



Date: October, 16, 2004



ONE-PAGE INFORMATION

KAIZEN No.55

Published by S. Yoshida, GTR Institute, Tokyo Japan

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□ Delegation of Power and Division of Labor

It was in 1982 when “In Search of Excellence” was published by T.J. Peters and R.H. Waterman. Million of copies were sold in USA and Japan. In this book they tried to explain the eight new elements that successful companies of any nation have in common. Among other things they put the greatest emphasis on people and workers as they are most instrumental in productivity improvement. In his successful book “A passion for Excellence in 1984”, Tom Peters condemned MBWA in a ridiculous way by introducing an alternative MBWA (Management By Walking Around) . Their idea is Gemba-based and it still holds true even today. However, there are still many managers who fail to understand and to act in accordance with the modern management code of conduct. They are so snobbish that they do not delegate their power to his subordinates presumably because they are afraid of losing their power as managers. They are the greatest obstacle and enemy of Kaizen because they discourage people into giving-up improvement by themselves. Last week I met an Iranian Six-Sigma consultant who was educated in US. He insists openly that product quality can be improved only by specially trained professional engineer (Black belt) and the workers have no role in Quality Control. He does not know that the p.p.m. quality improvement, a role model of the American Six Sigma, are being accomplished by workers involvement in Japan.

■ Mr. Cheong, CEO of Haier Learned Lessons from Japanese Makers

Haier is one of the most successful Chinese home electronic appliances makers which started from a small national company some 20 years ago. According to Asahi Shimbun Newspaper, Mr. Cheong CEO of Haier is currently invited to Japan to tell Japanese business people about himself. He said that when he was in trouble years ago, he read a book by Satoshi Iue, Chairman of Sanyo and learned great lessons from it. He recalls a story that he, as plant manager, even dared to smash defective products by hammer in front of all his employees.

■ New Products ---- From Japanese News Papers

- The next generation bike will be powered by either hybrid engines or fuel cell engines. Honda and Yamaha are now experimenting both engines on public road.
- Honda will start selling small aircraft jet engines in 2007.
- Mr. Schwarznecker, governor of California, is strongly asking Toyota to assemble Prious, a hybrid small passenger car in California.

End of Report