Using Kaizen for continuous improvement

QA LEAD
Equipping Institutional
Leaders to Maximise Gains
from Quality Assurance

- Introduction to Kaizen
- Kaizen in a higher education context

改 **KAI=Change**

善 **ZEN=Good**
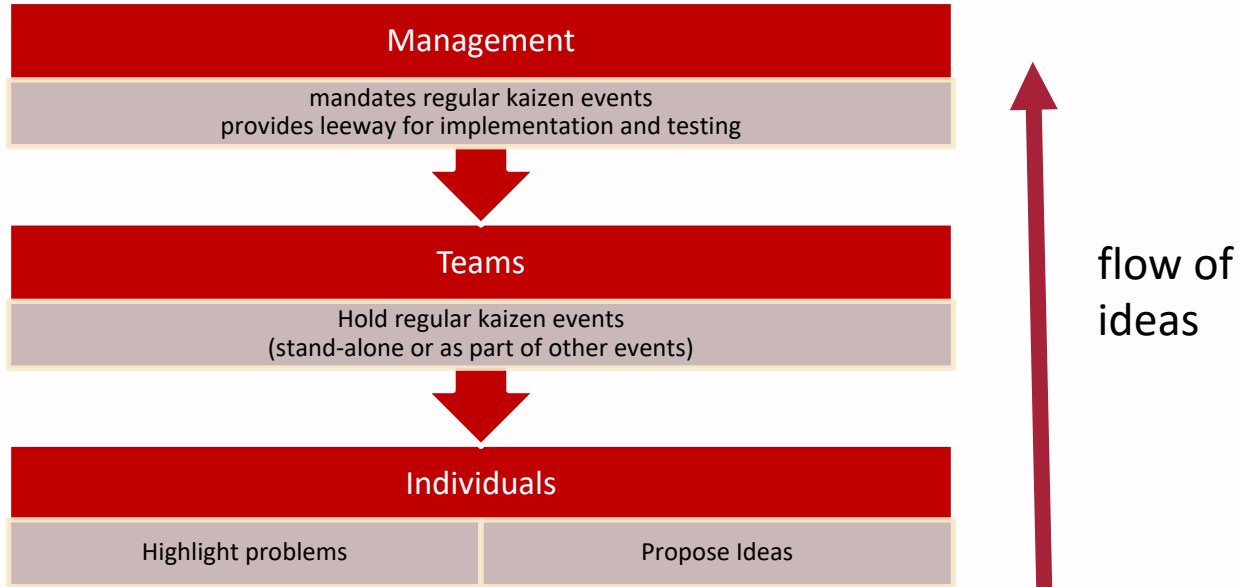
改善 **KAIZEN**
(Continual Improvement)

Why Kaizen?

"Every Toyota team member is empowered with the ability to improve their work environment. This includes everything from quality and safety to the environment and productivity. Improvements and suggestions by team members are the cornerstone of Toyota's success"

Masaaki Imai

Under Kaizen

- Improvements in processes are based on many small changes rather than radical policy shifts

- Ideas for improvement come from the staff actually working on the activities, not from management or consultants

- All staff should continually be seeking ways to improve their own performance

- All staff take ownership over and responsibility for their work

Integrating Kaizen in Daily Work

Management
mandates regular kaizen events provides leeway for implementation and testing

Teams
Hold regular kaizen events (stand-alone or as part of other events)

Individuals

Highlight problems	Propose Ideas

flow of ideas

Kaizen requirements

Input from teams working towards a Common Goal

↓

Students	Teachers	Managers
reaching a **group** grade	meeting a **faculty** target	achieving an **institutional** objective

any team can do Kaizen

including students
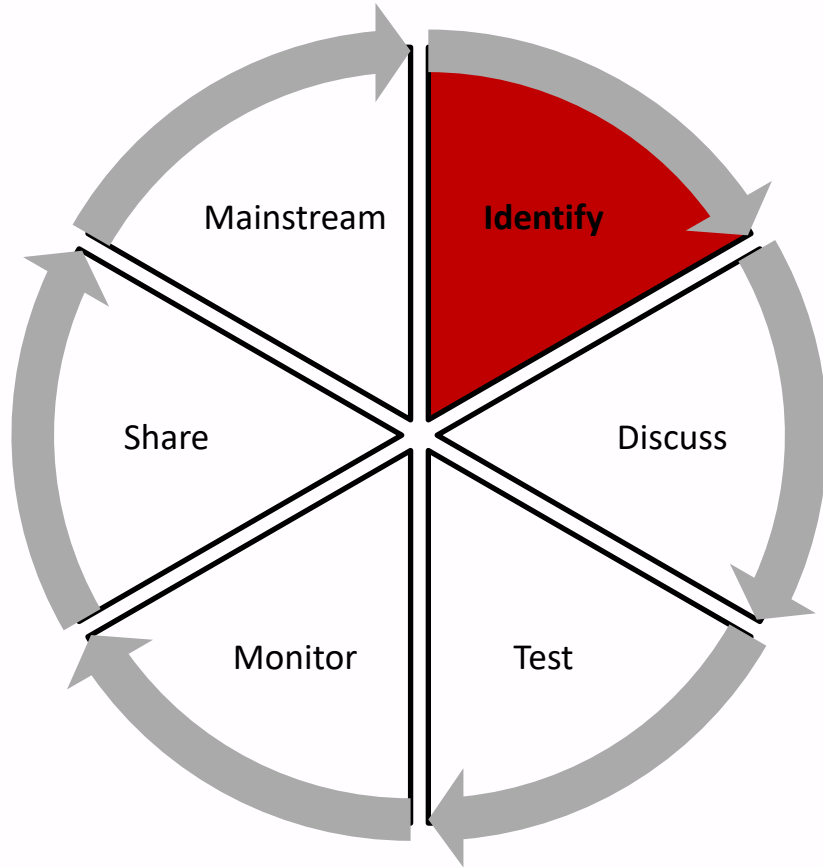
Kaizen requirements

Support from Management

Give teams authority to make change

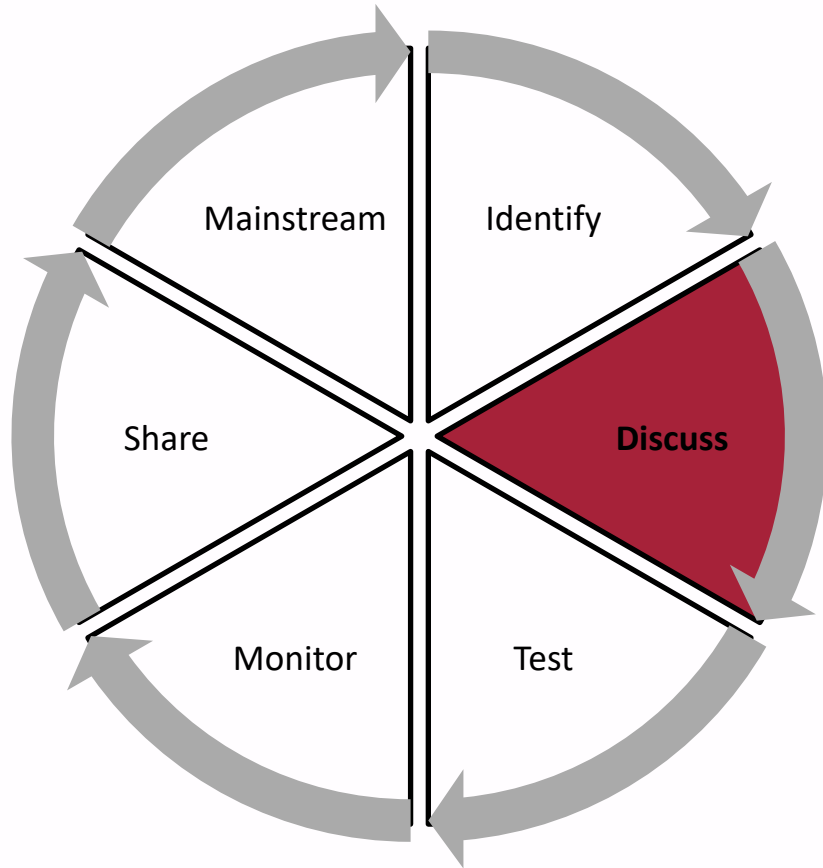Willingness to experiment (and fail)

Budget
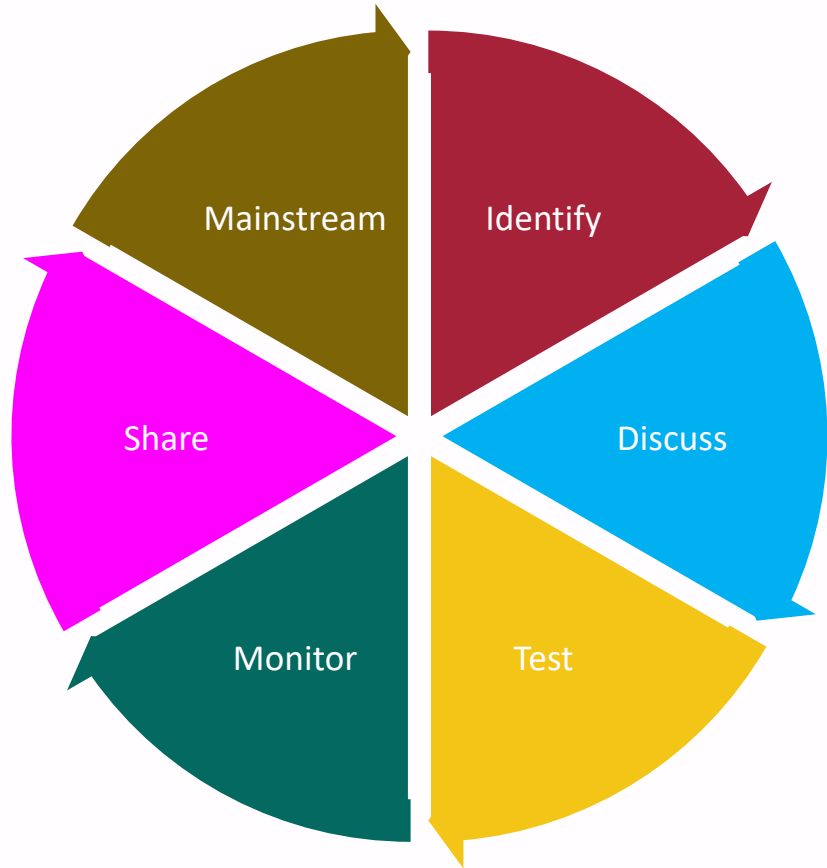
Six Steps
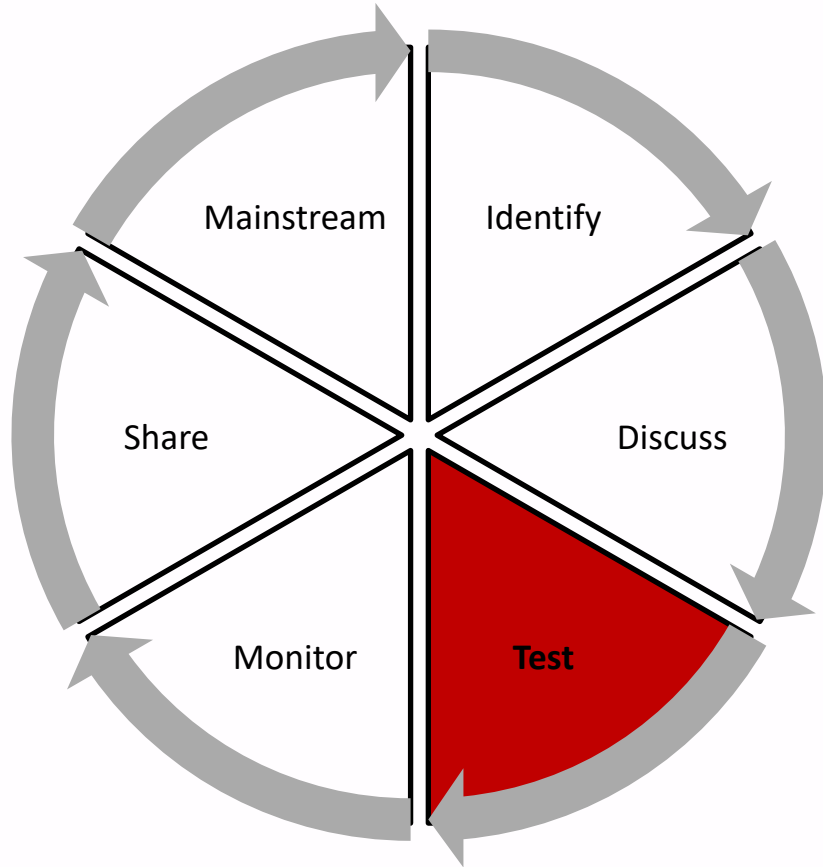to Kaizen

Ask for problems linked to:
- waste
- low efficiency
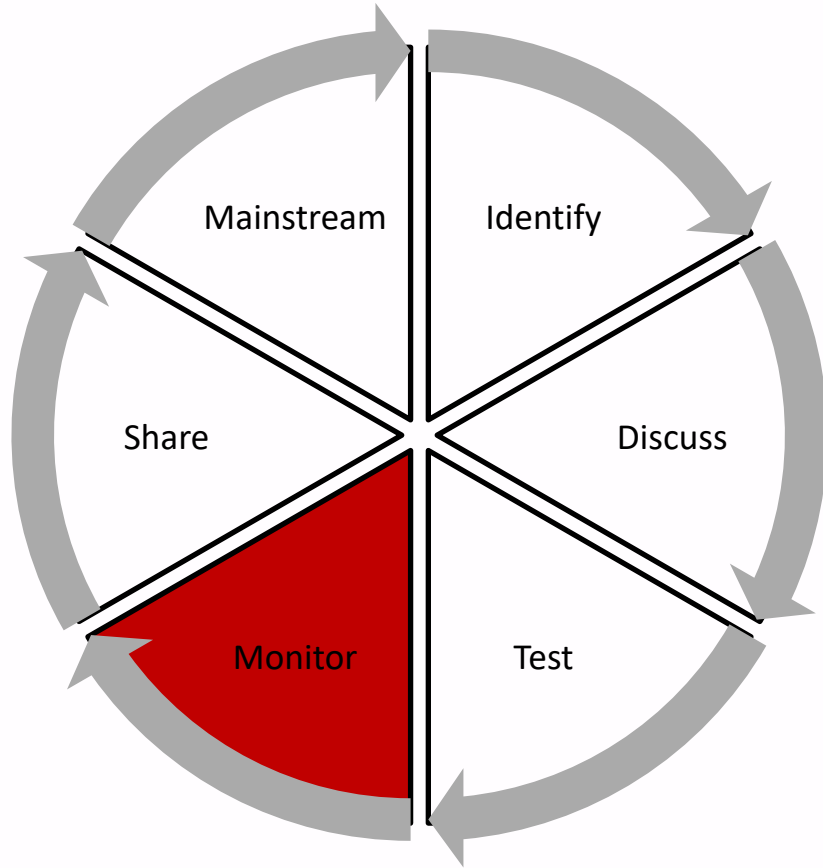- low quality
- stale ideas

Check with the team:
- do you share the issue
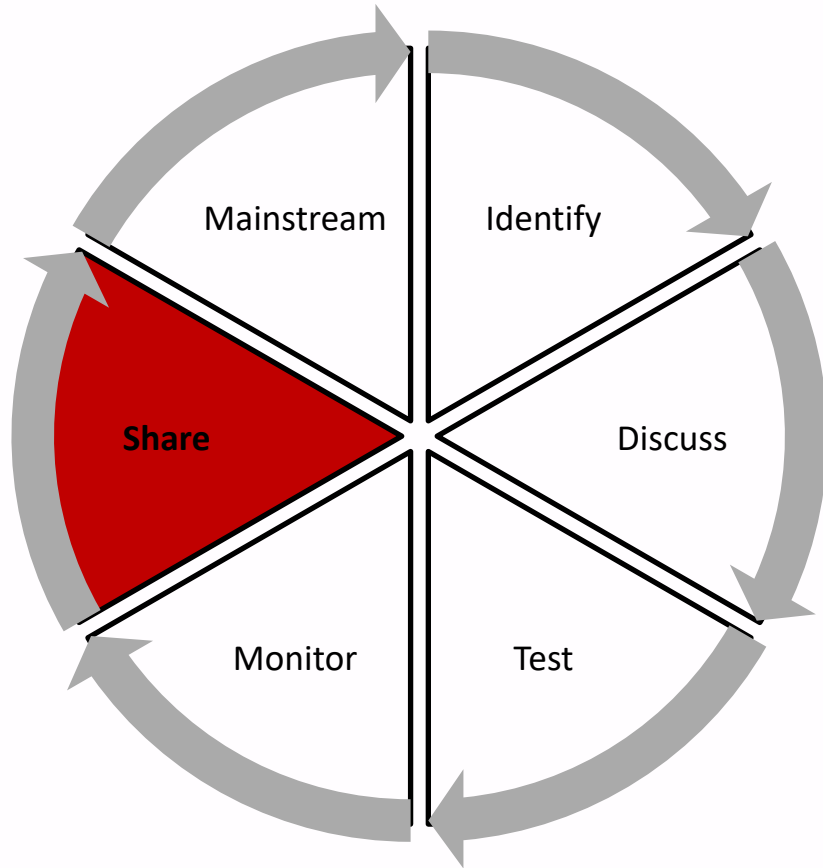- how can we resolve the issue together

Ideas should be implemented
now by the team

- Document the improvement
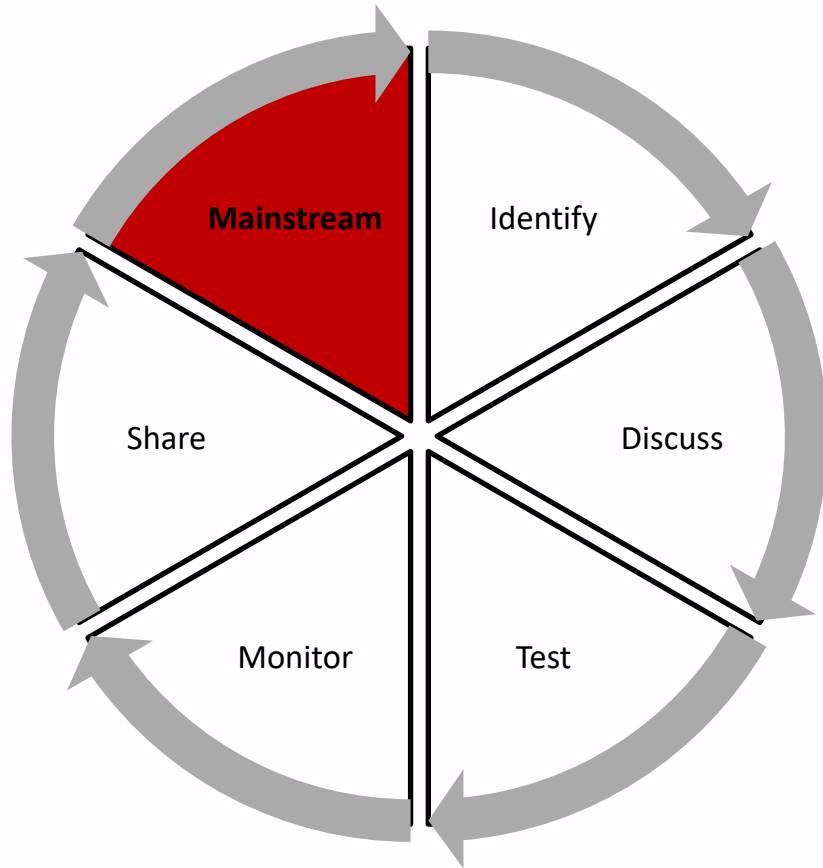- Define a measurable success factor (indicator)
- Try it out

- While trying out the improvement, check to see if its working, using the defined indicator

Share your results:
- with the team
- with other teams
- with the management

at your next meeting
(or at the water cooler)

Adopt the improvement for the entire team, and have management integrate into the management system.

DOCUMENT

every step

(concisely)