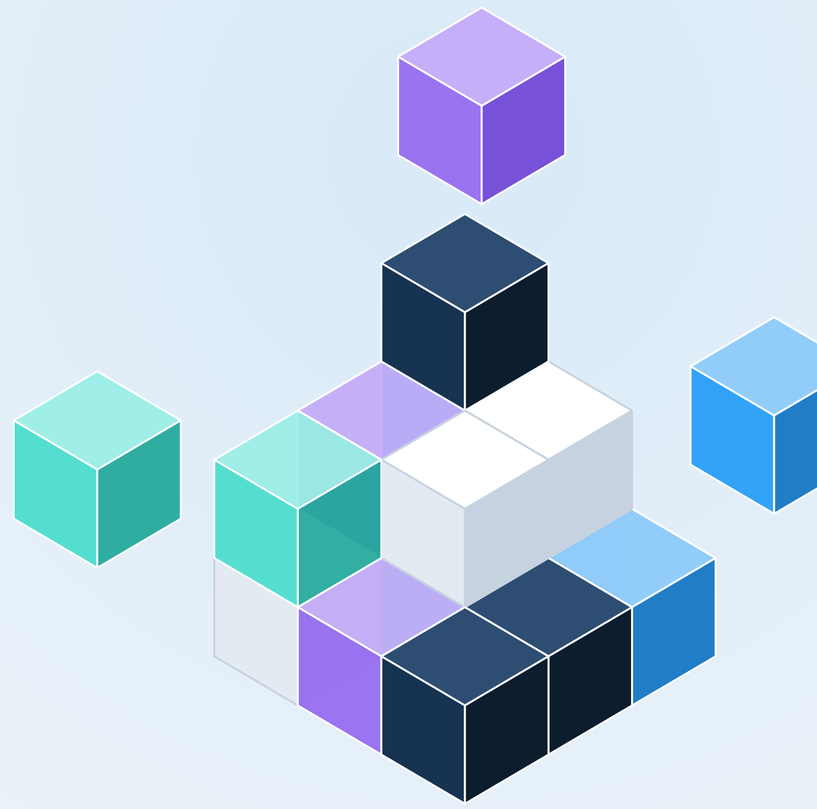
LEAN FOUNDATIONS

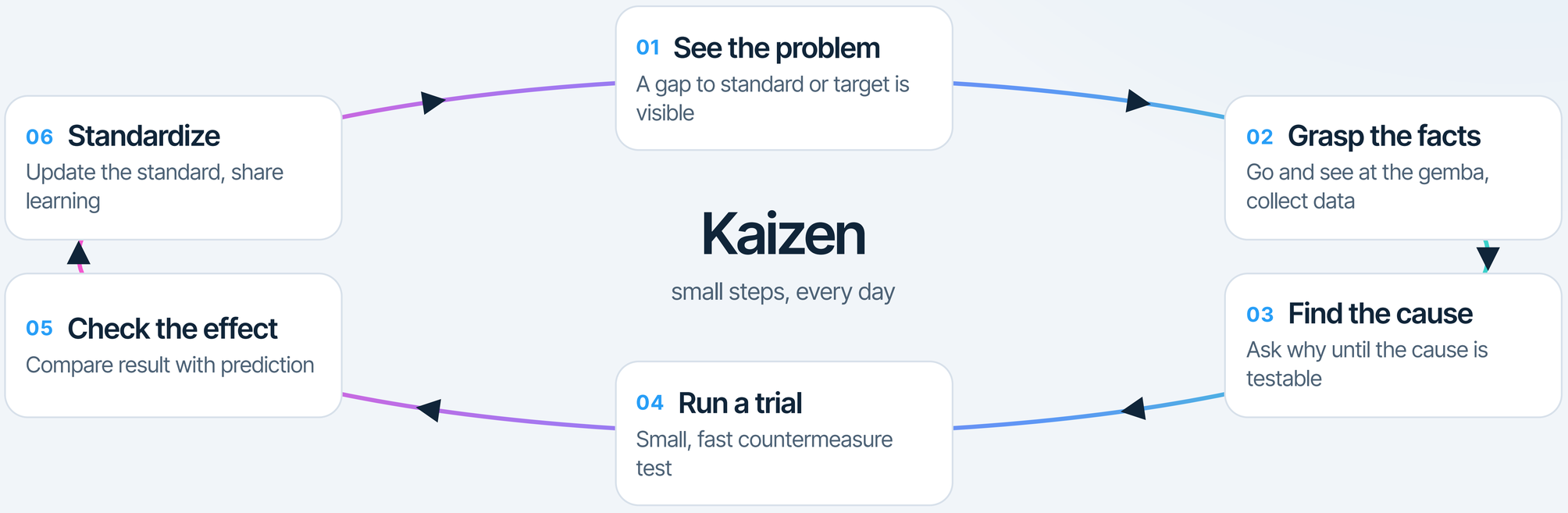
Kaizen: Continuous Improvement

Kaizen means change for the better: many small, fast experiments run by the people doing the work, each one ending in a new standard.



01 THE CORE MODEL

SMALL EXPERIMENTS · CONTINUOUS LOOP



Standard

The current best known way. Without it there is nothing to improve against.

Experiment

A small change with a predicted effect, tested quickly at low cost.

Kaizen event

A focused workshop of a few days; useful, but no substitute for daily kaizen.

02 DAILY VS EVENT KAIZEN

Big events need daily kaizen to keep their gains.

EVENT-DRIVEN — DAILY HABIT

KAIZEN EVENTS

- \+ Concentrated effort on a big problem
- − Gains erode without follow-up
- − Improvement depends on a few experts

DAILY KAIZEN

- \+ Many small ideas from every operator
- \+ Problems handled while still small
- − Needs leader time every single day

03 WORKED EXAMPLE

PACKAGING LINE · ONE IMPROVEMENT CYCLE

PROBLEM
Film jams
at the sealing station

→

ROOT CAUSE
Worn guide roller
confirmed by inspection

→

TRIAL
New roller and check
tested for one week

→

STANDARD
Added to TPM list
shared with sister line

04 MANAGEMENT TAKEAWAYS

01 — Make problems visible
Kaizen starts when gaps to the standard are seen, not hidden.

02 — Keep experiments small
Small changes are cheap to test and cheap to reverse.

03 — Close every loop with a standard
An improvement is done only when the new method is the standard.

05 COMMON MISTAKE

LIMITATION

Collecting ideas, not testing them

Idea boxes full of untested suggestions teach people that improvement is talk. Fast trials and feedback keep the loop alive.