

ONE-PAGE INFORMATION - KAIZEN No.46

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□ Snobbism and Delegation of Power---Enemy of kaizen

From my long experience as an international Kaizen consultant, I believe that snobbism is one of the most common and difficult obstacles to kaizen as well as improvement in general. Snob is a person who despises people or things he or she regards as inferior, especially because of social, intellectual and academic pretension (Roget's □ -Houghton Mifflin). United Technologies Corporation, one of the most advanced Kaizen companies in USA, put up a large advertisement on the Wall Street Journal in 1983 ; Criticizing snobbish American managers in their own company and other companies in USA. Snobbish people believe that they only can change the company through their special latent and educational background. They look down Gemba-based activities and workers' wisdom.

Some people
know so much
about one thing
they look down
on those who
aren't so knowledgeable.

They are snobs,
They are wine snobs,
art snobs, literary,
fashion, food,
even money snobs.
" I can change the world," the
politician boasts.
"But he can't even
change a tire."
the garage
mechanic sneers.

Both are snobs
because they look
down on those
who don't share
their special interests.
If you're sure
you know more about
haute cuisine than
your dinner partner,
remember she may know
more about 19th century
architecture.
Don't let your
knowledge turn you
into a snob.
Find out
what the other
guy knows,
before you show off
what you know.

(A message as published in the Street journal)
(By United Technologies Corporation, Hartford, Connecticut 06101)

They do not share information with their subordinates and they do not involve themselves in Gemba activities. They are interested in keeping their people under strict control : Giving instructions, giving approvals and disapproval. Those managers are against delegating the power to their subordinates because they are afraid of losing power. Employees working under such bosses are unhappy as they can't decide anything. I decline to work for this type of clients because Kaizen is hopeless there. Delegation of power is one of today's most frequently spoken words but there are still many such snobbish managers in any countries