

KAIZEN

(Ky ' zen)

The Key to
Japan's
Competitive
Success

MASAAKI IMAI

Contents

List of Illustrations xv
Glossary xix
Foreword xxvii
The KAIZEN Challenge xxix

1. KAIZEN, The Concept 1

KAIZEN Values 1
KAIZEN and Management 5
Implications of QC for KAIZEN 8
KAIZEN and TQC 13
KAIZEN and the Suggestion System 14
KAIZEN and Competition 16
Process-Oriented Management vs.
Result-Oriented Management 16

2. Improvement East and West 23

KAIZEN vs. Innovation (1) 23
KAIZEN vs. Innovation (2) 31
KAIZEN and Measurement 38

3. KAIZEN by Total Quality Control 43

Quality Control Deals with the Quality of People 43
Japanese vs. Western Approaches to Quality Control 46
Follow the PDCA Cycle (A Continuation of the
Deming Wheel) 60
KAIZEN at the Grassroots Level 78

- 4. KAIZEN—The Practice 81**
Management-Oriented KAIZEN 82
KAIZEN in Facilities 84
Group-Oriented KAIZEN 94
Individual-Oriented KAIZEN 110
Suggestion Systems 111
- 5. KAIZEN Management 125**
Cross-Functional Management 127
Policy Deployment 142
Quality Deployment 153
Total Productive Maintenance 158
- 6. The KAIZEN Approach to Problem Solving 163**
The Problem in Management 163
KAIZEN and Labor-Management Relations 165
Management and Labor: Enemies or Allies? 172
The Productivity Culture 178
Productivity in Disarray: The Hard and the Soft Aspects 184
Top Management's Commitment 203
- 7. Changing the Corporate Culture 207**
The Customer: The Ultimate Judge of Quality 207
Supplier Relations 211
Changing Corporate Culture: Challenge to the West 216
Summing Up 226
- Appendix A** 3-MU Checklist of KAIZEN Activities 231
Appendix B The Five-Step KAIZEN Movement 233
Appendix C The Five Ws and the One H 235
Appendix D The 4-M Checklist 237
Appendix E KAIZEN Problem-Solving Tools 239
Appendix F Deming Prizes 243
Appendix G KAIZEN Activities at Canon: A Case Study 247
- Index 255**