

## Kaizen – a Pathway to Improvement

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### Course Summary

#### Description

Kaizen - a Pathway to Improvement is a three-day activity based course to learn the principles, tools and techniques for continuous improvement. Kaizen (改善) is the Japanese word for "improvement". In business, kaizen refers to activities that continuously improve all functions and involve all employees from the CEO to the shop floor workers. This course also introduces the Shingo model for excellence. The model is based on four dimensions: culture, continuous process improvement, systems alignment and results.

#### Objectives

After taking this course, students will learn to:

- Describe continuous improvement and explain why it is easier said than done
- List the 8 types of wastes (DOWNTIME - defects, overproduction, waiting, not using our talent, inventory, motion, extra processing) and give specific examples of each
- Define standard work and explain how it is used to establish a baseline for improvement, and how it is meant to be changed over time to improve
- Define 5S and explain how it is used to improve workplace organization and cleanliness
- Define the five foundation elements of Kaizen
- Teamwork
- Personal discipline
- Improved morale
- Quality circles
- Suggestions for improvement
- Use the PDCA approach to make incremental improvements
- Define the four dimensions of the Shingo model and describe how each is achieved through kaizen

#### Duration

Three Days