Kaizen in Action

Regional Scrum Gathering Nepal 2018
2018/12/8-9

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改善

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Attractor Inc.

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Home　サービス　実績　Attractorについて　お問い合わせ

原田騎郎 (Harada Kiro)

Founder 兼 CEO

アジャイルコーチ、ドメインモデラ、サプライチェーンコンサルタント。認定スクラムプロフェッショナル。 外資系消費財メーカーの研究開発を経て、2004年よりスクラムによる開発を実践。ソフトウェアのユーザーの業務、ソフトウェア開

永瀬美穂 (Nagase Miho)

Founder 兼 CBO

受託開発の現場でWebアプリケーションエンジニア、プロジェクトマネージャーとしての経験を重ね、2009年頃より所属組織でのアジャイルの導入と実践を通じ組織マネジメントを行う。現在は顧客へのアジャイル導入支援、教育研修、コーチ

吉羽龍太郎 (Yoshiba Ryutaro)

Founder 兼 CTO

クラウドコンピューティング、DevOps、インフラ構築自動化、アジャイル開発、組織改革を中心にオンサイトでのコンサルティングとトレーニングを提供。認定スクラムプロフェショナル（CSP）/ 認定スクラムマスター（CSM）/ 認

2016年12月 株式会社アトラクタを設立しました

アジャイルコーチング・トレーニングのご依頼お待ちしています

Version History

2016/10/14 Version 0.1 Agile Conference Vietnam HCMC

2016/10/16 Version 0.2 Agile Conference Vietnam Hanoi

2016/10/28 Version 0.3 Agile Tour Bangkok

2016/11/2 Version 1.0 Public Release

2016/11/19 Version 1.0.1 Agile Tour Hong Kong (香港)

2017/1/12 Version 2.0 Regional Scrum Gathering Tokyo 2017

2018/12/7 Version 2.0.1 Regional Scrum Gathering Nepal 2018

Kaizen?

Is it really possible to teach how to do Kaizen?


Is it possible to teach
how to ride a bicycle?

Is it possible
to teach
how to teach
your kid to ride a bicycle?

This is how:

A. Have your kid wear a helmet and protective gears
B. Choose a proper size bicycle (both feet need reach the ground firmly).
C. Remove pedals (or use pedal-less like Strider).
D. Try at a large safe field (with slight slope).
E. Let your kid practice riding and balancing for a while.
F. If your kid keep riding for 5 meters, teach to use brake to stop.
G. If your kid can stop with brakes, attach pedals.
H. Your kid now can ride a bicycle.

Don’ts:

- Training wheels
- Don’t hold your kid bike from behind.

https://www.flickr.com/photos/sahdblunders/8644936719

Do’s:

Why Kaizen is Important

Continuous Improvements

Your Case?

- Is your team doing Kaizen?
- Is your organization doing Kaizen?
- Is your company doing Kaizen?

Your Personal Case?

- How about yourself?
- Are you doing Kaizen?
- Are you getting better?

- Are you too busy to do Kaizen?

Continuous?

- Continuously,
  - Always
  - Timelessly
  - Endlessly
- There’s no end of Kaizen as there’s no perfect team.

Dangerous False Assumption

- Our performance is not good enough because we have not done enough. We must do more.
- I didn’t achieve enough because I haven not done enough. I have to do more to achieve more.
-

Overtraining is the #1 cause of athlete failure

- Every professional athlete has a coach to monitor his/her training and performance.
- We use external measurements to access our performance.

Why not in Business?

Toyoda Type G Automatic Loom (1924)

http://commons.wikimedia.org/wiki/File:1924_Non-Stop_Shuttle_Change_Toyoda_Automatic_Loom,_Type_G_1.jpg

This loom was special:

- It automatically stops when a thread is broken.
  - It only produces good product.

- An operator can take a break anytime if necessary.
- An operator can handle 60 looms at the same time.
-

Your Kaizen isn’t continuous

- Because
  - you try to fix problems by doing more of the current process
  - you try to fix problems by trying another processes.
  - you believes doing more always fix the problems

Are you improving?

I was NOT.

- Traveled too much with different time zones.
- Did not have enough sleep.

- Work was Fun. Really.


910
HCU

The Pragmatic Programmers

The Healthy Programmer

Get Fit, Feel Better, and Keep Coding

Joe Kutner

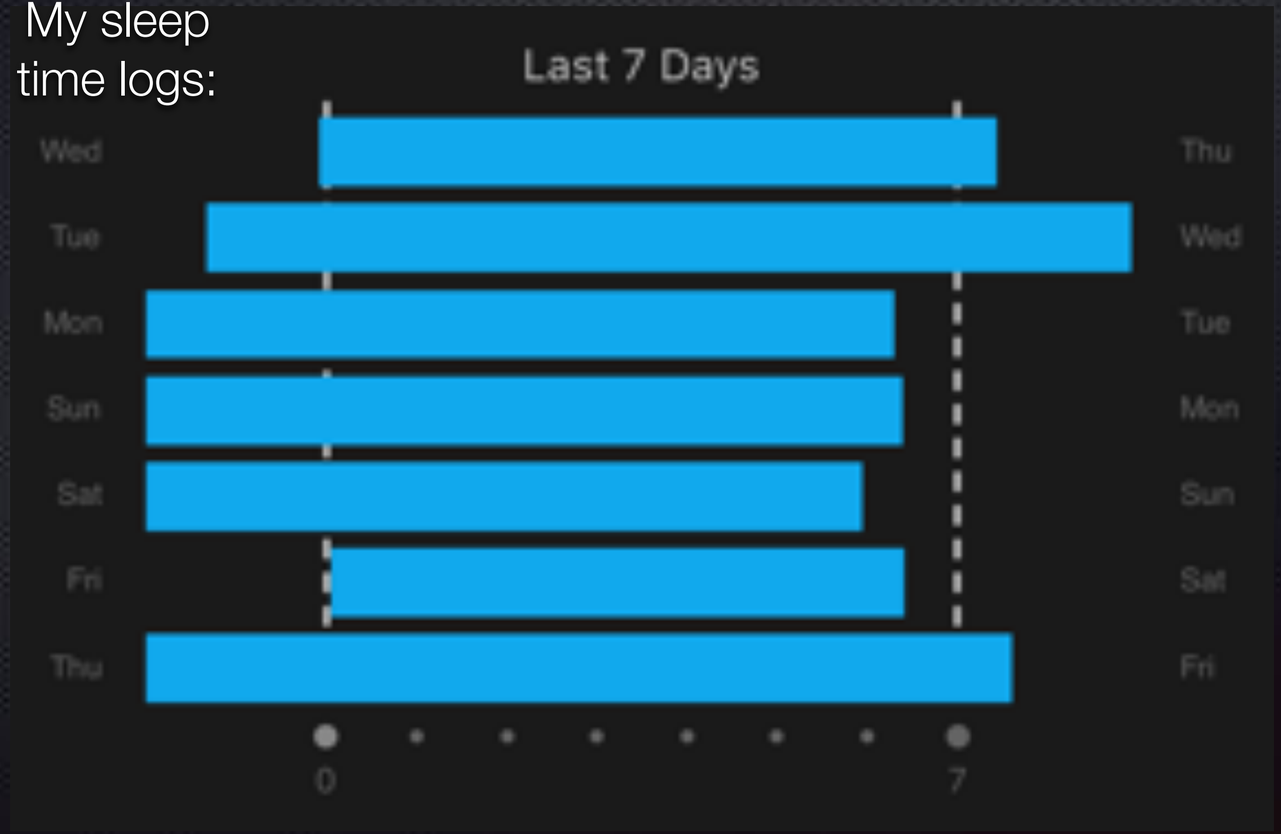
Foreword by Dr. Ed Wallitt, physician and software developer

Edited by Brian P. Hogan

~~You cannot manage what you cannot measure~~

It’s much easier to manage what you can measure.

My sleep time logs:



Your personal Kaizen is prerequisite for team Kaizen.

Muri - Mura - Muda

ムリ	Muri	Overload / Overburden
	↓	
ムラ	Mura	Unevenness
	↓	
ムダ	Muda	Waste

You need to eliminate Muri first with KAIZEN to eliminate Muda.

Is your team improving?

- Make sure you are not doing “Muri” before you start doing Kaizen with your team.
- If not, please start fixing “Muri” of each team member first.

Kaizen in Action

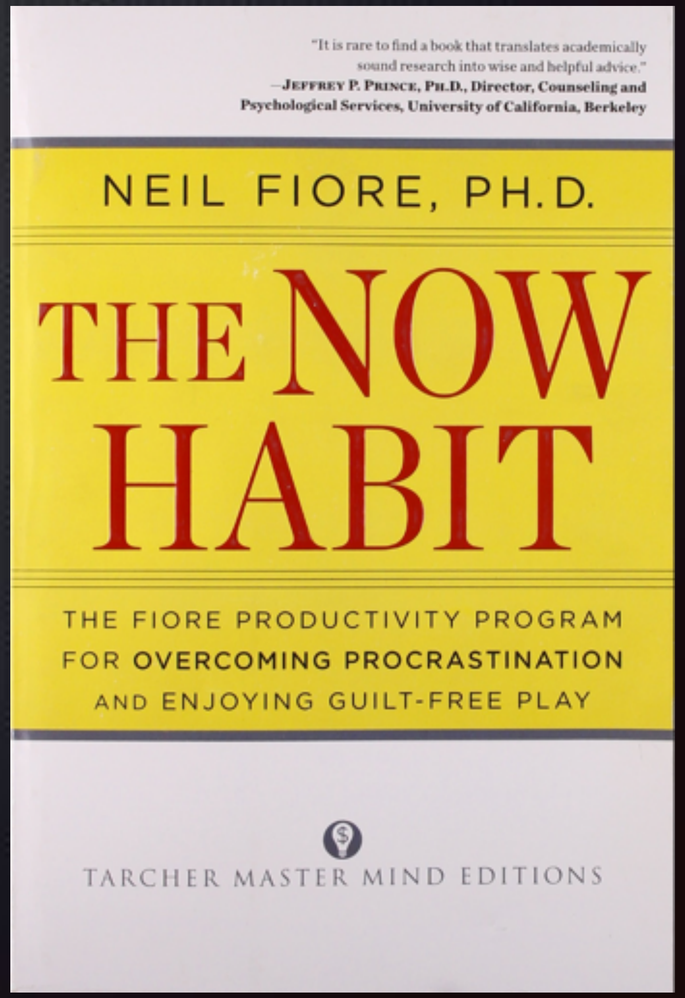
- Let’s start!
- But from where shall we start?

Create Slack

- Without Slack, you cannot do anything without harming your performance.
  - Remember overtraining of athletes.

- Take your time to understand how you are doing.

- It’s time to stop doing your ordinary tasks.
- You cannot tie your shoelace while running.
- Add your calendar with No.1 priority saying “Slack”



Team Dialogue

- If each member of your team has slack, use your slack to meet together and do a dialogue regularly.

- Take your time to continue a dialogue.
- Eventually, you may come to start a dialogue about Quality.

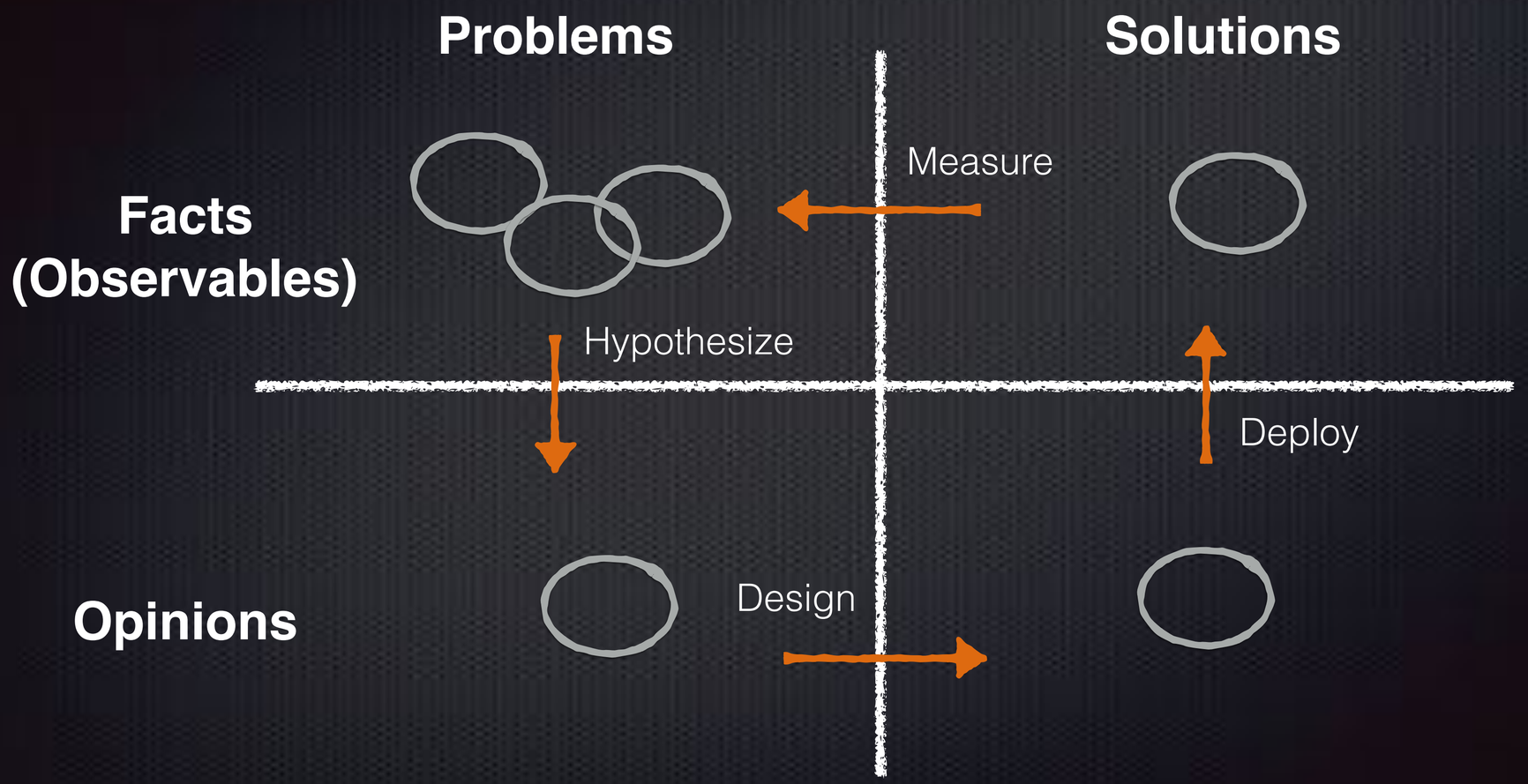
Agreeing on Issues

- If you continue doing “Team Dialogue”, you will come up with the issues everybody in the team wants to fix.
- Document them and see what happens.

Issues / Problems Examples?

- We need to improve the quality of our software.
- We need to do Scrum better.
- We have to use CI / CD…. whatever
- DevOps need to be implemented

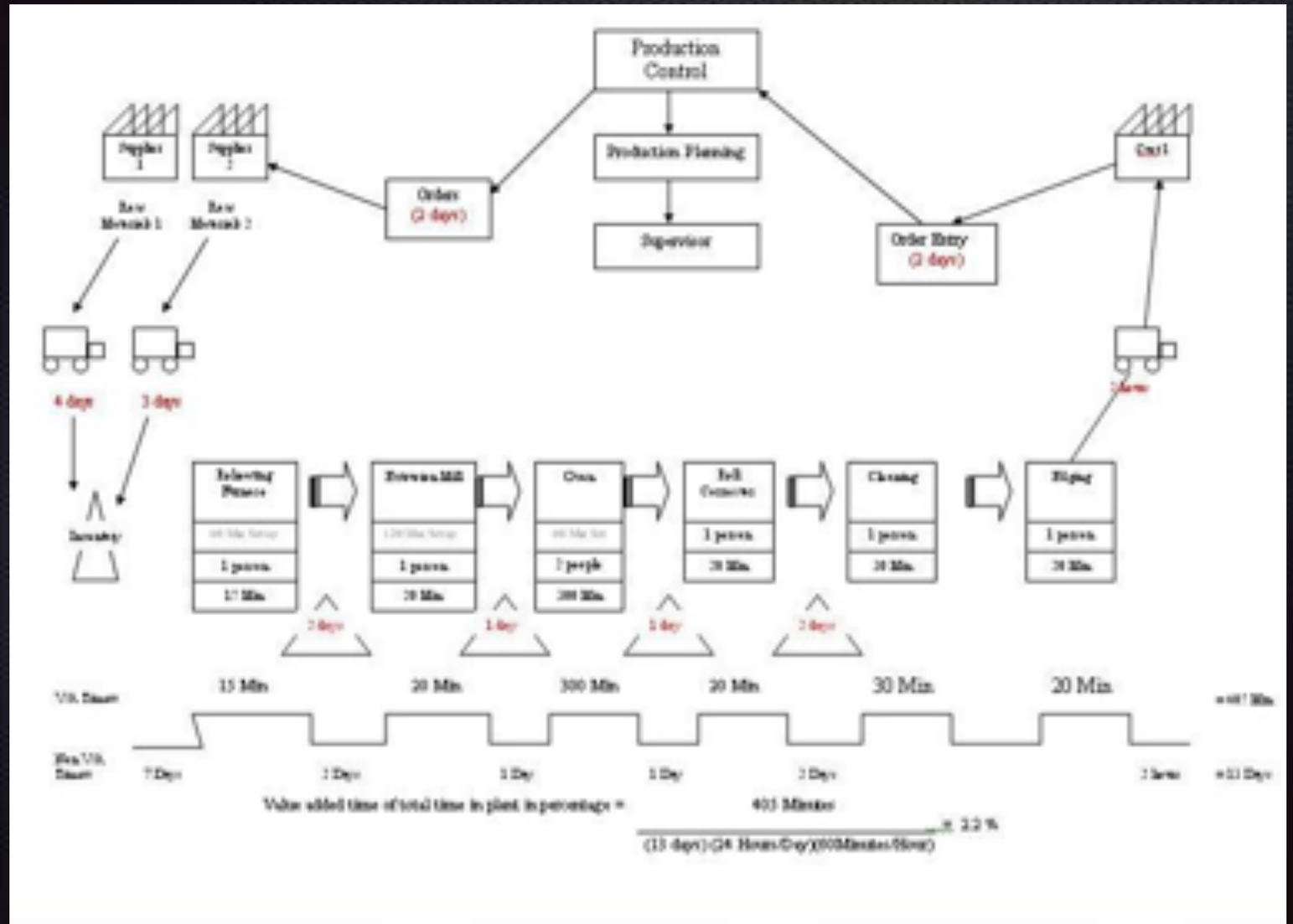
Facts vs. Opinions



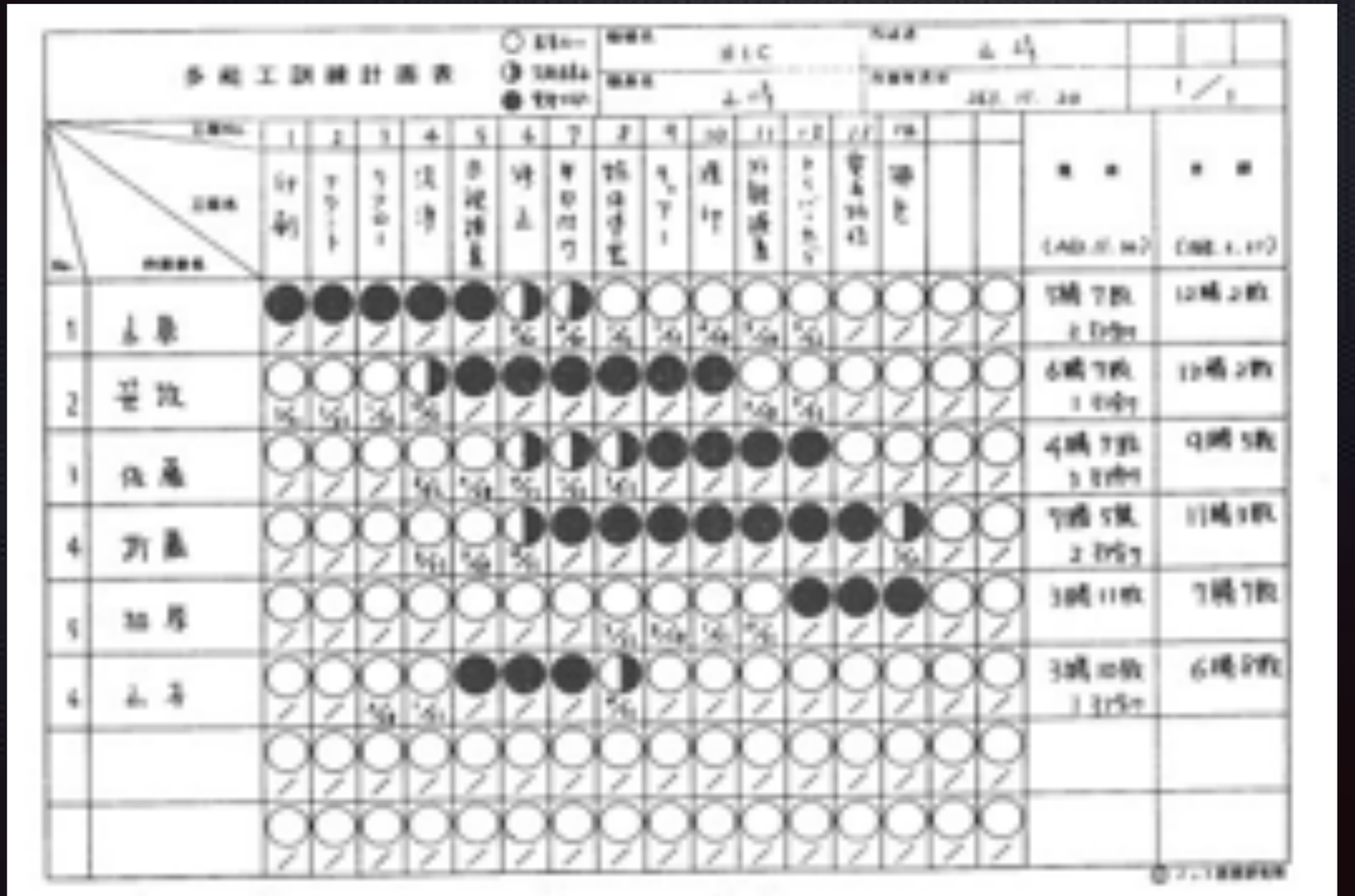
Lack of Solution is NOT a Problem

- Lack of solution cannot be fixed since we cannot measure whether it is done or not.
- Describe your problems with observable facts.
  - You will naturally find the measurement criteria if the problem is fixed.

Mapping Value Stream

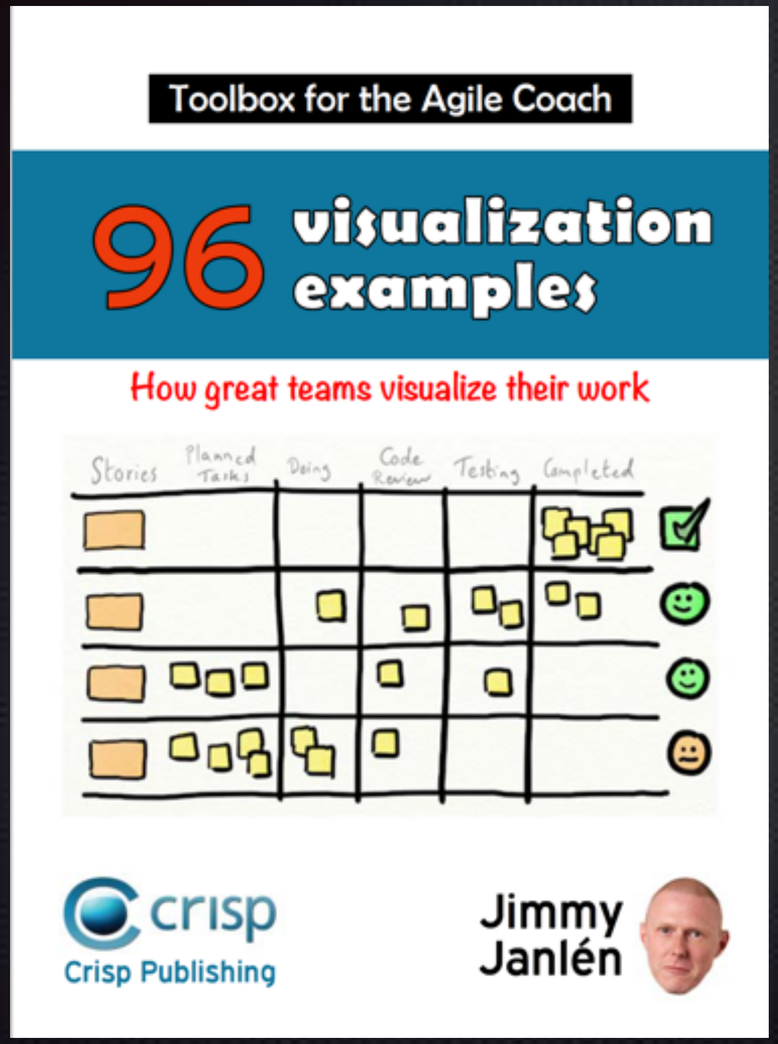


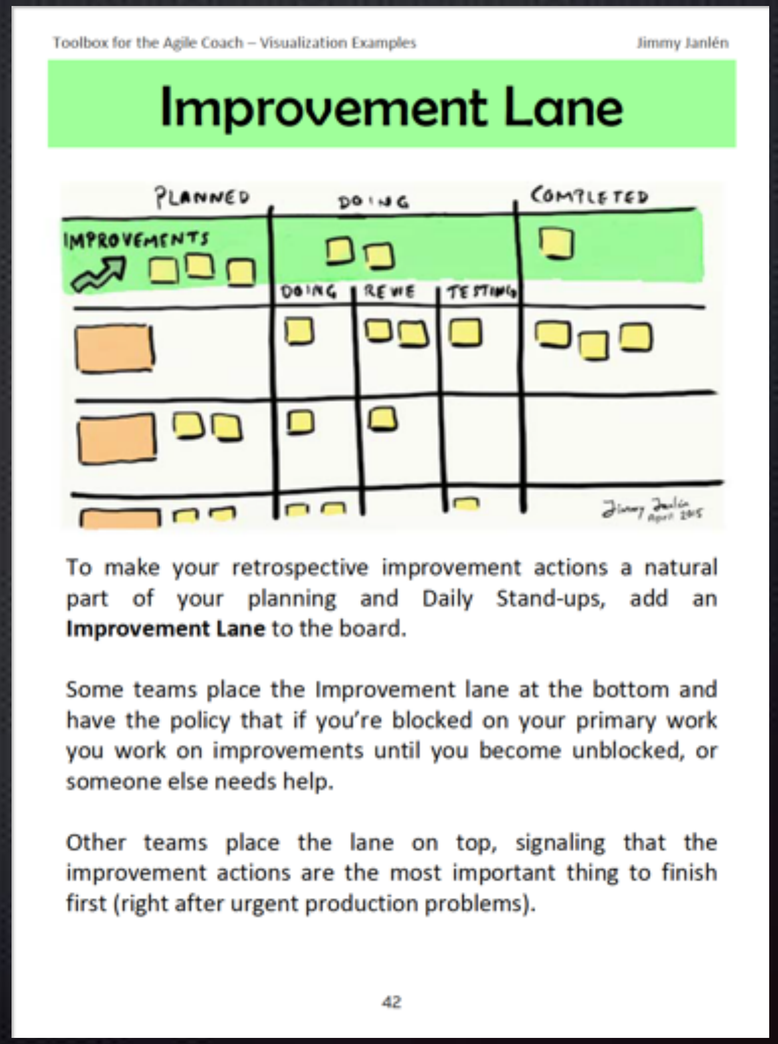
Build Personal Skills



Small Experiments

Visualization





https://visualizationexamples.com/

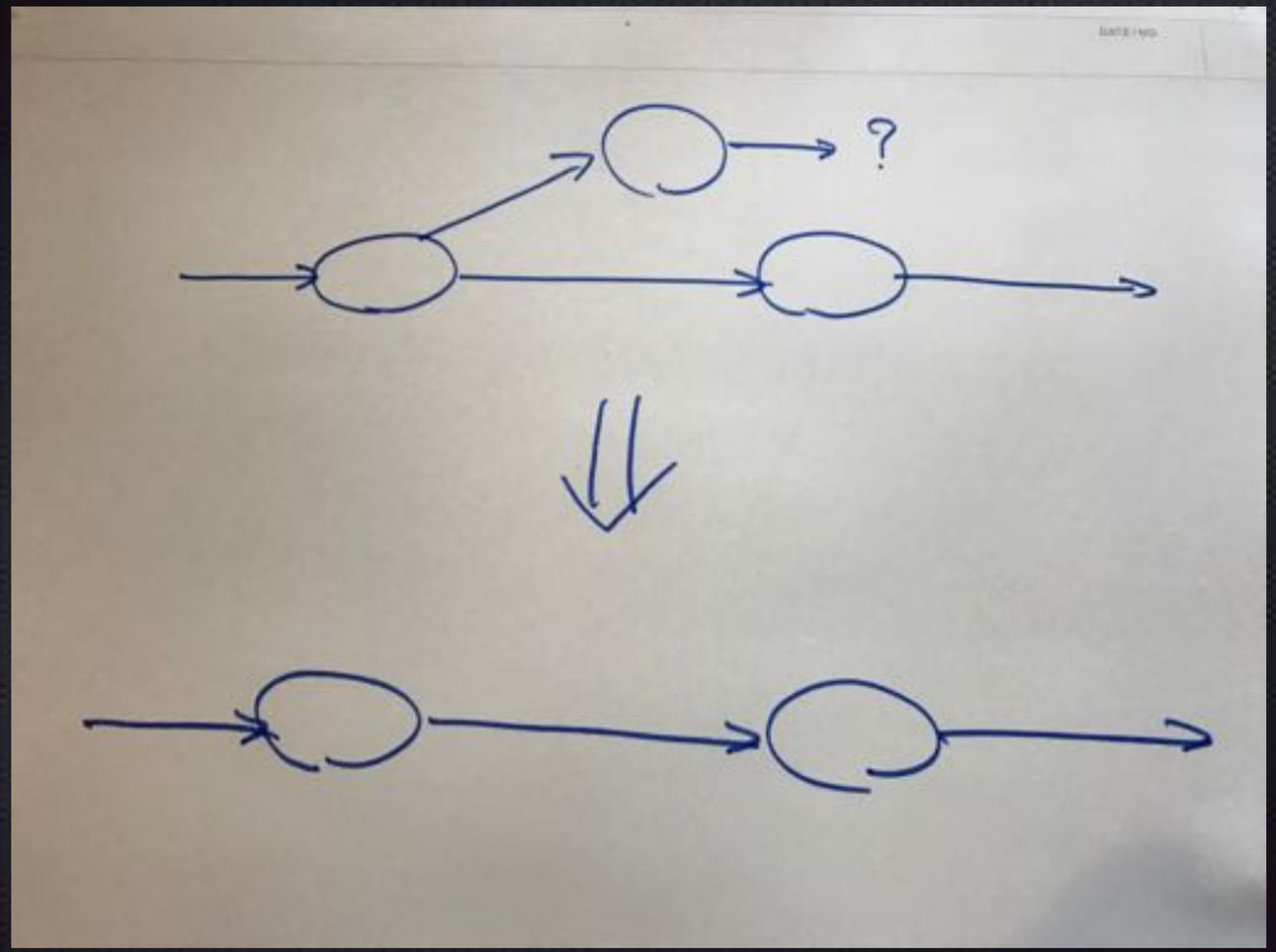
One by One

Set-based Design

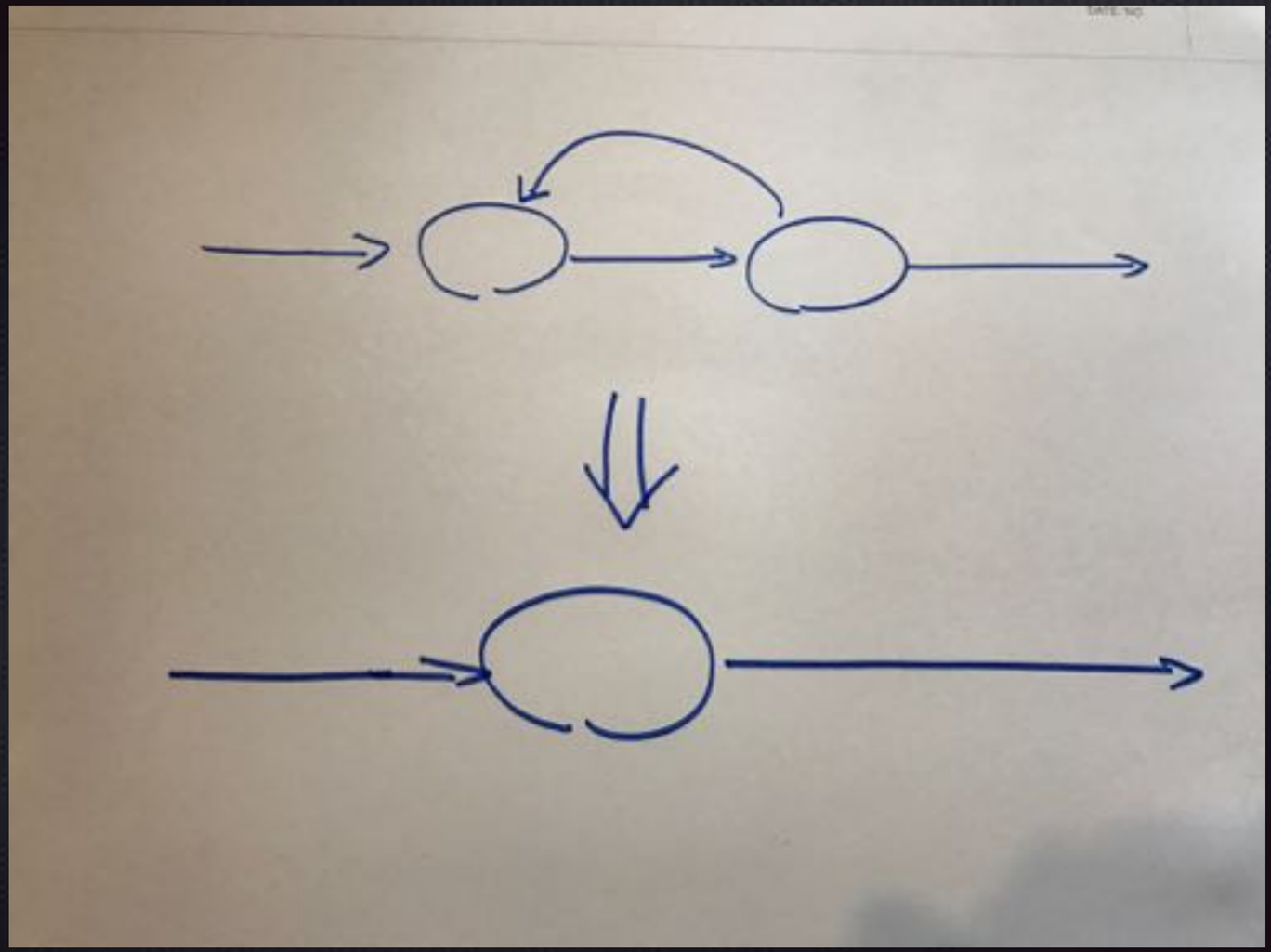
https://www.flickr.com/photos/arenamontanus/3212655985

ECRS - Improve Flow

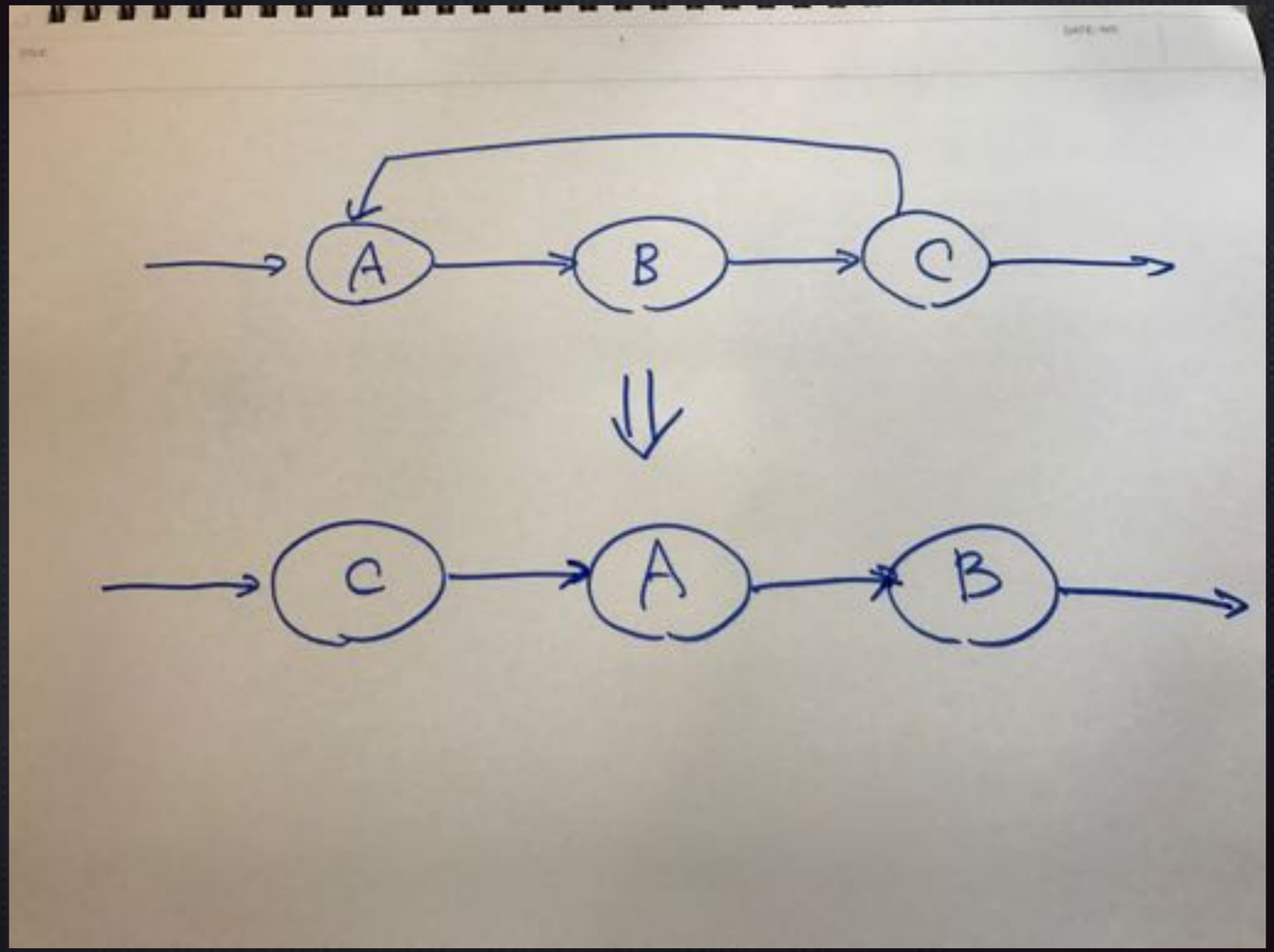
Eliminate



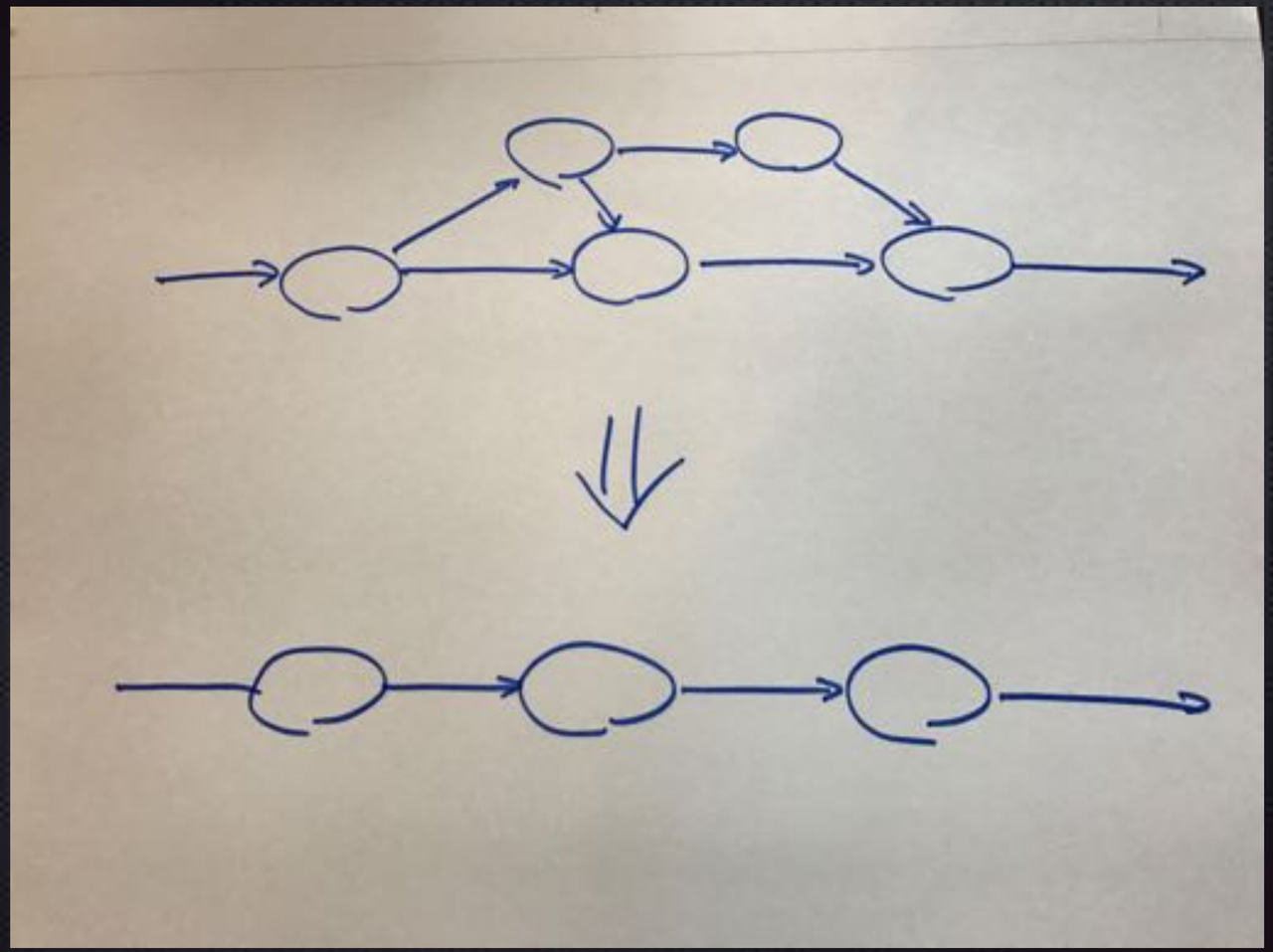
Combine



Rearrange



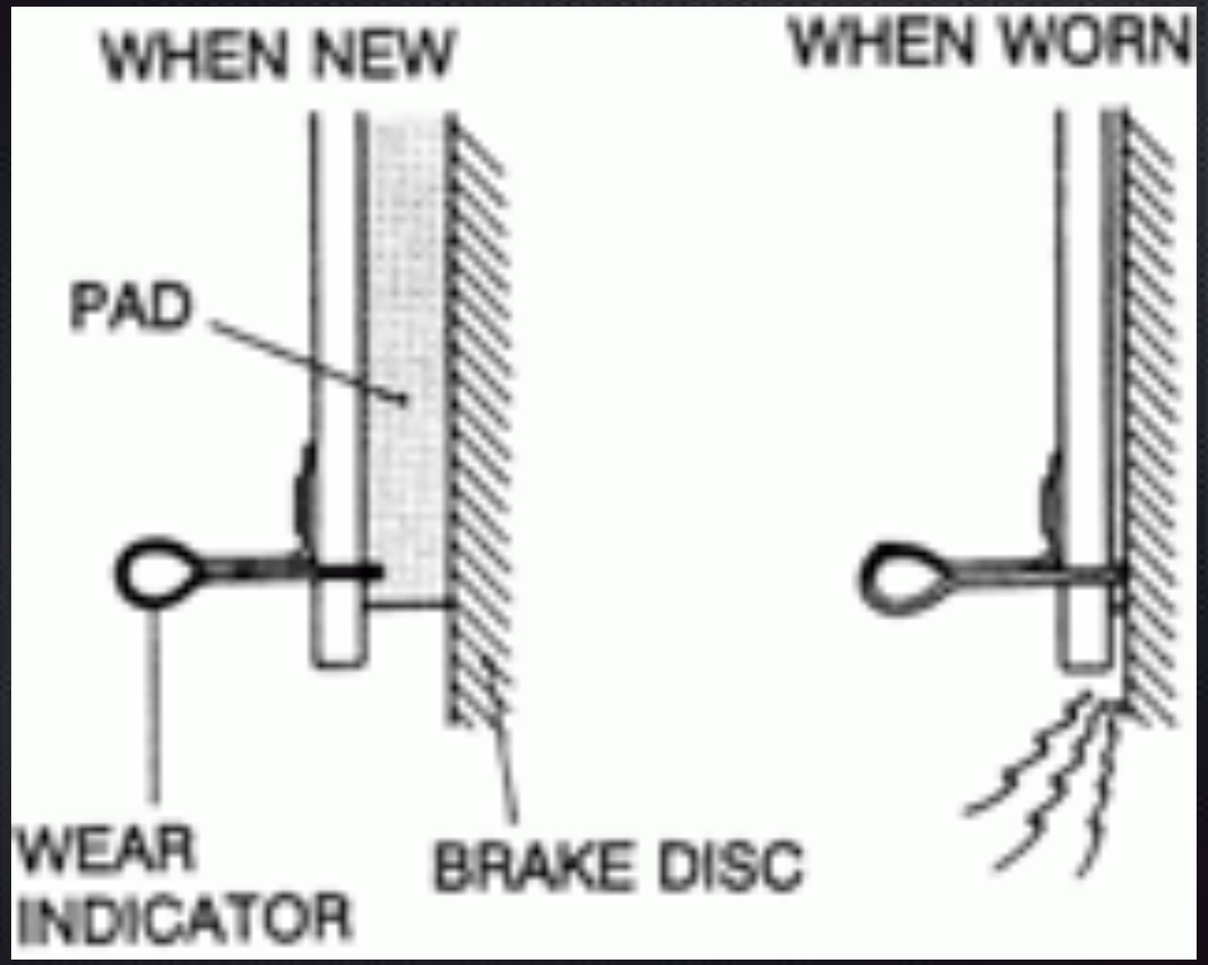
Simplify



Analyzing Defects

James R. Tourtellotte, CBP, U.S. Dept. of Homeland Security

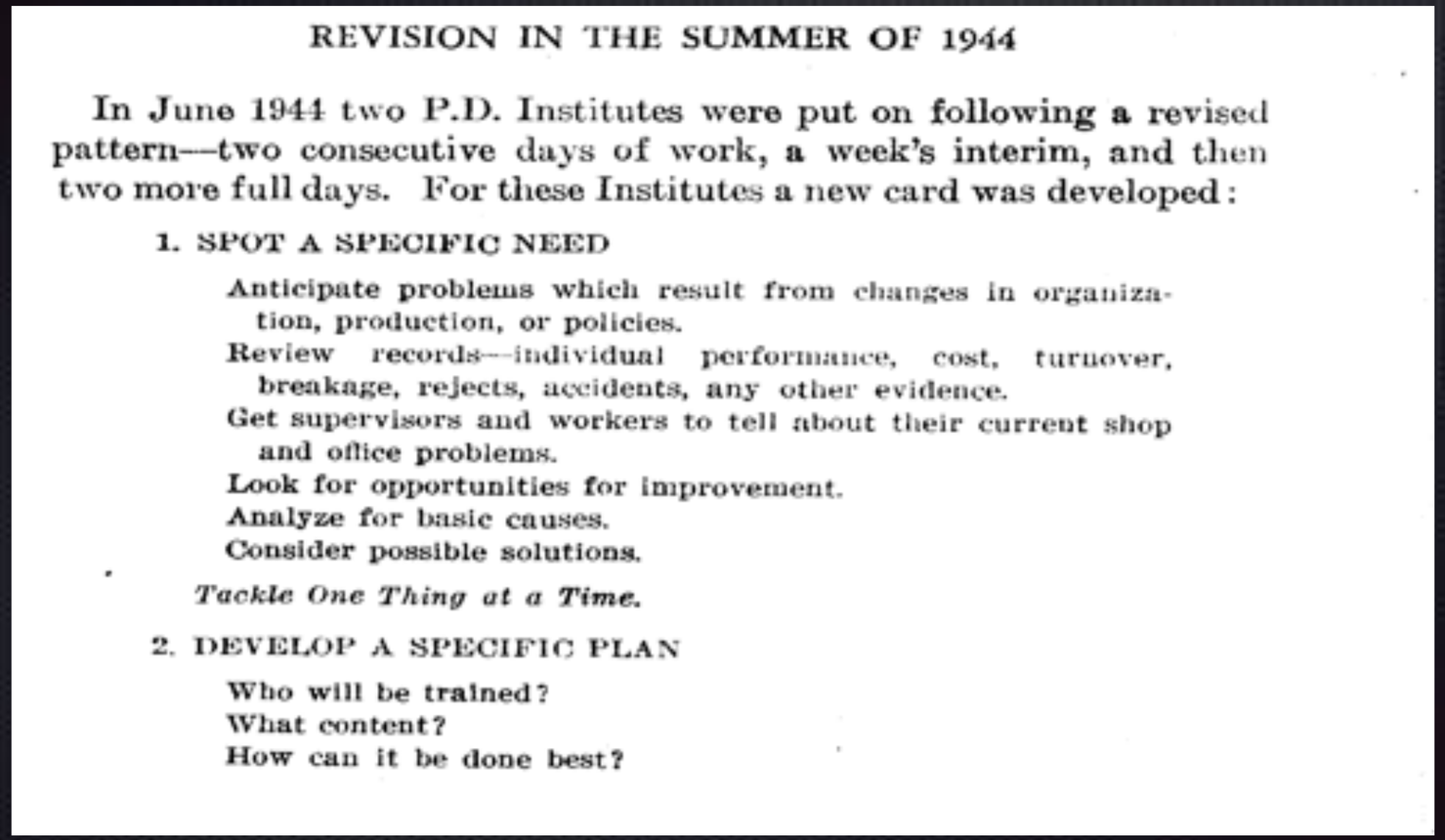
Finding Defects Early



Build Quality-In

Dynamic Stable Process

Team Good Approaches
Team Standards



REVISION IN THE SUMMER OF 1944

In June 1944 two P.D. Institutes were put on following a revised pattern—two consecutive days of work, a week's interim, and then two more full days. For these Institutes a new card was developed:

1. SPOT A SPECIFIC NEED

Anticipate problems which result from changes in organization, production, or policies.
Review records—individual performance, cost, turnover, breakage, rejects, accidents, any other evidence.
Get supervisors and workers to tell about their current shop and office problems.
Look for opportunities for improvement.
Analyze for basic causes.
Consider possible solutions.

Tackle One Thing at a Time.

2. DEVELOP A SPECIFIC PLAN

Who will be trained?
What content?
How can it be done best?

The Training within Industry Report

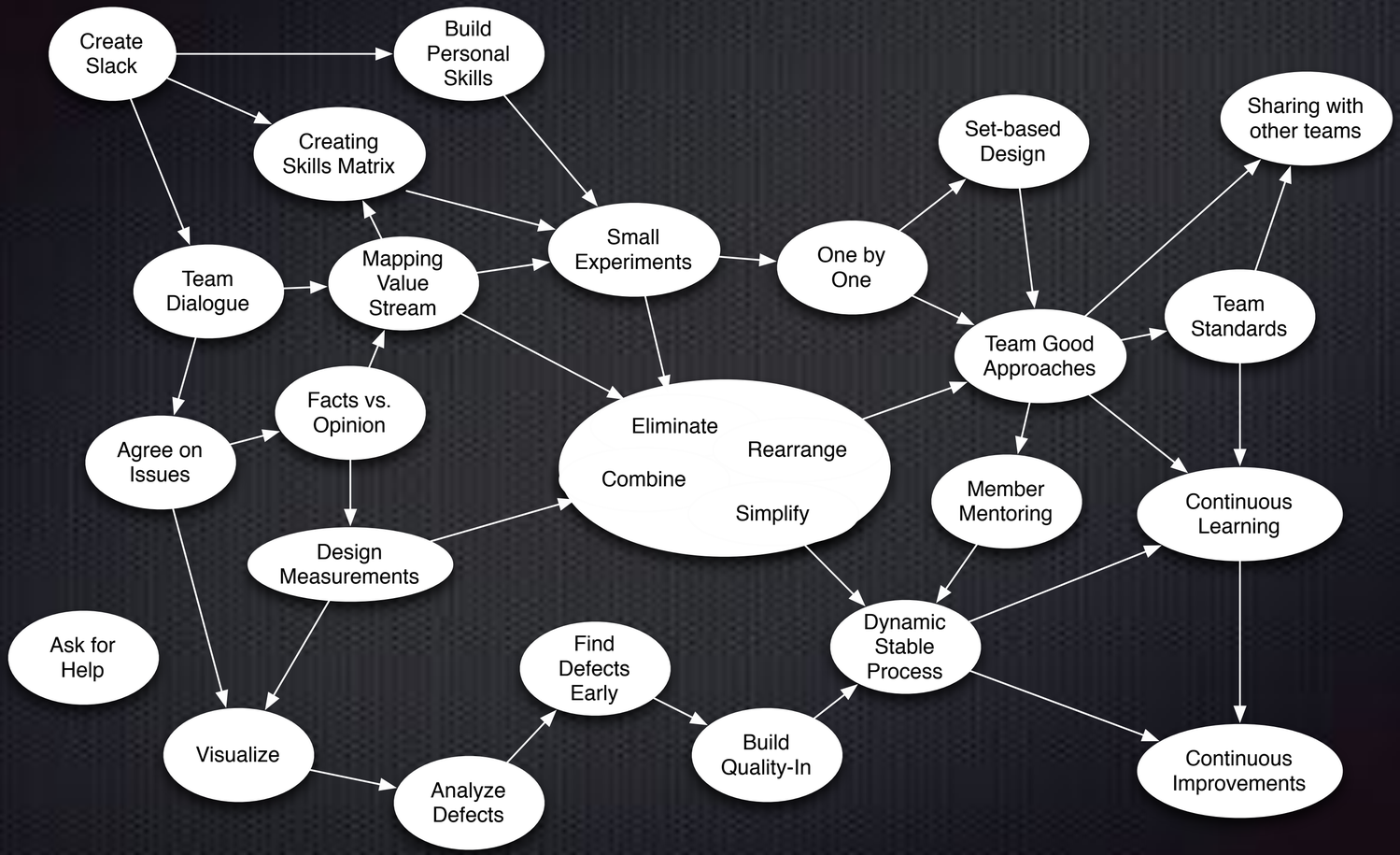
Member Mentoring

Continuous Learning

Sharing with Other Teams

Continuous Improvements

Kaizen Patterns



TO MAKE YOUR WORK EASIER AND SAFER

USE THE THREE "J's"

HOW TO INSTRUCT

Step 1—Prepare the Worker
Put him at ease.
State the job and find out what he already knows about it.
Get him interested in learning job.
Place in correct position.

Step 2—Present the Operation
Tell, show, and illustrate one IMPORTANT STEP at a time.
Stress each KEY POINT.
Instruct clearly, completely, and patiently, but no more than he can master.

Step 3—Try Out Performance
Have him do the job—correct errors.
Have him explain each KEY POINT to you as he does the job again.
Make sure he understands.
Continue until YOU know HE knows.

Step 4—Follow Up
Put him on his own. Designate to whom he goes for help.
Check frequently. Encourage questions.
Taper off extra coaching and close follow-up.

If Worker Hasn't Learned, the Instructor Hasn't Taught

Know How

HOW TO GET READY TO INSTRUCT

Have a Time Table—
how much skill you expect him to have, by what date.

Break Down the Job—
list important steps.
pick out the key points. (Safety is always a key point.)

Have Everything Ready—
the right equipment, materials, and supplies.

Have the Workplace Properly Arranged—
just as the worker will be expected to keep it.

JOB INSTRUCTION TRAINING
Dept. of Safety & Personnel
THE PULLMAN COMPANY

KEEP THIS CARD HANDY

JOB INSTRUCTION

HOW TO IMPROVE JOB METHODS

A practical plan to help you produce GREATER QUANTITIES of QUALITY PRODUCTS in LESS TIME, by making the best use of the Manpower, Machines and Materials now available.

Step I—BREAK DOWN the job
1. List all details of the job exactly as done by the Present Method.
2. Be sure details include all:
   —Material Handling.
   —Machine Work.
   —Hand Work.

Step II—QUESTION every detail
1. Use these types of questions:
   WHY is it necessary?
   WHAT is its purpose?
   WHERE should it be done?
   WHEN should it be done?
   WHO is best qualified to do it?
   HOW is the "best way" to do it?
2. Also question the:
   Materials, Machines, Equipment, Tools, Product Design, Layout, Workplace, Safety, Housekeeping.

BETTER WAY

Step III—DEVELOP the new method
1. ELIMINATE unnecessary details.
2. COMBINE details when practical.
3. REARRANGE for better sequence.
4. SIMPLIFY all necessary details.

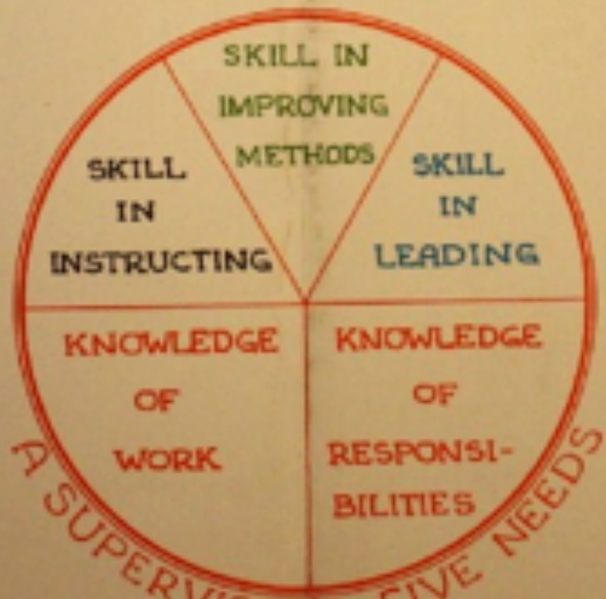
To make the work easier and safer:
—Pre-position materials, tools and equipment at the best places in the proper work area.
—Utilize gravity-feed hoppers and drop-delivery chutes.
—Let both hands do useful work.
—Use jigs and fixtures instead of hands for holding work.

5. Work out your idea with others.
6. Write up your proposed new method.

Step IV—APPLY the new method
1. Sell your proposal to your "boss."
2. Sell the new method to the operators.
3. Get final approval of all concerned on Safety, Quality, Quantity, Cost.
4. Put the new method to work. Use it until a better way is developed.
5. Give credit where credit is due.

JOB METHODS PROGRAM
Dept. of Safety & Personnel
THE PULLMAN COMPANY

JOB METHODS



HOW TO HANDLE A PROBLEM

DETERMINE OBJECTIVES

1—GET THE FACTS
Review the record.
Find out what rules and past customs apply.
Talk with individuals concerned.
Get opinions and feelings.
Be sure you have the whole story.

2—WEIGH AND DECIDE
Fit the facts together.
Consider their bearing on each other.
What possible actions are there?
Check practices and policies.
Consider objective and effect on individual, group, and production.
Don't jump at conclusions.

3—TAKE ACTION
Are you going to handle this yourself?
Do you need help in handling?
Should you refer this to your supervisor?
Watch the timing of your action.
Don't pass the buck.

4—CHECK RESULTS
How soon will you follow up?
How often will you need to check?
Watch for changes in output, attitudes, and relationships.
Did your action help production?

Confidence To Proceed

JOB RELATIONS

A SUPERVISOR GETS RESULTS THROUGH PEOPLE

Foundations for Good Relations

Let each worker know how he is getting along.
Figure out what you expect of him.
Point out ways to improve.
Give credit when due.
Look for extra or unusual performance.
Tell him while "it's hot."
Tell people in advance about changes that will affect them.
Tell them "WHY" if possible.
Get them to accept the change.
Make best use of each person's ability.
Look for ability not now being used.
Never stand in a man's way.

People Must Be Treated as Individuals

JOB RELATIONS TRAINING
Dept. of Safety & Personnel
THE PULLMAN COMPANY

JOB RELATIONS

BETTER SERVICE THROUGH SKILLED SUPERVISION

THE PULLMAN COMPANY
DEPT. OF SAFETY AND PERSONNEL

Submitted by—S. F. Eastin,
Supervisor of Training,
Shreveport, Louisiana

- TWI created a video called “Improvemen in 4 steps”.
- It was shown in Japan in 1950 with the title “Kaizen Eno yon Dankai”.
- 「改善への四段階」

Health

Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

WHO’s Definition of Health.

The Definition has not been amended since 1948.

http://www.who.int/about/definition/en/print.html

Do you have slack?

- If not, please start small:
  - 15min per day
  - 1 hour per week
  - 2 hours per month


9-11.JANUARY
SHINAGAWA, TOKYO
REGIONAL SCRUM GATHERING®
TOKYO 2019
8th annual gathering for agile enthusiasts and scrum practioners