

ONE-PAGE INFORMATION - KAIZEN No.25

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■ **Taichi Ohno ----- The Man Who Invented the Machine that Changed the World**

That man was feared by all people who worked with him. He drove his men very hard, instructed them “impossible” missions, rebuked men, threw things at them and kicked around. But this man attracted the people around him and taught many useful things.

What this man taught changed the whole manufacturing industry. But his way of teaching does not work well for foreigners. It is like the traditional of Japanese teaching method----Samurai training. This man re-defined and re-engineered what the new manufacturing company should be. The new manufacturing system re-designed by this man is called today TPS (Toyota Production System). JIT or Lean Production System. But TPS is not the system but it's more culture. This man is Taichi Ohno. But Ohno did not speak boastfully at all. He always said the basic ideas of TPS were from Sakichi Toyoda and Kiichiro Toyoda, not his own original idea. Fujio Cho, CEO of Toyota Motor, said that because Mr. Ohno's idea was so different from the conventional ways that all the people did not support him for the first time. According to Cho, Ohno always asked questions 5 times to make his people to understand what they have to know to eliminate Muda. This story is from “TOYOTA People, Ideas and the challenge of the New” by Edwin M. Reingold. I recommend you to read this book.

■ **Kaizen in Iran**

APO(Asian Productivity Council), established in 1961 as an Asian-Pacific regional organization to help enhance the living standards of the regional countries through increased productivity, is featuring a special report about Kaizen activity in Iran in its latest monthly newsletter. Kaizen is now implemented work-wide. In the wake of many American and European companies jumping on the Green bandwagon in 1990's, many Asian countries such as China, Thailand, Malaysia, India. Taiwan, Korea are taking up Kaizen seriously as a basic prime motor to increase productivity and project quality. Over the past 3.5 years, I have been working for more than 100 Chinese, Malaysian and Indian companies either as an individual Kaizen consultant or as a specialist for the Japanese government organizations including APO. During this period, I really enjoy working with Asian people, managers, supervisors and workers. One of the most impressive things about them is the very positive reaction that they have about Kaizen. Kaizen philosophy is very eye-opening and practical way of thinking to them. With some few exceptions, Asian managers has less reactionary attitude and unfriendly stance against Kaizen than the Western counterparts. This is probably because they haveless professional “Snobism”. Kaizen in Iran was just in embryo when I introduced Kaizen to that country for the first time about 3 years ago. However, today Kaizen is now being implemented by some companies with much enthusiasm. It is not unusual for some team members to stay even at midnight ; scrapping unnecessary objects, and re-arranging the layout. Their workshops are sometimes called “YOSHIDA” Shop in honor of their teacher “YOSHIDA” shop in honor of their teacher.