



MANY CAPS
CONSULTING

Making Things. Better.

LEARN SOME

IMPROVEMENTS TECHNIQUES TO SAVE MONEY IN YOUR

COMPANY
LEAN



Webinar



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Presenters..



Many Cap Consulting Ltd is a Christchurch NZ based Consultancy Company specializing in Operational Excellence, Quality Management Systems & Organisational Health.

We help organisations with

- Lean / 6 Sigma / Continuous Improvement Programs
- Productivity / Throughput Improvement / TOC
- ISO9001 Quality Systems
- Business Strategy & implementation

We are also a NZTE Regional Business Partner



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The Session Overview

The aim of the talk is to give a bit of an overview of steps you can take to help build the culture of Continuous Improvement in your Organisation

- **What actually is Continuous Improvement**
- **how / why it gets stifled**
- **The rules of CI**
- **Kaikaku**
- **Kaizen Events**
- **Ongoing Daily Improvements**
- **Understanding the meaning of Kaizen to understand the principal**
- **See how small changes make big results**
- **Getting alignment to get started**

“



*"Progress cannot be
generated when we
are satisfied with
existing solutions."*

Taiichi Ohno

What is Continuous Improvement?

“People Centered Problem Solving”

The important point to remember however is that it's only a true improvement if it takes you towards your goal.

10 Ways to Stifle Continuous Improvement

1. Lack of direction
2. Fixed mindsets
3. Focusing too much on tools
4. No / Too Much Leadership involvement
5. Don't allow collaboration
6. Lack of training
7. Not letting people think
8. Poor culture where mistakes are not tolerated
9. Limiting who can work on improvements
10. Unclear Ownership

Rules to encourage Continuous Improvement

Think about these as the base rules that should be followed to allow your Continuous Improvement Culture to Flourish

1. Encourage a growth mindset – nothing is fixed!
2. Everything is possible If..
3. It's always about the problem or the system, never people
4. Focus on simple solutions 1st
5. Be willing to just stop & fix the problem
6. It's about Brains not Banks
7. Problems are a benefit to the organisation
8. Always focus on finding the root cause
9. Think wisdom of the crowd Vs an individual hero
10. Remind people that being better every day, so you never finish

CI Types

We tend to group improvement activities into 3 groups

Kaikaku #1

Really Big Radical
Changes / Innovations

Kaizen Events #2

Big Improvements over
days or weeks

Daily Kaizen #3

Everyday
Tweaks

Descriptions

What people think

Takes along time and
costs a lot so don't
happen much

The mainstay of lean

Wont deliver much
Just Polishing
What's There

Reality

Takes along time and
costs a lot so don't
happen much

Happens when you
need a big
improvement quickly
or as a show piece

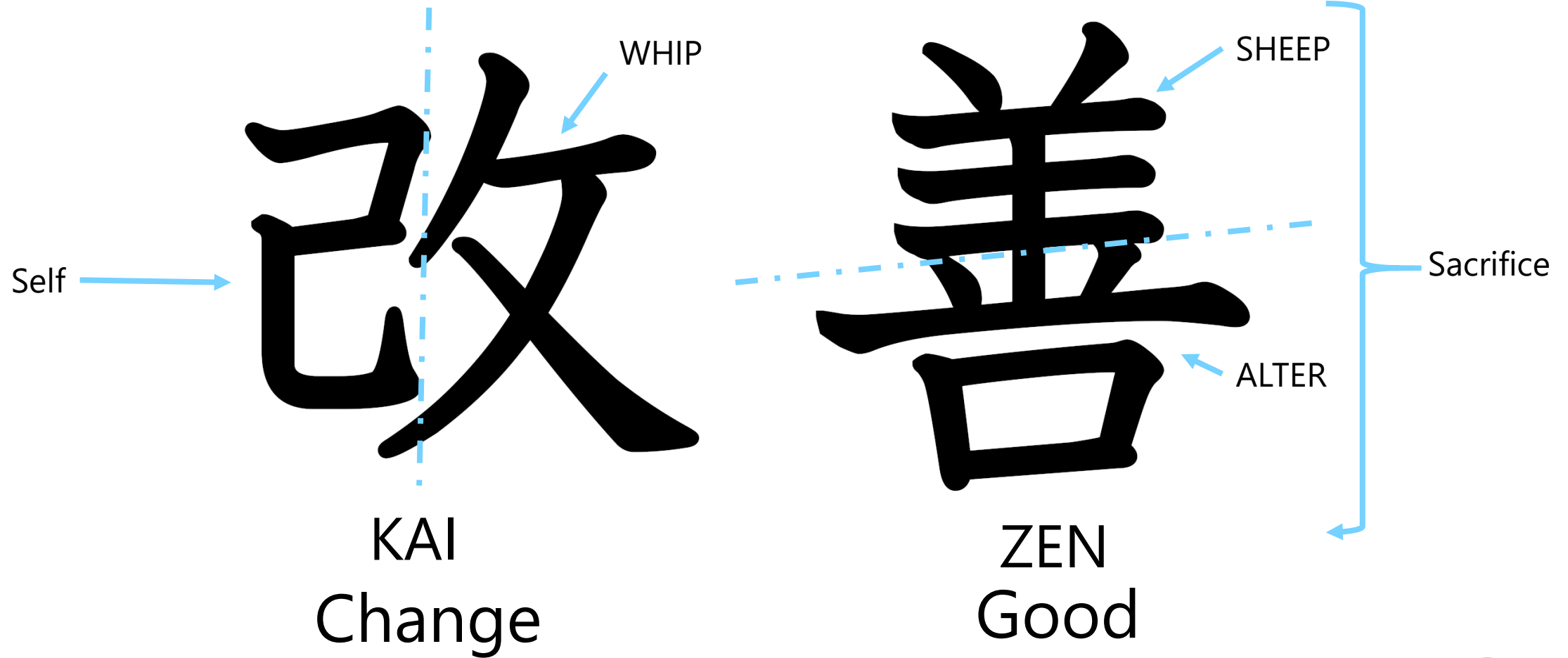
The mainstay –
delivers huge
amount



What does
Kaizen
actually
mean?

Kaizen

What Does Kaizen Actually Mean....



Who wants to
Save \$25K !?

Follow Me

Start to Finish = 13.42 seconds
Error Count = Quite High?

Start

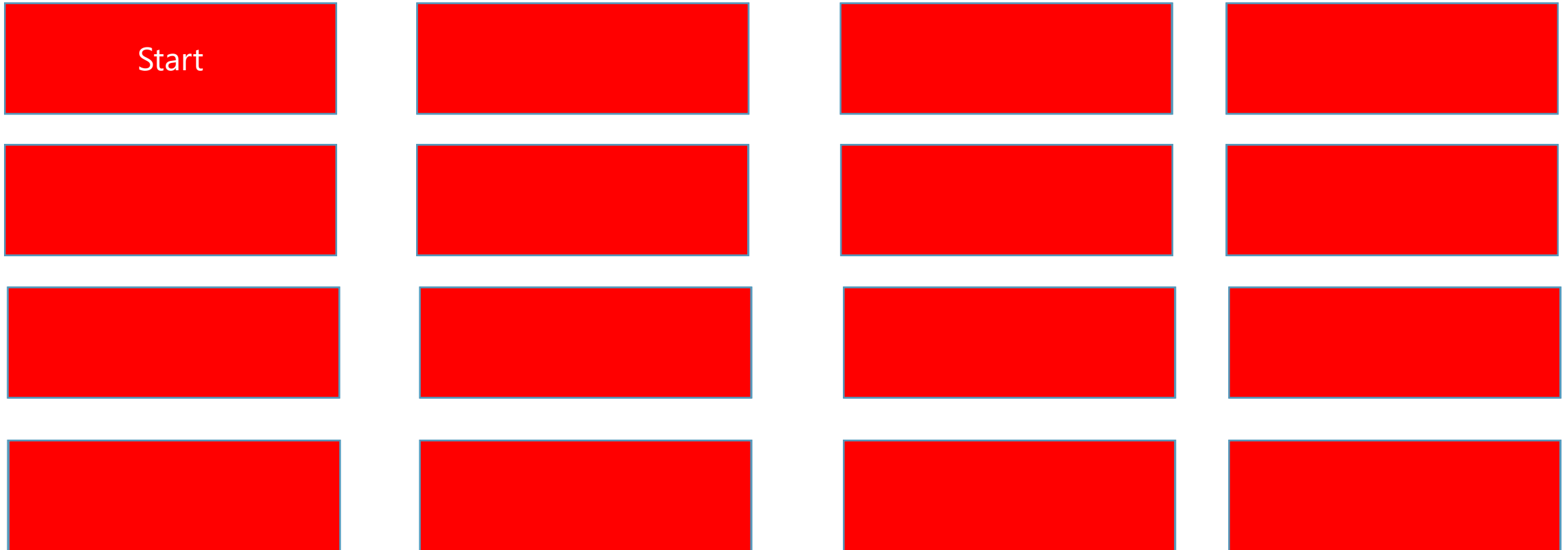
Follow Me

Start to Finish = 11.6 seconds
Error Count = Slightly lower

Start

Follow Me

Start to Finish = 8.25 seconds
Error Count = Pretty Low

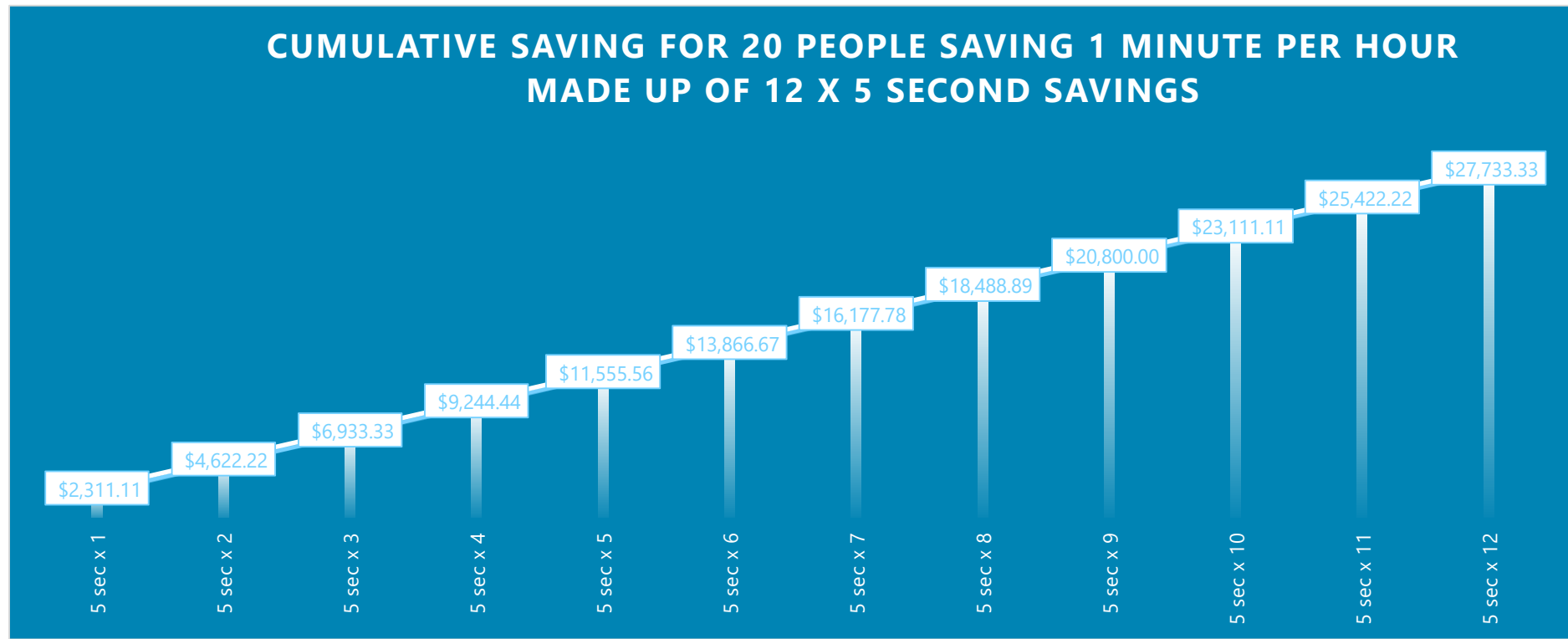


Results!

Run	Time (secs)	Reduction	Improvement	Error Count
1	13.42 (secs)		baseline	Very High
2	11.6 (secs)	1.82 (secs)	13.5%	Medium
3	8.25 (secs)	5.17 (secs)	38.5%	Very Low

The Value of 5 Seconds

If you could find 12 x 5 second savings per year for 20 people this is the result



What if these were
products sold for
\$10

63%
Profit
increase

	Time (secs)	Hrly Output	Annual Output	Sales	40% Profit
Starting Point	13.42 (secs)	268.25	557973	\$5,579,730	\$2,231,892
Improved	8.25 (secs)	436.36	907636	\$9,076,360	\$3,630,544
Increase			349663	\$3,496,630	\$1,398,652

Alignment

Alignment:

n: an agreement between a group of countries, political parties, or people who want to work together because of shared interests or aims:

WHY

Communicate daily what the ultimate challenge is – What is the problem!!

WHERE

Communicate daily the end result you need, never the details on what to do, that's for your team to figure out

HOW

Describe the culture that needs to exist to support this process so everyone is clear what it looks like & look for ways to reinforce that culture

WHO

Be clear on who is accountable for what, who is responsible for what and who needs to be informed on things, they are not all the same!

WHEN

Set short regular updates or check ins on progress for the main goals to ensure that everyone is still aligned.



TAKEAWAYS

1. Don't get Sucked into thinking only big changes matter, the real benefits are in the small incremental changes that add up to big big changes.
2. Kaizen is about changing you & how you look at things, focus everyone on the waste they can see.

INSPIRE

1. As a leader your job is to inspire your team & give them the freedom & encouragement to make the 5 second changes.
2. Set the direction for people & get out the way!

ACTION

1. Figure out where you need to improve and what the ultimate target needs to be, define the problem.
2. Communicate the heck out of the target daily & give support to those trying to achieve it.

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THANK YOU