

Do kaizen when time is good

Kaizen should be practiced when time is good or when the company is profitable. There is no fat to be cut when time is bad and if you are cutting out muscle which you need, then you cannot say that your efforts to become lean are successful. The most important thing about doing kaizen when time is good, the economy is strong and the company is profitable.

There is an expression "poverty dulls your wits". Which means that when you are impoverished you will not be able to have good ideas. What you have only desperate and foolish thought...

Taiichi Ohno 1982, Workplace Management

Have we ever use 'busy' as an excuse when someone approaching us to practice *kaizen*? "Our business is too good and we are better concentrate to increase the productivity to grab more sales..." But when are we going to be free to practice *kaizen*? We are only free when we have less or no more business and we have another excuse again, 'we have no more budget for that...' There are expensive and cost effective way in practicing kaizen.

There is nothing wrong to invest thousand of dollar to reduce million of dollar waste or you can start with little quick and easy *kaizen* among the workers. Fat will appear when time is bad, you might start realize who and where is the fat instead. Never too late to take this opportunity to cut down the fat but not the muscle...the one that really help to sustain our business. Everyone will start cutting fat (or even muscle) during bad time but how many of us continue the activities even time turns good...



Sourced from Ohno's
Workplace Management
Prepared by Mick Ng

Taiichi Ohno



- He was born on 29 Feb 1912 in Dairen (Port Arthur), Manchuria, China and passed away on 28 May 1990
- He joined Toyota on 1932 and created Toyota Production System which inspired by Kiichiro Toyoda (1894-1952), the founder of Toyota Motor and his father, Sakichi Toyoda (1867-1930) and with the help of Shigeo Shingo
- He was the first Executive Vice President outside the Toyota Family.
- Although retired from Toyota Motor in 1978 but he continued served as Chairman of Toyoda Spinning and Weaving.