we can appreciate. An example of Kaizen's blitz here is a summary of a real Kaizen blitz conducted for a plastic injection molding company. The problem was an excessive tool set-up time imposed on technicians when changing molding tools between production series. Molding tools have been stored on shelves in the tool room adjacent to the production floor. Additional materials were needed to accompany the tool set-up for each molding tool. Here are the specific issues that have hindered a simplified configuration process: - Rubber, color-coded blue cooling lines for cold water injected into the tool, and color-coded red for hot water exiting the instrument. The large bins, one for each color code tube, contained pipes of varying length through which technicians had to order to find suitable pipes for each tool set-up.-Some tools required oil cooling pipes, which were contained in a third container.-Sometimes various dedicated hand tools were needed for some mold set-ups in addition to a standard set of tools. With a detailed analysis of the data, it was found that the variable lengths of the cooling tubes from the stroke to the stroke caused variations in the size of the printed parts due to subtle changes in mold temperature. Changes to pipe and tool collection procedures were made by obtaining separate plastic storage containers for each molding tool that contained cooling tubes of specific lengths designed to fit each tool. It has also been determined that molding tools should only be installed in designated machines. The basket also contained the specialized set-up tools needed for each molding tool. Each delivery of the molding tool to the floor was accompanied by its identified configuration basket containing everything necessary to complete that set-up. The results of this Kaizen blitz, which was realized in 4 days, reduced the average set-up time by almost 15 minutes, allowed more time for periodic maintenance of molding tools after each production cycle (adding reliability of each tool's production performance) and reduced the waste of annual costs over man-hours and the variability of parts caused by the outdated configuration method by almost a million dollars. Read more: more: more:

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