



Jun Nakamuro

Officially Endorsed Coach in Taiichi Ohno's (PEC) Method of TPS and Kaizen

Kaizen: Lost in Translation

February 8, 2016 • 1,236 Likes • 205 Comments

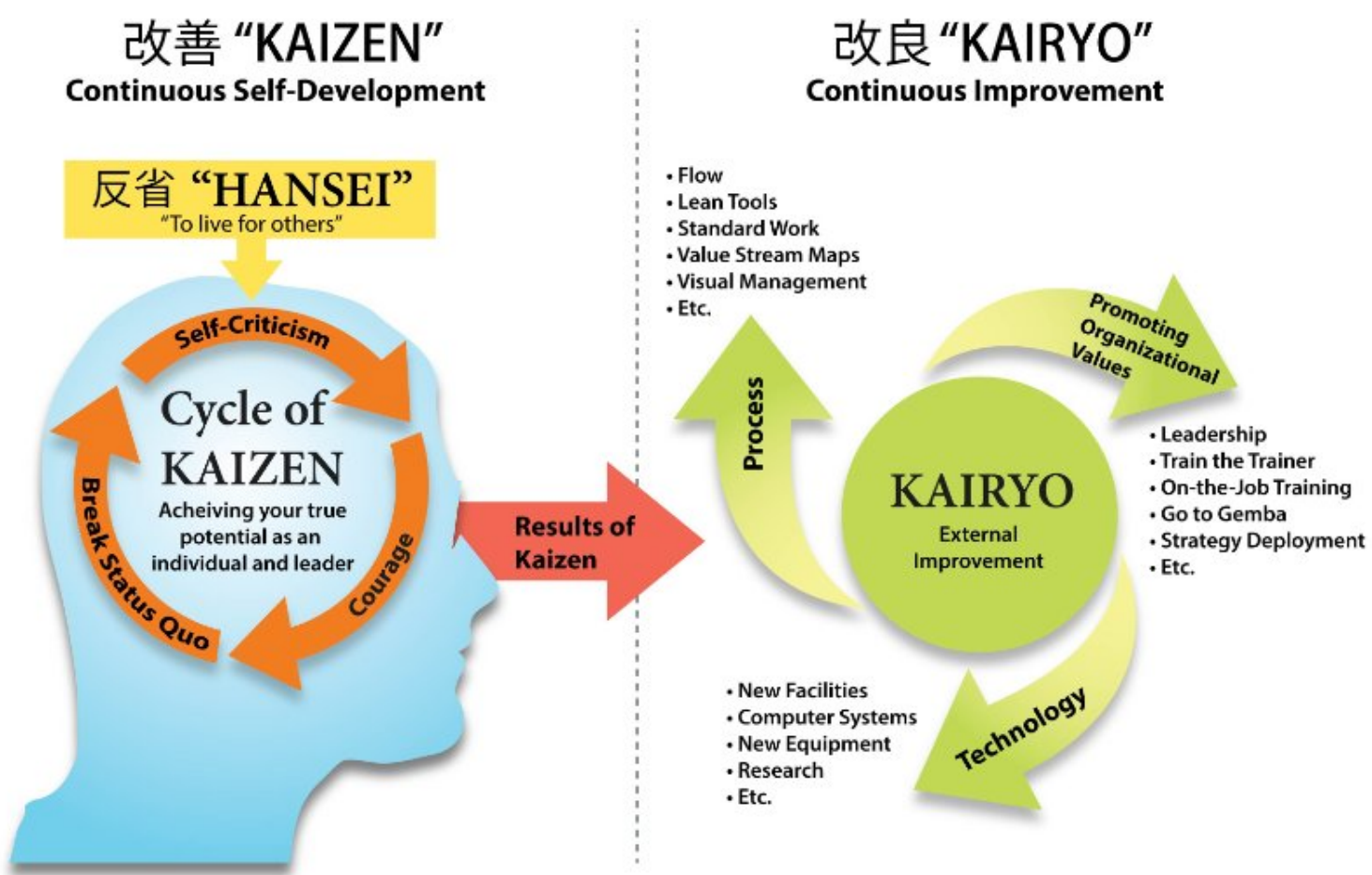
Japanese improvement techniques have been emulated across the globe for decades, and none carries more cultural weight than the theory of Kaizen. When I expose Western leaders to Lean practices in Japan, they often express that they have come away with a better understanding of “true Kaizen.” They are clearly witnessing something in Japanese society that is not carried over in mainstream guides to Lean. Despite what you may have been told, Kaizen does not just mean “continuous improvement.” “Change for the better” is a part of Kaizen, to be sure, but there is much more to it. Many experts might show you the kanji (Japanese letters “改善”) that make up the word Kaizen and explain their composition and history, but this would be a lesson in etymology rather than an exploration of what Kaizen actually means. I feel that an over-emphasis of the word “Kaizen” has distracted people from the theory of Kaizen. The theory of Kaizen cannot be contained in a single phrase, so instead I will walk you through what it means to those who have experienced its benefits, myself included.

The Lost Meaning of Kaizen

Over the years I have received ongoing training with Hitoshi Yamada, who was the foremost protégé of Taiichi Ohno. Mr. Ohno applied the theory of Kaizen to help Toyota reach unprecedented levels of success. Toyota is just one case study that illustrates the power of Kaizen. I have the honor of carrying on Ohno’s mission and legacy, with full approval from his protégé. “Continuous improvement” is not the definition of Kaizen, but rather the result of Kaizen. The literal translation of “continuous improvement” in Japanese is “Kairyo 改良.” This is something you achieve externally through material and financial investments or relying on techniques of others to solve your problems. Kaizen is more personal, and it occurs within your own mind. Kaizen could be better translated as “continuous self-development.” Here we can see a clear distinction between the two concepts: improvement and self-development. This is why, even in North America, Toyota employees often say “Kaizen” in its original Japanese, rather than attempting to translate it into English.

Continuous improvement is an external force, and Kaizen is an internal force. New equipment, facilities, or other investments in methodologies might be improvements, but they are not Kaizen. Kaizen is a process in your mind, of reviving your innate potential as a human being by developing strong willpower to break the status quo. Before this definition of Kaizen starts to sound like ambiguous mysticism, let’s look at how

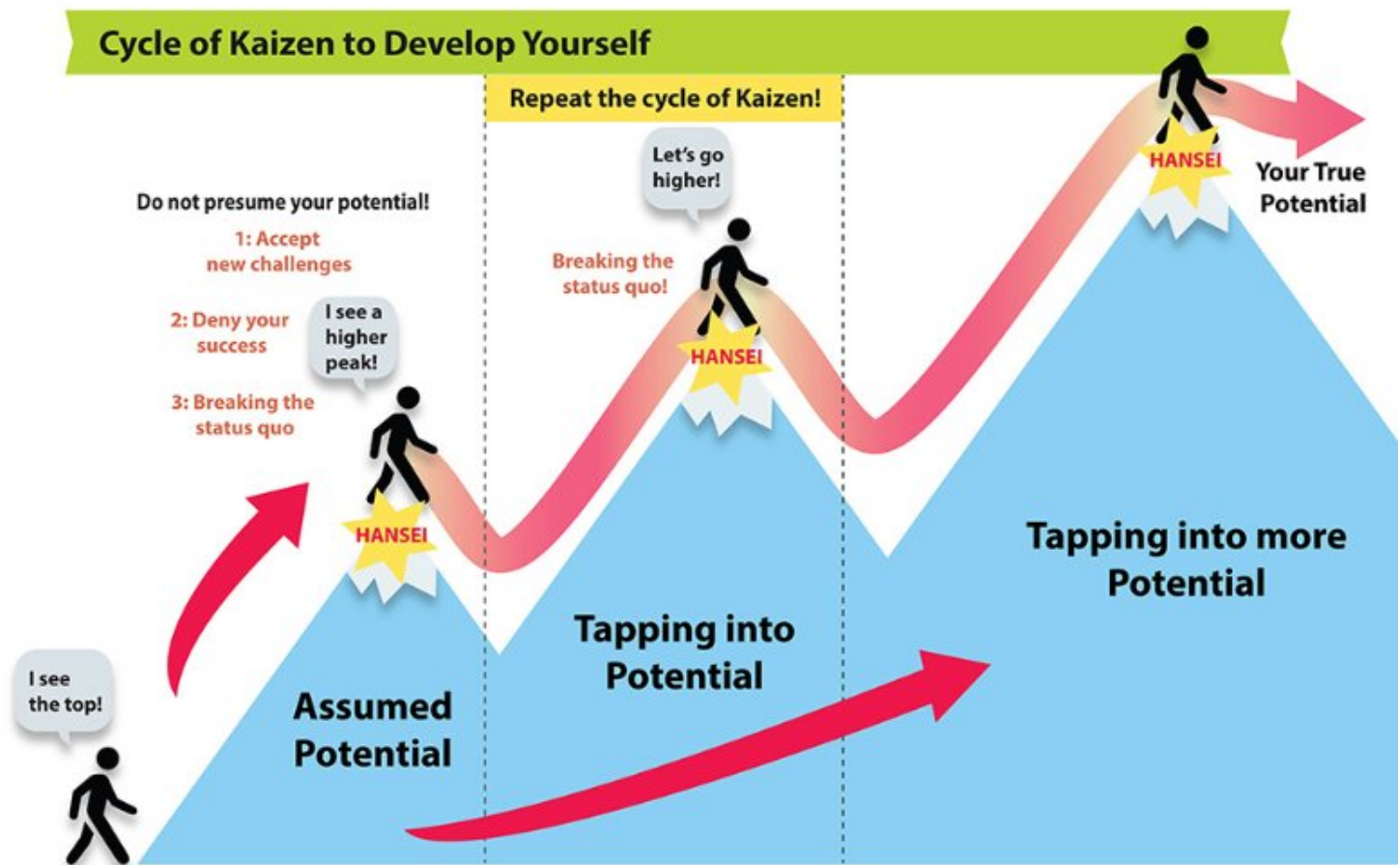
Kaizen is actually achieved. This is not a simple matter of positive thinking; in some ways it's quite the opposite. In order to achieve Kaizen, you have to hold yourself accountable and acknowledge your struggles as well as the negative emotions they bring about. This is far from defeatism; it's a starting point for change. Without accepting this internal struggle you will not have the motivation to avoid defeat in the future.



Kaizen as Self-Development

It is common in Japanese schools and businesses for people to gather at the end of the day to celebrate success, but also to recognize areas that can be improved, even if everything seems to have gone very well. This practice is known as “hansei 反省.” It is the practice of self-criticism that fuels Kaizen. Hansei inspires you to always see room for self-development. In an interview with The Red Bulletin, mountaineer Dani Arnold discussed the importance of [self-criticism](#) in his path to success. The mindset that he describes is a great example of hansei in action. In fact, the image of a mountain brings to mind a good analogy: Imagine you have just reached the summit of a very tall mountain. Simple positive thinking would lead you to see this as success. But what if there are higher peaks beyond the summit that you only discover once you get there? Do you have the courage to accept this new challenge, or will you remain satisfied with the status quo? In order to reach the next peak, you must first acknowledge that you have not achieved the highest goal. Simple positive thinking, without self-criticism, can lead to stagnation of self-being. Only through self-criticism will you find the motivation to push yourself further. This is why hansei is such an important part of the Kaizen process. It is a simple science (repeatability.)

Cycle of Kaizen to Develop Yourself



The hansei process is not easy, and it is not supposed to be. You will surely feel disappointed and clue-less if your actions yield no results. You might feel angry, jealous of others, and ashamed of yourself. While these are negative emotions, experiencing them has positive consequences. It is the negative emotions that provide the motivation to improve. These emotions are necessary for Kaizen. Kaizen is a matter of leveraging these human instincts to drive you to try harder and get better results. In order to be sustained, Kaizen must be a continuous cycle. Without the motivation of accepting your own failures, the cycle will grind to a halt. Compliments and positive thinking are a day-to-day necessity, but you need to taste bitterness to appreciate sweetness. Like a muscle, your professional success cannot grow without some measure of pain. When we feel pain, our survival instinct is triggered, and we do everything we can to avoid feeling that pain again. And yet, if we never felt pain, this instinct would never kick in. Using self-criticism as a starting point for reaching your greatest potential is not just an ideal; it is a mechanism that is built into nature.

Kaizen as Leadership Development

Let's assume you have scaled the tallest mountain in the universe. Is there still room for self-criticism? You may have reached the peak of the mountain on your own and become the top leader, but when you look down the mountain range, your subordinates are still struggling to scale different peaks. You have not achieved your true potential as a leader until you help everyone else join you at the top of the highest mountain. You may believe that you have reached the peak of personal development, but there is a greater goal to reach for: developing yourself as a leader. As a leader, it is always possible to do better if you have the courage to deny your own success, and hold yourself accountable for the struggles of others, even when you can clearly see that these problems are not your fault. As a leader you must always accept the struggles of others as your own in order to keep developing a strong desire to help your team. This is how you truly develop yourself as a leader: by helping others join you at the top.



Kaizen is not a target; it is how you challenge your mindset. You must be courageous to reveal and accept the insecurities of yourself and others, but the energy generated from this practice is what fuels your development as a human being and a leader. Start by denying the satisfaction of your achievements, and challenge yourself to reach the higher goals that you can see on the horizon.

For more about this subject see my article titled: [Respect for People](#)



Written by



Jun Nakamuro

Officially Endorsed Coach in Taiichi Ohno's (PEC) Method of TPS and Kaizen

205 comments

[Sign in](#) to leave your comment



Narasimha Murthy

Operational Excellence, LEAN implementation, Factory...

... 2w

Good information....Finally all boils down to how we self improve and make other to improve daily....this should finally result in improving SPQCD plat form for the companies (Safety-People-Quality-Cost-Delivery).... It should have a direct impact on the P n L of the company.
Last week when I was discussing with with Managing Director of a company for Kaizen implementation
... [See more](#)

Like **Reply** | **2 Likes**



Lingesh Mani

Industrial Engineer

... 1mo

I found this...What about small scale industries..? Or this information was wrong?

May you explain me sir?

Like **Reply** | **1 Reply**



Jun Nakamuro

Officially Endorsed Coach in Taiichi Ohno's...

1mo

At this time, it would provide you more benefits and learning by focusing on what is common between mine and the information you found here.

Like **Reply**



J. Miranda

Customer Experience, Business Excellence and Improvement...

... 4mo

Excellent post Jun! Wish I would have had it to read when you first published it.

Like **Reply** | **2 Likes**



Sebastiaan Koenderinck

Kaizen & Lean believer | Logistics | BIM | Production...

... 4mo

Thanks you Jun for this very clear and inspirational article about the essencem of the real/true LEAN philosophy.

Like **Reply** | **1 Like**



Oliver Tamis, CLP

Founder at CalebsDome

... 4mo

Very insightful post about Kaizen.

Like **Reply** | **1 Like**



Lito Mata

Open to new career opportunities; Manager, Logistics...

... 4mo

My other interpretation for KAIZEN is relentless quest for perfection.

Like **Reply** | **1 Like**



Divyakumar M Soneji
"Seeking job opportunities in Adelaide"

... 4mo

Well explained. You hit the nail on the head. Day in day out I hear from people/ organization about Kaizen (as mentioned it is over-used) but very few know the true meaning of Kaizen. Most of them bring it down to the numbers game while Kaizen is more of a mindset & culture!

Like Reply | 2 Likes



Patricia Wanja
Assistant Warehouse Manager at Sealed Air corporation

... 4mo

Outstanding explanation, keep up!!!

Like Reply | 1 Like



Farkas Laszlo
Improvements made to the specific requirement of the...

... 4mo

Great post about the true meaning of Kaizen!

Like Reply | 1 Like



Shekhar Deshpande
OE Professional

... 4mo

Excellent explanation ! Keep sharing !!!

Like Reply | 1 Like



Thomas Sortino
Continuous Improvement Leader at Joslyn Sunbank

... 5mo

Very nice explanation of the never-ending work.

Like Reply



António Vieira
Quality Manager Bosch Braga, Portugal

... 5mo

Very good explanation

Like Reply | 1 Like



Sherri Patton
Manufacturing Supervisor

... 5mo

Excellent!

Like Reply | 1 Like



Jun Nakamuro
Officially Endorsed Coach in Taiichi Ohno's (PEC) Method...

... 5mo

Wow, reaching 590 re-reshares. Thanks everyone! :)

Like Reply | 1 Reply



Francesco Culos
Value Delivery Manager

5mo

It happens.... when the post is outstanding. Thanks again Jun

Like Reply | 1 Like



Humberto Najera
Sr Global Director Operational Excellence

... 6mo

Rea

Like Reply



Reut Tzoref
Quality & EHS Manager at the Standards Institution of...

... 6mo

A great article. Thank you.

Like Reply | 1 Like



Suhanda (Ms.) Omer
Business process management expert , seeking a new...

... 6mo

Like Reply



Nicolas Ruhmann
Director of Continuous Improvement at National Flood...

... 6mo

This is one of the best explanations of the kaizen spirit that I've seen or read. [Jun Nakamuro](#), please keep sharing your thoughts - you're making an impact. For those that see a cultural impediment to this, consider the deeper underlying message here: Reflect on it deeply for Yourself...what's it mean to you? and how can inspire and drive you to improve yourself, so tha... **See more**

Like Reply | 2 Likes · 1 Reply



Jun Nakamuro
Officially Endorsed Coach in Taiichi Ohno's...

6mo

Thank you

Like Reply



Alex Sayko
Lean Manufacturing Corporate Manager at IMPSA

... 6mo

I really respect Jun efforts in terms to explain the deeper concepts of the Kaizen root to our Industrial Community. The incredible amount of energy that daily he expends in terms o proactive communication is not a very common situation on our environment.
hope that we can capitalize his effort and clarity of concepts.
Pure Bain Juice!!!
Thank U Jun!!!

Like Reply | 1 Like · 1 Reply



Jun Nakamuro
Officially Endorsed Coach in Taiichi Ohno's...

6mo

Thanks! With this LinkedIn app on my phone, I can share content anytime even from gemba while I'm consulting, whenever I come up with something good to share. It's all about sharing practical advice to empower people and it's all about results :)

Like Reply



Sunder G

... 6mo

Good article, easy to understand

Like Reply | 1 Like



Leandro Fonseca Ribeiro

Rail Welding Plants Supervisor at VLI

... 6mo

Thais Faria

Like Reply | 1 Like



Kyle K Yee , MA, MSc, MBA

HR (OD & TM) | Corporate Strategy (M&A) | Global BD...

... 6mo

Thank you for sharing.

Like Reply | 1 Like



Jun Nakamuro

Officially Endorsed Coach in Taiichi Ohno's (PEC) Method...

... 6mo

Kaizen. A deep principle that have its roots in Taiichi Ohno's vision. I often teach this to other Japanese nationals too. We all have to remember.

Like Reply | 1 Like



Gerald Lee

Head Of Leadership | Enabling Organisational Change With...

... 6mo

The mountain analogy works well with the kaizen principle. Something that individuals need to master.

Like Reply | 1 Like



Imran Jamil

Project Manager at BFG International

... 7mo

Jun excellent article on Kaizen. This simple tool have powerful effects.

Like Reply | 1 Like



M. Amir Awan B.Sc. (Mech.), MBA, PMP (PMI, USA)

Technical Consultant – Motorcycle Plants & Auto Parts...

... 7mo

Simply excellent!

Like Reply | 1 Like



Daniel Schild

Eng. Mecânico | Yellow Belt Lean Six Sigma | Qualidade...

... 8mo

The better explanation about Kaizen that I had ever heard.

Like Reply | 1 Like



Cihan Irfan Ozduru

QA Lead at Jive Software

... 8mo

A single word makes the difference to another world

Like Reply | 1 Like



Robert Pagan
Staff Spec. OMDD

... 8mo

Thank you for sharing your wisdom on the word Kaizen very insightful

Like Reply | 1 Like



Simon Savage
Business Change Management Consultant at CMC Partnership...

... 8mo

An excellent article but what a lot of people (in my experience) also miss is the fact that what you have described is all about different views/forms of change. A key missing link in a lot of Lean programmes is the management of change to get the utilisation of the end results.

Like Reply | 5 Likes



Jones Chuck
Experienced Safety Professional with years experience in...

... 8mo

[Thomas Villet](#) that happens more than we know

Like Reply | 1 Like



Brian Rafferty

... 8mo

Fantastic. Thank you.

Like Reply | 1 Like



Paweł Kokorczak
Lean Six Sigma Trainer & Consultant

... 8mo

So many comments I haven't noticed if anyone mentioned before Jiro Ono? You know this best sushi chef in the world? For me he's a personification of what [Jun Nakamuro](#) wrote in this article. At the age of 85, making sushi all his life, being the best of the best in the world he said "I haven't reached perfection yet". I highly recommend documentary about him "Jiro dreams about sushi" for all kaizen enthusiasts.

Like Reply | 3 Likes



Darren Migita MD
Medical Director - Clinical Standard Work

... 9mo

This is brilliant. There are so many ways to interpret Kaizen but no article I have read describes the true meaning better than this. To live for others through self doubt and denial of your own success. To lift those around you in order to become a complete leader. Imagine a world where every person made a conscious effort to practice true Kaizen!

Like Reply | 3 Likes



Adilo Nogueira
MSc. Tecg°. Processos de Produção - Mecânica

... 9mo

[Patricia Lopes](#)

Like Reply



Ahmed Elgohary, MBB ASQ, Op. Excellence, OD, Lean six sigma Consultant
Operations Consulting Manager; Egypt at EFESO

... 10mo

Good article; frankly I can not agree on the main idea of suffering, self-critics and pain. It may be true in some cultures but in most of cultures it will not work. I saw from my experience that the positive thinking is a great tool with persistence and focus on what you are trying to achieve. I saw a lot of advance and success when we even changed (our vocabulary) wording that we were using to a more positive ones. Really I am to the other side. Motivate, motivate, motivate, and support.

Like Reply | **1 Like · 1 Reply**



Jun Nakamuro
Officially Endorsed Coach in Taiichi Ohno's...

9mo

Each person must articulate meaning of her own Kaizen based on own development and understanding as a leader.

Like Reply | **1 Like**



Benjamin Delozé
Head of the Refurbishment Center

... 10mo

Interesting ! So the tricky part then is how to stimulate Hansei of subordinates. Any article about that?

Like Reply | **1 Like · 1 Reply**



Jun Nakamuro
Officially Endorsed Coach in Taiichi Ohno's...

9mo

Start with you

Like Reply



Lisa Hild
HR Graduate Program - Amcor Flexibles EMEA & Americas

... 10mo

Interesting vision, Kaizen seem to be much closer to HRM & individual development than I ever thought. Thanks for sharing!

Like Reply | **1 Like**



Jussi Ranta
Software Development Pro

... 10mo

Excellent article again, thank you. Do I interpret the message correctly, if I say that overcoming negative emotions are needed for continuous self-development? To improve myself, I first need to face, or even search for challenges which are such that they invoke self-doubt in some form and only if I overcome my own personal self-doubt (or other negative feelings) I can improve. Apologies for simplification, though - there are much more to Kaizen of course.

Like Reply | **1 Like**



François Hicter
Manufacturing Excellence leader - LeanDesk IT Tool...

... 10mo

Good article about Kaizen meaning

Like Reply | **1 Like**

Paolo Cavicchia
Manufacturing Manager presso Honeywell Turbo Technology

... 10mo



Thank you Jun for your valuable contribution in creating a deep understanding of Toyota's culture and approach. Even though the kaizen approach is one of the most "copied & pasted" it remains one of the hardest to really implement, I think your words, simple and clear, now help in understanding the reason why! Thank you again.

Like Reply | 1 Like



David Wang
Mobile: +86 15631986158...

... 10mo

understand well

Like Reply | 1 Like



NALLATHAMBI E
Team Leader - TQM, Leading TQM activities in all 3...

... 11mo

*Hansei

Like Reply



NALLATHAMBI E
Team Leader - TQM, Leading TQM activities in all 3...

... 11mo

Really a nice article which explains about Kaizen, Kairyo and Hansen how it helps in our personal / professional development.

Like Reply | 1 Like



Guillaume Puissant
Industrial Transformation & Competitiveness at Thales...

... 1y

Too long... Guess it needs a kaizen workshop to shorten this article ;-)

Like Reply



Christopher Loklindt
I want to change the world.

... 1y

[Rikke Bendix](#) så! God læsning

Like Reply



Morten Dahl Egholm Larsen
Management Consultant at Implement Consulting Group I...

... 1y

Great article that taps into the general problem of an incomplete western interpretation of Lean

Like Reply | 1 Like



Taher BEN AMOR
Project Manager at HUTCHINSON S.R.L.

... 1y

Really interesting! Great article!

Like Reply | 1 Like



Cuan Mulligan
Director, Digital Transformation at AlixPartners at...

... 1y

[Jun Nakamura](#) Really inspired by this article...reminds of Joseph Campbell the hero's journey - where there is the

hero's journey which could map to Kairyo - and the hero's internal journey - Kaizen.

Like Reply | 2 Likes



James BOQUEHO
Lean Six Sigma Director

... 1y

Very deep understanding of Lean. Great article

Like Reply | 1 Like



Andrew Brown
Principal Consultant at Business Improvement People

... 1y

Thanks again Jun for your considered and thoughtful writing.
I had worked with Toyota for 18 years and this is the first time I feel I have understood the difference between Kaizen and Kairyo. Your explanation in the article and poem in the comments align well and have helped me to link the concept of self development (+ leadership) with the TPS framework.

Like Reply | 3 Likes · 1 Reply



Jun Nakamuro
Officially Endorsed Coach in Taiichi Ohno's...

1y

[Andrew Brown](#), Thank you for your kind words. It means a lot to me and gives me courage!

Like Reply



Rajagopal RG
Lean Six Sigma consultant

... 1y

Thanks Jun to link this article in reply to my previous comments. I have been a part of Quality Council of India's wider mission on spreading lean culture to Indian industries. Though I focus on changing the mindset and behaviour of the leaders and workforce, I did wrongly translate Kaizen as "continuous improvement". This was nice to differentiate the kaizen from kairyo. Glad to be in touch.

Like Reply | 1 Like



Raju Gundala .
Believe in India | Business Development | Strategy...

... 1y

The true spirit of Kaizen...need to relearn the Kaizen now...

Like Reply | 1 Like · 1 Reply



Jun Nakamuro
Officially Endorsed Coach in Taiichi Ohno's...

1y

May the spirit of kaizen be with you!

Like Reply | 1 Like



Anand Subramaniam

... 1y

Wow very well written. The difference between Kaizen and Kairyo was an eye opener. to me. Thanks Jun

Like Reply | 1 Like



Nicolas MARIE
Lean Manufacturing Addict

... 1y

Beautifully written !! Many thanks from Switzerland !

Like Reply | 1 Like



Brian Darden

... 1y

Very insightful...would love to talk Kaizen!

Like Reply | 1 Like



Sneha Subramanian

Deputy Manager(L&D) at Aditya Birla Capital Limited

... 1y

Wonderful Article!

Like Reply | 2 Likes



Albert De Sousa

Mechanical Maintenance Engineer

... 1y

Great Article !!!

Like Reply | 2 Likes



Francilei Pereira, CMRP, CRE

Sr Staff Consultant

... 1y

Mr. Nakamuro, thank you for sharing this article! Simply Awesome!

Like Reply | 2 Likes



Jeff Attoe

Manufacturing Engineer • Continuous Improvement...

... 1y

I need to print this show it to people ever time they say "Kaizen blitz" how do you blitz a state of mind?
Great article!

Like Reply | 3 Likes · 1 Reply



Jun Nakamuro

Officially Endorsed Coach in Taiichi Ohno's...

1y

Yes please share!

Like Reply



Fabiana G. Serra

Toyota Production System and Quality Consultant at OPP...

... 1y

Congrats, It's really showing the Toyota mindset! Thanks for sharing!

Like Reply | 1 Like



Layssa Caracas

Assistant Project Manager at Mirabelli Corporation

... 1y

Antonio Tavares LSSMBB, CRP, TPMC

Like Reply | 1 Like

Terry A. Griesinger

... 1y



World Class Manufacturing Plant Lead at FCA US -...

What a great take away....Kaizen is a process in your mind, of reviving your innate potential as a human being by developing strong willpower to break the status quo....

Like Reply | 2 Likes



Daniel Lang

Practitioner & Promoter of the Shewhart/Deming...

... 1y

Practice the Deming Management Method (14 Points) and you and your organization will improve. Leave your thoughts here...

Like Reply | 1 Like · 4 Replies

View previous replies (2)



Jun Nakamuro

Officially Endorsed Coach in Taiichi Ohno's...

1y

Daniel Lang, Thank you for your comment. The TPS is all about achieving the goals of the QCDS and MP (Quality, Cost, Delivery, Safety, Morale, and Productivity). I am sure that Dr. Deming's work has let to many quality improvement mindset at Toyota and the creation of Quality Circle activities. Morale has a deep cultural connection in Japan's local environment/work ethics, and Productivity work has began from Ohno's discovery of 7 wastes. We are redefining Kaizen here. It does not matter whose principles we apply or how effective such principles are to obtain results, Kaizen is all about engaging people to break the status quo and to learn from others including Dr. Deming.

Like Reply



Daniel Lang

Practitioner & Promoter of the Shewhart/Deming...

1y

Jun Nakamuro, unorthodoxy breaks the status-quo. :)

Like Reply | 1 Like



Francis Laleman

Lean Instructional Design, Agile Communities,...

... 1y

Isabelle Poppe - this is the article of **Jun's** that I mentioned when we discussed the continued leanification of EVA vzw during our session together this morning. I think the "Leadership Style with a Cycle of Kaizen" graphic is particularly interesting.

Like Reply | 1 Like · 1 Reply



Jun Nakamuro

Officially Endorsed Coach in Taiichi Ohno's...

1y

Francis Laleman | लालमान I, Best luck to you on developing leaders. I would love to share more and help you with scientific methods for fostering the right mindset of Kaizen in your organization!

Like Reply



Oksana Khoroshykh

Manager Logistics – Kromberg & Schubert Ukraine

... 1y

sometimes people often say, that their failures bring much more experience than success. the same in kaizen philosophy "Without the motivation of accepting your own failures, the cycle will grind to a halt"

Like Reply | 2 Likes

 **Erick Lewis** ... 1y
Sr. Lean Change Agent at Geisinger Health System

Healthcare manifests many aspects of traditional management philosophies. Often, it is a result of our culture's refusal to allow physicians to be human. Humans, do in fact, make errors. However, the journey to continuous self development is beginning to get underway. I have faith that we are on the right path, one baby step after the other. Thank you for the thought provoking article.

Like **Reply** | **1 Like**

 **Young Zhou** ... 1y
Principle Lean Six Sigma Black Belt(Certified) at WuXi...

Collected immediately,a really good article.

Like **Reply** | **1 Like**

 **Young Zhou** ... 1y
Principle Lean Six Sigma Black Belt(Certified) at WuXi...

I really like the article of yours,which clearly illustrate the essence of kaizen,actually most people don't know,even to some people who worked as lean six sigma blackbelt or master blackbelt,it's so ironic.

Like **Reply** | **1 Like** · **1 Reply**

 **Jun Nakamuro** 1y
Officially Endorsed Coach in Taiichi Ohno's...

Thank you, I too have always wondered what Lean Six Sigma actually meant....

Like **Reply**

 **Jay Bitsack** ... 1y
Founder & VP/Practice Director, ACORE II (Bus, Tech &...

Hi Jun,
Very good synthesis of the "TRUE" meaning underlying the notion of "kaizen" - as the perpetual pursuit of making things (including SELF) better. That said, I am inclined to believe that by way of tying this expanded interpretation back to Taiichi Ohno, any subscriber(s) to true kaizen's broader meaning might/could be artificially limited in terms of appreciating it... **See more**

Like **Reply** | **1 Like**

 **Jose-Ramon Largo** ... 1y
Director / Lean Management / Business Development /...

Really good article. The most important lesson for me: "My personal achievements have not meaning if they are not useful to others or help others to fulfil their expectations". I am very grateful of the distinction you have made between KAIZEN and KAIRYO, it worths to be shared in every organization. Thanks again

Like **Reply** | **1 Like** · **1 Reply**

 **Jun Nakamuro** 1y
Officially Endorsed Coach in Taiichi Ohno's...

Jose-Ramon Largo, Thank you for your comment. TPS is all about fostering the mindset and this is what Lean needs to redefine. Kaizen does not mean workshops, it must be everyone's state of mind before attempting to learn the intent behind every TPS tool.

Like Reply | 1 Like



Richie Palma

IBM Champion & Tech Solutions Consultant - IBM Power...

... 1y

This is a fantastic article and a great read for Kaizen and its place in TPS. It's incredible how these principles apply outside the walls of the typical manufacturing facility and become a part of who you are, what you do, and how you do it. Kaizen can be applied to absolutely anything from manufacturing to marriage. Thank you for the article and the education.

Like Reply | 1 Like · 1 Reply



Jun Nakamuro

Officially Endorsed Coach in Taiichi Ohno's...

1y

Richie Palma You are absolute right! Kaizen and the TPS can be applied to any organizations regardless of their industries. Terms like Lean Healthcare, Lean Supply-Chain, Lean Office, and others are just for marketing tactics designed by consultants.

Like Reply

There are 133 other comments. [Show more.](#)

