

Dial-in Number: 209-647-1075

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Kaizen Leader

This webcast deals with how to select and develop kaizen leaders. It can be attended by managers who wish to develop internal kaizen leader talent and kaizen leaders. The duration will be less than one hour.

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Objectives

- What are the knowledge and skills required to lead Kaizens?
- What background and experience are required?
- What are the economics of failed and successful Kaizen?
- What are the options and resources for ensuring successful Kaizen?

Kaizen Roles

- Champion - senior leader
- Process Owner - process responsibility
- Mentor - outside consultant
- Team Leader - inside leader
- Co-Leader - leader in training
- Master Trainer - deploys the new process
- Team Members - people that work in the process to be improved

The Champion

- Highest ranking person in Kaizen process
- Liaison with top management, team leaders and team members
- Can approve expenditures or clarify policy
- Responsible for monitoring progress, removing roadblocks
- Coordinates the scheduling of the Kaizen Report-Out



The Process Owner

- Usually on the Kaizen team
- Not usually the Team Leader
- Key to sustainability of a Kaizen event
- Responsible for the continuous success of improvements



The Mentor



- Outside consultant with previous Kaizen experience.
- Needed when the company is new to the Kaizen process, and helps to get up the learning curve fast.
- Acts as guide and mentor to the Team Leader and Coordinator.
- Adds Lean expertise as needed to ensure a successful result.

The Team Leader

- Primary job: Keep the team focused and on-track
- Team leader should not be from the event area
- Team Leader Guideline: “All the answers to all the problems will come from within”
- “This event has the highest priority.” Leader and members time is dedicated to the Kaizen event



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The Co-Leader

- Candidate to lead future Kaizen events
- Assists the Kaizen Team Leader and attends Team Leader meetings
- Represents the Team Leader in directing Kaizen sub-teams



Master Trainer

- The master trainer is responsible for developing and maintaining work instructions, training materials, and for the training and certification of employees
- Master trainers are usually experts in one or more processes



The Team Members



- Process Improvement Ideas
- Implementation
- Training for future Kaizen events

Nine Characteristics of Team Leaders

1. Have previous experience and success in leadership, but not necessarily management.
2. Experience as a co-leader on previous events
3. Knowledge of Lean and Flow Manufacturing
4. Familiar with the parts and processes of the event area. Some homework may be necessary.
5. Understands the meaning of the words urgent, discipline and teamwork.
6. Not dictatorial in personal style.
7. Understands that you lead from the Kaizen area, not from the office.
8. Understands what participative management is.
9. Is friendly but aggressive, firm but fair, can take charge when necessary.



Team Leader Responsibilities *Before*

- Gather any necessary information for the event
 - Complete Team Leader Preparation Form
 - Complete Kaizen objectives and goals
 - Collect layouts, flow charts and process sheets
 - Collect cycle times, process data
 - Estimate Kaizen savings and performance results

Team Leader Responsibilities *During*

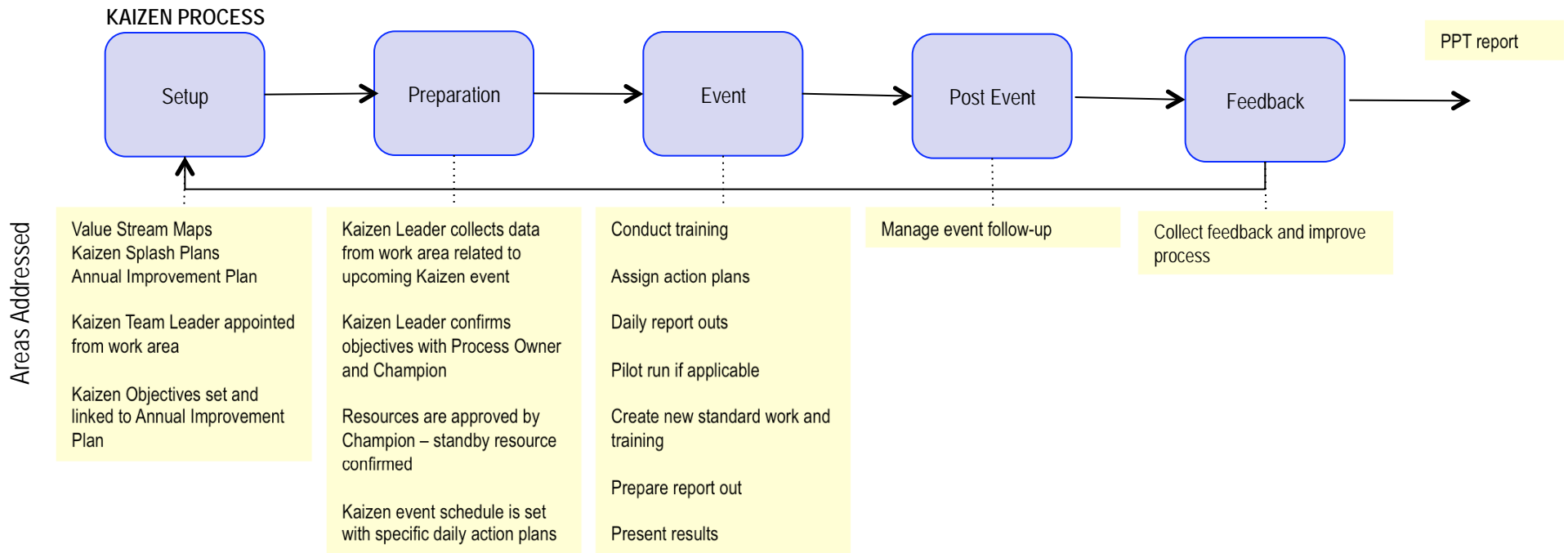
- Keep up-to-date on what everyone on the team is doing
- Assist with data collection, metrics
- Keep the team on track and monitor progress
- Assist in preparation of Report-Out
 - See Final Presentation template
 - Review with Champion

Team Leader Responsibilities *After*

- Compile hard copy of presentation and present to management and those who want one
- Follow up on action items remaining
- Liaison with next team leader and share the good and bad of the event

3.1.1 Kaizen Process

The purpose of the Kaizen Process is to accelerate and create breakthroughs in work-area process performance.



3.1.1 Kaizen Process – How does your organization set and review priorities for Kaizen events? How is recognition for team members provided and who is involved? How are lessons learned shared with others who can benefit? How are process improvements documented and deployed to others using the same or similar processes? How are internal Kaizen leaders developed and deployed? How are goals set for Kaizen leadership and how is progress monitored?

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Thank You



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