

■ Do you Know?

Kaizen terms

Muda: In Japanese language muda refers to waste. Waste is not only the defective products but also all the non-value adding activities performed.

Gemba: Gemba refers to the place where actual work is done. In case of the manufacturing industry, gemba is the shop floor. Hence one should go to the gemba to find the root cause of the problem which will ultimately reduce the muda i.e. waste.

Just in time: Just in time or JIT is the concept of producing or conveying only

those units needed, just when they are needed and in just the amount they are needed at all stages of production.

Kanban: "Kan" means visual, and "ban" means card or board. Kanban is a signaling system. As its name suggests, Kanban historically uses cards to signal the need for an item

Heijunka : The Japanese phrase "heijunka", means to balance difficult jobs with easy jobs not to cause any overload on people and machines.

Muri: It is the physical strain caused to the

workers. Muri is all the unreasonable work that management imposes on workers because of poor organisation.

Mura: These are the inconsistencies in the system.



Synergy launches Kaizen Training Programs

Kaizen Theory

What is Kaizen?

Kaizen is a Japanese word which closely translates to 'a change for better', which results in 'continuous improvement'. "KAIZEN" therefore means improvements without spending much money, involving everyone from managers to workers, and using common sense. This improvement can be in quality, technology, processes, company culture, productivity, safety and leadership. Such improvements are aimed at the elimination, reduction and prevention of wastes. One does not need sophisticated technology, complex procedures, or expensive equipment to benefit from kaizen.

Kaizen can be applied not only in our working life but also in our social life and home life. In Japan; Kaizen is almost a 50-year-old concept. Toyota was amongst the



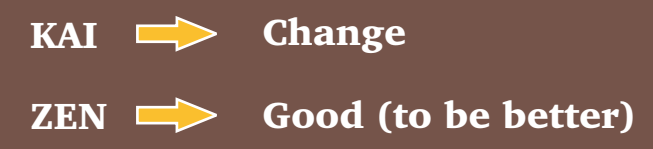
very first companies to implement it. Today it has been adapted throughout the world across many businesses.

The word Kaizen is derived from the Japanese word Kai which means change or to correct and Zen means good. Kaizen was created after World War II as a way of continuously improving the work place. Masaaki Imai is considered the father of Kaizen after releasing the book Kaizen: The Key to Japan's Competitive Success (1996).

Kaizen uses the Japanese logic of bringing improvements internally from within the workplace; this goes against the European ethics of using external sources such as consultants to improve processes.

Kaizen is founded upon five primary elements:

Quality Circles: Groups which meet to discuss quality levels concerning all aspects of a company's running.



KAIZEN - Change for better



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- Synergy launches Kaizen training
- Special offer

In this issue



Synergy – School of Business Skills



MOU signup between Synergy and Kaizen Institute India(KII)
Mr. Vinod Grover, Director-KII and Mr. S. Karaiadiselman, MD-Synergy.

India's fast growing project management training institute, Synergy School of Business Skills, which is a division of CADD Centre Training Services, is launching certification programmes on Kaizen Management System, a set of practices that focus upon continuous improvement of processes in manufacturing, engineering, supporting business processes, and management.

Synergy offers its Kaizen training programs in association with Kaizen Institute across its own centres in Bangalore, Chennai, Coimbatore, Delhi and Mumbai. Foundation course on Operational Excellence with duration of 24 hrs will be offered to start with. This will cover Evolution and Introduction to Kaizen, Paradigms, Paradigm shifts, Kaizen Principles, Understanding the 3 MUs, 5S – the foundation tool, Sustaining Improvements – Standards, Audits and Self Discipline, the Six Sigma approach to Quality Management, Employee Engagement and Change Management. Courses on advanced topics focusing on Mechanical /Service industry will be launched at later date.

Talking about the growing relevance of Kaizen training for management students and professionals, Mr Karaiadi Selvan, Managing Director, Synergy said that while graduate management programs equip the student to excel at daily work management, Kaizen aims at improving business functions by providing students tools to question, improve and re-define the set ways. Kaizen programs can enable the management students to drive and manage organization wide continual Improvement and change management. He said that the Kaizen skills are in great demand in India from manufacturing to services sectors, besides government departments.

“ We are glad that we have successfully completed the “Train the Trainer” program and gearing up for the launch at select centres to start with.

Kaizen events are hands-on practical learning, hence the classroom training will be supported with various simulation games and group works that will allow participants to get a real feel of the effect of any improvements made.

We provide unique combination of simulation (games), factory (Gemba) visits and cases presented by practising managers. In addition, films and actual case studies from practicing companies will provide a clear insight into

“ Synergy is established to design and deliver a strategic mix of business related skills to a host of organizations and managers to enable them to drive improvements in work processes and organizational goals.

- Ms. Sowmya, Business Head - Synergy

how these concepts have made a significant difference in the industry “said Ms. Sowmya, Business Head - Synergy.

Synergy also offers Master Diploma, Diploma, and Certificate courses on various aspects of project and project planning management using software tools such as Microsoft Project, Microsoft Project Server, Primavera (P6 V7), Primavera Web along with Project Management concepts. Synergy, being the World's Largest Global R.E.P. (Registered Education Provider) of PMI, USA, also offers courses on PMI certifications such as PMP Preparatory Training and CAPM Preparatory Training.

Synergy is established to design and deliver a strategic mix of business related skills to a host of organizations and managers to enable them to drive improvements in work processes and organizational goals.



Improved Morale: Strong morale amongst the workforce is a crucial step to achieving long-term efficiency and productivity, and kaizen sets it as a foundational task to keep constant contact with employee morale.

Teamwork: A strong company is a company that pulls together every step of the way. Kaizen aims to help employees and management look at themselves as members of a team, rather than competitors.

Personal Discipline: A commitment to personal discipline by each employee ensures that the team will remain strong.

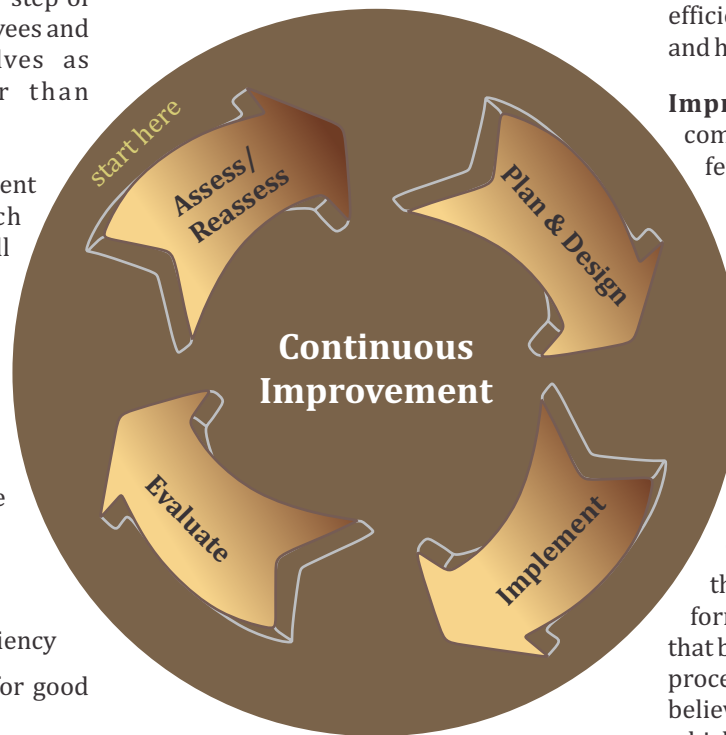
Suggestions for Improvement: By requesting feedback from each member of the team, the management ensures that all problems are looked at and addressed before they become significant.

Three key factors in Kaizen

- 👉 Elimination of waste and inefficiency
- 👉 The Kaizen five-S framework for good housekeeping
 - 👉 Seiri – tidiness
 - 👉 Seiton – orderliness
 - 👉 Seiso – cleanliness
 - 👉 Seiketsu – Standardised clean-up
 - 👉 Shitsuke – Discipline
- 👉 Standardization

Benefits of Kaizen

Kaizen aims for improvements in productivity, effectiveness, safety, and waste reduction, and those who follow the approach often find a whole lot more in return:



have more of a stake in their job and are more inclined to commit to doing a good job;

Improved retention – satisfied and engaged people are more likely to stay;

Improved competitiveness – increases in efficiency tend to contribute to lower costs and higher quality products;

Improved consumer satisfaction – coming from higher quality products with fewer faults;

Improved problem solving – looking at processes from a solutions perspective allows employees to solve problems continuously;

Improved teams – working together to solve problems helps build and strengthen existing teams.

To conclude, for a business to realize the true benefits of Kaizen, it should form a long-term strategy, which accepts that by involving employees in making their processes better. Getting employees to believe that they are the real experts from which we can achieve 'a change for the better'.



Less waste – inventory is used more efficiently as are employee skills;

People are more satisfied – they have a direct impact on the way things are done;

Improved commitment – team members

Five Skills Sets That Can Make You Irreplaceable

Put your career on the fast track by becoming an expert in one or more of these key areas.

1. Leadership/Negotiation: Today's organizations want all employees to be leaders – from administrative assistants to senior executives. There's no substitute for the sought-after ability to guide and influence others, whether you're motivating a small group, managing a large department or charting the course for an entire organization. The most successful professionals know how to maximize their

interpersonal skills, resolve conflicts and build high-performance teams.

2. Business Analysis: Improving information flow within an organization is more than just a good idea; it's critical for success in today's challenging business climate. Nothing distinguishes you from your colleagues like the sought-after ability to identify and design processes that ensure timely delivery of cost-effective products.

3. Project Management: Want to increase your visibility and contributions? Learn to

lead improvement initiatives that result in measurable growth in ROI, sales, customer retention and speed to market. You'll further boost your value by managing risk and applying proven practices that keep projects on time and within budget.

4. Six Sigma/Lean: The United States' sluggish economy is forcing companies to find new ways to reduce waste and operate more efficiently. Professionals with Six Sigma and Lean expertise are in high demand because they can save companies thousands of dollars by leading quality

improvement initiatives, implementing faster response times and lowering costs to provide products and services.

5. Supply Chain Management: With issues such as late deliveries and inventory shortages proven to kill a business, a well-managed supply chain is critical in any industry or location. Whether you're in planning,

procurement, manufacturing or logistics, developing your supply chain management skills will help you and your company excel.

Whatever your industry, expanding your knowledge will enhance your short- and long-term prospects, ensure better job assignments and create greater career mobility.

Kaizen

A Little Change Goes a Long Way.