◆ Episode 3 The problem is to know what is the problem
~ (QC Story Step) Select Theme ~

I was talking with one of my colleague I know the other day and he asked me if things were ok since we started this kaizen activities.

Guess who Leader!!

Is your group doing ok?

Why do you ask!?

I asked the same thing!!

Chiba-san Are things ok at your group?

There is nothing to worry about!

It's more like people are watching us with curiosity with a frosty look rather than simply

getting the attention from the whole office building

Doo | oooo | ooooo | med...

-19-

That's right

Of course, no one will accept and agree at first I think we should take it positive that getting these

attentions means that they are interested in what we are doing

All organization kaizen go through this kind of thinking

Then we should start selecting the theme immediately

Alright! So by all means we're going to succeed our kaizen

If our model succeeds, for sure many divisions will consider kaizen positively

Kaizen can be imitated

Hold it there.

We need to select a magnificent theme

We should change the current situation dramatically

I see!

Gasp

We start by judging what is (better) and take an action and by repeating what is (better) it is important that we get closer to what is the (best)

It is important to (carry out) kaizen and you can't proceed if you seek for the (best) from the start

Torima's KAIZEN one point corner — Part 1

But this doesn't mean that having no (no plans) is ok.

If you search for the best all the time, the worst that can happen is that you end up do-ing nothing about it. If you think it is better, it is important that you keep on doing it.

- Carry out (BETTER) rather than thinking of the (BEST)

    If the situation will be better than the current one, just carry it out

- By repeating this we get close to the (BEST)

Consecutive kaizen

Best result

Carry out immediately what is the better result

Spiral up

Better result

Repeat

Carry out

Review

Level of result

Time

I see. It's very educati onal

So, by let's start

getting all your opinions on (what is the problem) in your work and (what you think is a problem)

Bam

We provide government subsidies to local companies with variable local products processed food

such as manufactured goods, agricultural goods and We do things which are screening the applications and granting the government subsidies

What exactly do you do?

In our group, the main reason for us to work overtime is due to the long hours spent on handling the subsidies to local companies

exporting local goods through foreign routes

I also think that it consumes a lot of time drafting and getting the approval from the management

And it is a problem that it takes time to receive all the accompanying documents as there are so many

I am distressed with the long hours I spend on the mistakes found in the application forms

I see
So the main
problem in
this group is
in the oper-
ation of the
governmental
subsidies...

As a matter of
fact, we have re-
ceived complaints
from the applicants
that their business
were distracted
due to our late
response to grant
the subsidy

Really
?!

Yes

How about
"Improve efficiency
for clerical work
of governmental
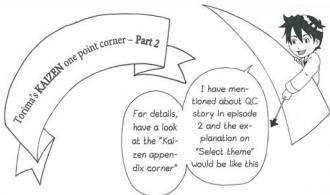subsidies"

snap

In this
case
Our
theme
for
kaizen
will be

So our theme
is fixed as

"To improve
efficiency of
the clerical work
of governmental
subsidies"

Yes!
I think
that's
good!

-23-

"Whack a mole method" and "Priority oriented method"?

What are these methods?

By the way, there are 2 ways in selecting a theme for kaizen

"Whack a mole method" and "Priority oriented method"?

If you want to work on kaizen efficiently, the latter method is better

Nevertheless, this does not mean that whack a mole method is bad

Of course

The differences between the two methods are that the former method is to tackle whatever that comes to your mind or attention.

The latter method is to structurally organize the collected and analyzed data on the problem and then chose a theme from it.

When priority oriented method is used to select a theme, graphs and drawings are used to structure the problem and make it visible to see

Riddle

How

On the contrary

If an organization is going to work on kaizen for the first time, in terms of accumulating what is better, then we should work on it even with whack a mole method

-24-

I have mentioned about QC story in episode 2 and the explanation on "Select theme" would be like this

For details, have a look at the "Kaizen appendix corner"

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7 Steps in solving problems (QC story) with its theory and usage (Select a theme version)

I Clarify the problem (Select a theme)

① Find the problem and question

- Ideal work place
- Poor operation demands and claim
- Major policy and actions

- Customer satisfaction
- Surrounding problems
- Management's thought

Daily management

Policy management

② Narrow down the problem

Use the kaizen tool and narrow down the theme

③ Decide the theme

- Specify the description
- The countermeasure is not the theme

For example: "Decrease the assemble defect of operation A by 50%"

④ Organize the reasons for selection

- Clarify how severe the problem is
- Clarify the process of narrowing to the theme
- Clarify the purpose of kaizen

* Steps after II will be explained in the later episode

So, are we going to use the whack a mole method to select the theme this time?

We haven't used any graph nor do drawings to structurally select the theme but we already know the reasons

Why overtime is the problem And we also understand the situation of the claims we are receiving so...

A slight touch of policy oriented

Aha! It seems so!

Whack a hole method I guess?

?

What kind of situation is that?

Actually, there are situations when both whack a hole and policy oriented methods bring the same results

-26-

If you have an expert with full of knowledge and experience at work, there is a high possibility to clearly grasp the root cause and carry out kaizen efficiently

It's no short cut but QC story helps those with less experience tackle and work on kaizen

It is impossible to process kaizen without some level of knowledge and experience so policy oriented method is the way to work on

Having said that,

Anyway

Now that we have decided the theme, let's seriously start our activities!!

OK!!

Grip

✦ Continue to Episode 3 extra Manga

-27-

Kaizen Appendix Corner

I have explained that there are 2 ways to select a theme. One method is done structurally which is called "Point Oriented"

And the other method called "Whack a mole" which is to select from things you notice to do

But if you are looking for a greater efficiency and consecutive kaizen, then "Point Oriented" method is recommendable

Selecting theme through "Whack a mole" method will surely have its own kaizen advantages to some extend
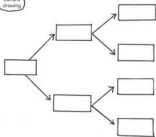
Let's do it Whoa!

Kozida

Let me first explain about "Diagram"

When using the "Point Oriented" method according to the QC story, "Diagram" and "Matrix chart" comes into the picture

-28-

A diagram is where you set an objective and the steps in order to systematically expand the diagram
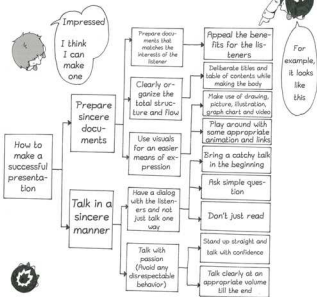
Sample drawing

Features

The objective and its steps to achieve it expands in stages until it finds the solution to achieve the objective

I see..

hmm..
hmm..

❖ For example: How to make a successful presentation"

Impressed

I think I can make one

For example, it looks like this

How to make a successful presentation	Prepare sincere documents	Prepare documents that matches the interests of the listener	Appeal the benefits for the listeners
		Clearly organize the total structure and flow	Deliberate titles and table of contents while making the body
			Make use of drawing, picture, illustration, graph chart and video
		Use visuals for an easier means of expression	Play around with same appropriate animation and links
			Bring a catchy talk in the beginning
	Talk in a sincere manner	Have a dialog with the listeners and not just talk one way	Ask simple question
			Don't just read
		Talk with passion (Avoid any disrespectable behavior)	Stand up straight and talk with confidence
			Talk clearly at an appropriate volume till the end

Next is about the "matrix chart"

-30-

Sample chart

	a1	a2	a3	a4
b1		◎		△
b2	○			
b3	◎		○	
b4			○		◎

Features

It's a 2D chart showing with or without the relation between items and the strength of such relation.

It's easy to see the seriousness that was expanded in the diagram.

It's also used when deciding on the priorities.

Hmm..
Hmm..

I see

Steps	Efficiency	Feasibility	Adapted order	Deals to raise recruit order
Reaveal the benefits for the listeners	◎	△	4	Benefits should comply with the listener's level and stage
Deliberate titles and table of contents while making the body	◎	◎	2	
Make use of drawing, picture, illustration, graph chart and video	◎	◎	1	
Play around with some appropriate animation and body	○	◎	2	
Bring a catchy talk in the beginning	○	○	4	Practice with a catchy structure
Ask simple question	○	◎	2	
Don't just read	◎	◎	3	Record it and practice over and over
Stand up straight and talk with confidence	◎	○	3	Record in video and practice over and over
Talk clearly at an appropriate volume till the end	◎	◎	1	

An example of a matrix chart would look something like this

The word "matrix" reminds me of a movie...
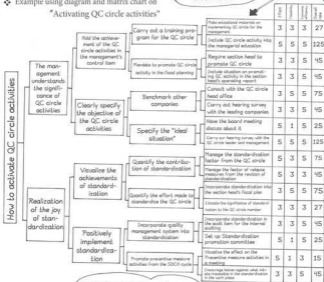
Interesting...

On top of this

You can combine the diagram explained previously with the matrix chart which would look something like this

Look at how it looks now with this example of "Activating QC circle activities"

❖ Example using diagram and matrix chart on "Activating QC circle activities"

How to activate QC circle activities

- **The management understand the significance of QC circle activities**
  - Hold the advanced QC circle activities in the management's control loan
    - Carry out a braking program for the QC Circle
    - Mandate to promote QC circle activity in the fiscal planning
  - Clearly specify the objective of QC circle activities
    - Benchmark other companies
    - Specify the "ideal situation"
- **Realization of the joy of standardization**
  - Visualize the achievements of standardization
    - Quantify the contribution of standardization
    - Quantify the effort made to standardize the QC circle
  - Positively implement standardization
    - Incorporate quality management system into standardization
    - Promote preventive measure activities free from the SDCA cycle

Item				Total
Make educational materials on implementing QC circle for the management	3	3	3	27
Include QC circle activity into the managerial education	5	5	5	125
Require section head to promote QC circle	3	3	3	27
Include situation on promoting QC activity in the section head's operating report	3	3	5	45
Consult with the QC circle head office	5	5	5	75
Carry out hearing survey by asking the companies	5	5	3	75
Have the board meeting discuss about it	5	1	5	25
Carry our hearing survey with the QC circle leader and management	5	5	5	125
Promote the standardization factor from the QC circle	5	5	3	75
Manage the contribution made from the creation of standardization	5	3	3	45
Incorporate standardization into the section head's fiscal plan	3	5	5	75
Unsure the synthesis of standard	3	3	5	45
Incorporate standardization in the audit item for the internal QC activity	5	5	3	75
Organize Standardization promotion committee	5	1	5	25
Visualize the effect on the Preventive measure activities in the working	5	1	5	15
Encourage responsible vital in the standardization in the work place	3	3	5	45

"PDCA" is a cycle aiming for "Development" and "Improvement" whereas "SDCA" is a cycle of "Settle" to "Maintain" for "Standardization"

They say that they have replaced "P" of "PDCA" to "S" for "Standardize"

What's "SDCA"?

In this way, the theme of kaizen is decided

Both charts may be unfamiliar and hard to approach but once you remember it, you can select the theme through "point oriented" method

In short
① Reveal the issues and agenda using the diagram
② Using the matrix chart, decide on the priorities to solve the issues and agenda from ①

Whoosh... Whoosh

So you think if I master this, I could also be like that actor in the movie MatrixO!?

It may look so at the beginning, but if you get use to it, it's very useful to use as a tool to organize thoughts

As you have said, it's hard to approach it

Hohaha...

Slaaaap

Of course NOT! This has nothing to do with the movie!

-34-