



Main topics covered during the company visits in Japan

## New Discoveries

### Common challenges to overcome:

### Solutions provided on the Japan tour:

### Scope of Lean Implementation



- Lean only targeted to the production department and to directly related functions
- Unclear understanding of Lean



- Enterprise-wide Lean, including all other departments including sales, engineering, HR, purchasing, suppliers, IT, etc.
- Re-discovering the power of the TPS and its application to multiple industries

### Management Methods



- Top-down management mainly focused on company's success resulting into decreased level of engagement on the shop-floor



- Focuses on improving quality of life of all individuals including top management
- Boosted level of engagement across the organization by full participation from top leaders to front-line associates

### Strategy Deployment



- Not enough trust relationship between top management and workers
- Unclear vision and directions for future organizational growth



- Formulate the ideal state and communicate the clear vision to engage the entire workforce to the unified goals
- Cascading the organizational goals into individual roles and responsibilities with a clear alignment

### Engagement



- Workers are not cooperative
- Lean is implemented solely to enforce labor capacity



- Fully engaged, workers rediscover the meaning of life through Lean at work
- Establish stronger teamwork and alignment between personal and organizational goals

### Effectiveness of Lean



- Focused on saving labor and inventory cost
- Inability to sustain improvement and keep people engaged in finding new ways



- Brighten the workplace with Kaizen
- Flexible worker, multi-skill development
- One-Piece Flow to develop a sense of ownership

### Global Training



- Not enough training provided
- No On-The-Job-Training (O.J.T.)



- Internal Training Systems (Dojo)
- Development of Train the Trainer
- Verification of employee's training progress and improving standards

### Organizational Transformation



- Focused only on optimizing processes without flow
- Silo Effect: Lack of sharing information and results across different departments



- Transformation occurs in four key areas, Leadership Mindset, Management Processes, Information Technology, and Innovation.
- Share measurable Kaizen results across the organization to achieve enterprise-wide alignment