

ONE-PAGE INFORMATION - KAIZEN No.29

Published by S. Yoshida, GTR Institute, Tokyo Japan E-mail: gtr-inst@wta.att.ne.jp

■ The Naked King

.Once upon a time there was a king in a medieval European country. He had a group of insincere retainers in his castle. They deceived the King in various tricky ways. One day they recommended the King to wear a set of jacket which is made of air. They said that it may look transparent but only wise men like the king can see the jacket splendid. The king wanted to his new wonderful costume to his people and rode high on a horse in the street. The people along the road applauded his costume though they only saw the King without anything to hide his naked body because they pretended to be wise men. But one small boy shouted “Our King is Naked”

There is a CEO in a country today. He wanted to change his company as he sees vaguely something wrong in his company. But his managers do not tell him about bad news at all as they are afraid of being blamed of his poor management performance. Instead they recommend him various “good” consultants with “special magic” such as ISO 9000, MIS, Six Sigma, Balance Scorecard and so on. But when the consultants left the company, nothing remained changed, but many paper works were left behind. The consultants did not go to Gemba, or they hated going to Gemba as they are afraid of being asked about actual problem-solving. This CEO is fooled by his managers and is the Naked King of today.

■ What are Responsibilities of Managers ?

When I work as a Kaizen consultants for my clients of American, EU, Asian countries, I am sometimes confused and embarrassed by some sorts of managers who defend themselves by saying “We have no problem. Our company is too special to solve any problem”. They are snobs and specialists. They do not work with other people as they are so special. United Technologies Inc. of America, a pioneering Kaizen company, in 1980's, put up a full one page advertisement on Wall Street Journal condemning Snobbish managers.

■ To Find a Good Kaizen Consultant is Quite Difficult

Most of Kaizen concepts are nothing new but the common sense. To know about its concept is easy and simple. There are three stages of cognizance : the first step is to “knowing something” like know about world news by newspaper. The second stage is to “understand by brain” like understanding lectures, the final stage is “can do by hands”. To be a good Kaizen consultant, you must have a lot of actual experiences so that you can deal with many special requirements that your clients demand . There is no golden rule

at all.