

INDEX

- A3 format, 83, 87, 109–110
 - assessment of current situation of problems, 95–97
 - clarification of reasons for selection, 92–94
 - evaluation of implementation results, 106–107
 - implementation of improvement, 103–106
 - learning reflections, 108–109
 - profiling problem, 91–92
 - search for root causes, 97–103
- Act stage, 39
- Action trench, 92
- Administrative control, 78
- Agency for Development Industrial and Human Resource Administration of Japan, 113–114
- American National Standard Institute (ANSI), 50–51
- Awakening stage, 126
- Backup, 79
- Bar charts, 96
- Book of Five Rings, 5
- Buddhism, 14
 - in China, 8–9
- Bureaucratic–mechanistic traditional systems, 36
- Bushido code, 5
- Care of profit of business, 115
- Cause–effect diagram, 98–99, 104
- Central Japan Industries Agency, 113–114
- Chan Buddhism, 8–9
- Check stage, 39
- Chief executive officer (CEO), 28
- Company-wide quality control, 6–7
- Competencies, 62–63
- Concentration, 11
- Confucianism, 14
- Consistency, 5
- Continuous improvement cycle (*see* Plan-Do-Check-Act cycle (PDCA cycle))
- Continuous Improvement Promotion Committees, 65
- Continuous innovation, 40
- Control charts, 96
- Correction cycle, 41
- Cost (C), 39
- COVID-19, 1
- CS-1 SOP example, 35
- CyberKnife Robotic Radiosurgery System, 1–2
- Delivery (D), 39
- Deming cycle (*see* Plan-Do-Check-Act cycle (PDCA cycle))
- Designate roles, 76–80
- Development and maturity stage, 126–128
- Direction/vocation intersection, 123
- Discipline, 5, 14–15
- Discovery stage, 126
- Do stage, 39
- Dry-finishing operation process, 50–51, 53
- Education, 58–63

- 80–20 Principle, 99
- Empowerment of personnel and mind of work, 115
- 5S, 10
- FluXXion, 1–2
- Frequency table, 100
- Functional management, 43–44
- Gantt chart, 81
- Genba*, 11, 25–26, 49, 60, 70, 92, 96, 104, 106, 111–114
 - Genba*-KAIZEN workshops, 37, 111–112
- General Motors (GM), 95
- Good supporter, 79–80
- Group KAIZEN, 17–18
- Guiding principles, 17–18
- Histograms, 96
- Hiyari report, 60
- Honda, 113–114
- Honne*, 7
- Honor, 4–5
- Human Relations School, 13–14
- Hyojunka*, 31–32, 34, 36
- Improvement Action Plan (IAP), 81, 86, 104, 106
- Improvement Kata, 80, 83, 87–88, 90, 109
 - assessment of current situation of problems, 95–97
 - clarification of reasons for selection, 92–94
 - evaluation of implementation results, 106–107
 - implementation of improvement, 103–106
 - learning reflections, 108–109
 - profiling problem, 91–92
 - search for root causes, 97–103
- Improvement planning, 80
- Improvement team network, 67–68
- Individual KAIZEN, 17–18
- Individual-oriented KAIZEN, 17–18
- Interdepartmental KAIZEN team, 65
- Ishikawa diagram (*see* Cause–effect diagram)
- Japanese culture, 3–4
- Japanese organizations, 13–14
- Japanese society, 6–7
- Japanese work culture, 14
- Jishu Kanri team, 65
- Just in Time system (JIT system), 115
- K'AAT-KAIZEN model, 119–121
 - foundations, 122
 - scope and goals, 120–121
- Kaikaku, 40
- KAIZEN, 1, 3, 13
 - Blitz*, 109–111
 - definition and characteristics, 13
 - events, 109–112
 - foundation, 5
 - and guiding principles, 19
 - improvement cycle, 10
 - improvement team, 11
 - management, 17–18
 - oriented to maintenance and Improvement of Standards, 17–18
 - philosophy, 2
 - Project Teams, 69
 - return of leather jacket, 8
 - sequence of application, 18
 - Special Issue, 13
 - teams and team network, 63–82
- KAIZEN-XXI, 2, 5, 10, 17, 55, 83, 119
 - 5'S, 25–31
 - base platforms, 43
 - comprehensive training in education and training in, 62
 - evolutionary stages, 127
 - guiding principle, 29
 - guiding principles, techniques, and tools, 21–23

- network of improvement teams
 - in, 67
- organizations working in, 40–41
- philosophy, 125–126
- physical object, 20
- process innovation technique or methodology, 45
- report of process innovation, 54
- roadmap, 126
- standardization, 31–36
- theoretical scheme, 20
- typology of teams in, 65
- Kanjis* of KAIZEN, 15
- Kata, 84
- Kayrio, 40
- Kayriou*, 15
- KODAWARI-HANSEI base
 - platform, 122–123
- Kobai* (trainee), 55–58
- Kyocera, 113–114
- Lao Tzu's Taoism, 8–9
- Mahayana Buddhism, 8–9
- Maintenance of team relationships, 81–82
- Manual KAIZEN, 18
- Mazda, 113–114
- Meiji reform, 6–7
- Mindfulness, 11
- Mini-case study of application of 5'S, 28–31
- Mitsubishi, 113–114
- Miyauchi integrated cycle, 41–42
- Mobilization, 13–14
- MUDA, 11, 26, 50–51, 109, 111
- New United Motor Manufacturing, Inc., 95
- Nippon Denso, 113–114
- Nippon production system (NPS), 113–114
 - deployment, 114
 - guiding principles, systems, techniques and tools, 117
 - model, 116
 - Nippon Steel, 113–114
 - Nissan, 113–114
 - Note-taker, 78, 108–109
 - On-the-job training (OJT), 28, 60
 - Operation rules, 74–75
 - Organizations, 1
 - Panasonic, 113–114
 - Pareto chart, 100
 - Pareto diagram, 98–99
 - Pareto Principle, 99
 - Parkinson's law, 40
 - Participation of employees, 13–14
 - Philosophy, 20
 - Pillar of discipline and perseverance, 122
 - Pillar of honor, 122
 - Pillar of humility, 122
 - Pillar of pride in work, 122
 - Plan stage, 39
 - Plan-Do-Check-Act cycle (PDCA cycle), 17, 37, 41
 - Prevention cycle, 41
 - Pride, 14–15
 - Principles of Scientific Management*, 43–44
 - Problem-solving methodology, 70
 - Process cycle times, 52
 - Process innovation methodology, 43, 46, 54
 - Process measurement, 52
 - Process-oriented KAIZEN, 17–18
 - Processes, 44–45
 - Production Operation Management International Conference (POMS), 44
 - Profession/society intersection, 123
 - Purpose/sense intersection, 123
 - Quality (Q), 39
 - of first intention, 115
 - Recorder, 108–109
 - Ronin*, 5
 - Scale of Preferences Theory, 99

- Scatter plots, 96
- Scientific methods, 43–44
- Secretary, 78, 108–109
- SEIRI, SEITON, SEISO, SEIKETSU, SHITSUKE (5'S), 25, 27, 31
 - example picture, 30
 - mini-case study of application, 28–31
- Self-development, 14–15
- Senior management involvement, 114–115
- Senpai* (master), 55–58
- Shintoism, 4–5, 8
- Shintoism, 14
- SHU-HARI principle, 6–7
- Silo or black hole effect, 44–45
- Small and medium enterprise (SME), 28
- Specialization, 43–44
- Specific operating objectives, 80–82
- Standard operating procedure (SOP), 5, 34
- Standardization, 31, 36, 107
- Standardize-Do-Check-Act cycle (SDCA cycle), 17, 37, 41
- Strategic and sustainable stages, 128
- Strategic KAIZEN™, 13
- Strategic objective, 80
- Suárez Barraza's process
 - innovation methodology, 47–48
- Support, 79
- System-Input-Supplier-Transformer-Output-Customer (SISTOC), 45–46
- Taoism, 8–9, 14
- Tatamae*, 7
- Taylorian approach, 36
- Taylorist and Fordist conceptual schemes, 44
- Team identification, 72–74
- Team identity card, 73–74
- Team KAIZEN, 18
- Team rules, 74–75
- Teams, 63–82
- Teamwork, 6–7, 63–64
- Time controller, 78–79
- Toyota, 113–114
- Toyota Motor Company, 3–4
 - discipline and consistency, 5
- Toyota Motor Corporation, 13–14, 95
- Toyota Motor Individualized Transportation Corporation, 1–2
- Toyota Production System (TPS), 113, 3–4
- TQM Journal of Emerald Publishing*, 13
- Training, 58–63
- Universal Law of Priority, 99
- Volume (V), 39
- Work in process (WIP), 45
- World Economic Forum in 2019, 1–2
- World Health Organization (WHO), 119
- Z-RAM, 1–2
- ZEN Buddhism, 8–10
- ZEN Buddhist philosophy, 4–5