

Improvement Insights

Kaizen Management Institute LLC

Business Improvement Tips

September 2009

Expert Facilitates Business Improvements

Charles Shillingburg, President of the Kaizen Management Institute, has been providing business solutions and facilitation to local and national organizations for more than 30 years.

"Using our knowledge and methods, businesses of all sizes can learn how to improve their productivity, quality and Customer Satisfaction while reducing their costs," says Charles Shillingburg. Common productivity improvement are in the range of 50% -100% As a Certified Lean Six Sigma Black Belt, Lean Six Sigma Sensei, Marketing /Marketing Research professional, business owner and Adjunct Business Professor of Small Business Management, Charles brings unique, holistic perspectives to business improvement.

After leaving J.D. Power & Associates as a Partner and Director of New Product Development and International Sales in 1989, Charles returned to his home town of Scottsdale, set up shop, then developed and implemented a unique approach to business improvement measurement and analysis that has led to more effective Root Cause analysis and business improvements. This

method was soon adopted by various Nissan and Infiniti divisions of Nissan North America. Now, his approach is available to small and medium sized businesses. Two core programs for Managers and Cross-Functional Teams are offered.

- Manager Training: Systems approach, problem solving methods and implementation.
- Kaizen Events: Cross-Functional Team Process Improvements

"These programs are not lectures, but hands-on programs that significantly improve business operations," according to Charles. His programs bring an organization wide, systems perspectives to business management, process development and execution that engages everyone in Continuous Improvement.

"We teach and employ proven techniques and philosophies successfully employed by Toyota, GE, Motorola, Nissan and Noxell (Cover Girl Make-up) and are being employed more and more by Service related industries like Healthcare and Financial Services," says Charles.



A Cross-Functional Team works together to improve their business processes

If you are interested in learning more about how the Kaizen Management Institute can help you improve your operations and competitiveness while saving you money, Charles can be contacted anytime via his cell phone at (928) 951-0018. or via email at CLS@kaizenmi.com.

**Save Time,
Save Work, Save Money**

**Get 50%-100%
improvements in
days**

**Increase
responsiveness
and innovation**

**Increase
capacity, be-
come more
productive,
gain and
keep more
Customers**

**Make your work
flow easier,
faster, more
efficiently**

**Eliminate wasteful
activities and
redundancies**

Kaizen Events bring results in days

Kaizen (Continuous Improvement) Events are designed to significantly improve a business process *within a few days*. Kaizen Events consist of the following elements:

- Training managers and personnel on improvement principles and techniques.
- Developing core Vision and Strategies
- Identifying Customer Requirements
- Mapping Current and Future (improved) company processes to meet Customer Requirements
- Identifying and prioritizing Processes to be improved
- Root Cause Analysis
- Determining process improvements
- Implementing process improvements

Starting a Continuous Improvement Culture Today

Improving your business processes and saving money means taking action, today! In a few easy steps, you can be on your way to improving your business operations:

- First, find a good book on Lean. I would recommend Eliyahu M. Goldratt's book *The Goal*. Easy to read, non-textbook that is the foundation of Lean.
- Understand the definition of Waste and how each applies to your business.
 - Defects
 - Overproduction
 - Waiting
 - Non-productive assets
 - Transportation
 - Inventory
 - Motion
 - Extra Processing/Rework
- Pick a process or operation in need of improvement. Ask:
 - What is the business case for changing it? Why change it?
 - Who is the customer of the process or operation? And, what are their requirements?
 - What is the Output?
- Who are the Suppliers?
- What are their Inputs to the process?
- What are the actual Process steps (no more than 8)?
- How long does it take to complete the process from beginning to end.
- How much of the time spent on the process or operation is Value-Added? Understand that a Value-Added Activity will meet all of the following criteria:
 - It substantially alters the Output.
 - The final customer is willing to pay for it.
 - It can be completed correctly the first time.
- Be bold and reduce the time for the process by 50%.
 - What Non-Value Added Activities might be eliminated or significantly reduced? (e.g., Redundancies, Walking, Waiting, Inspecting,, etc.)
- Make some changes and see what happens.
- Find an ally. Find someone who has a vested interest in improving a process. Show him/her your work to date and explain the importance to the people involved and the organization. See if he/she follows through on their own to make their own changes.
- Wait a day or two and then return to your process and see what improvements have stuck and the degree of improvements.
 - Figure out how to sustain the changes.
 - Ask the workers involved how it can be further improved.
 - Make any suggested improvements.
 - Document the changes made,
- Confer with your ally to see what changes they made and their results. Learn from each other and apply any learning to each other's processes.



Continuous Improvement starts with action

“If you don't know where you are going, you might wind up someplace else.”
Yogi Berra

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The Change Cycle

We are confronted with changes every day. Experts are saying that we aren't going to return to the stable times of before and will need to learn to live with constant change. Knowing how to cope and deal with change is going to be critical to personal and business productivity.

So it is important to understand that there is a natural process of reacting, responding and adjusting that people follow when confronted with change:

- Loss of Safety
- Doubt to Reality
- Discomfort to Motivation
- Danger Zone– The pivotal

point to move forward or return to the Fear mode of the previous steps.

- Discovery to Perspective
- Understanding
- Integration

Working together to understand, improve and implement processes help staff cope and remain productive.

