

Paul Akers notes from Mr Amezawa

Go to the Gemba:

- Don't see with your eyes, see with your hands.
- Don't understand with your brain, understand with your feet.
- Don't look down at your suppliers, they are your business partners.
- Shingo asked on a 7 minute process to Mr Amezawa: I want 300 improvements by tomorrow morning. I could only come up with 30 so I went home and stopped by the store and bought a bottle of whiskey and I came up with 300 ideas by the morning.
- *Just in time* was created because Toyota was poor...no money for inventory.

4 questions

1. What lies are you hiding?
2. How much time do you spend on the Gemba?
3. How much time should you be spending on the Gemba?
4. What is your single white tread?
5. What is your seemingly impossible target?

- Graduated from college in 1964.
- Not the top of his class and wanted to join Nissan.
- President Georgetown in 1997: Quality was 10 times worse than mother plant and productivity was 30% less than mother plant.
- Got the opportunity to join Toyota.
- The timing was right and he got really lucky and Toyota started growing very fast.
- His boss said to him, "always go to the shop floor."
- His boss said, "do not come back to the office until you fix the problems at the suppliers."
- His boss had a very warm heart, always took care of Mr Amezawa, but he was very strict on him.
- He never scolded me if i made a mistake. He always said, "don't make the mistake again." He took him out and bought him food because he didn't have much money, but he was still very strict very demanding.
- They were competing very heavily and Toyota always tried to make there cars just a little bit better.
- Asked to join the paint shop and it was the worst shop and had a lot of problems and defects.
- 90% of time on the shop floor. They were falsely reporting the data. I don't trust data, I trust the gemba.
- Mistake are ok, just learn from them.
- Free to learn,
- One day at the gemba you learn the truth. Looking at data in your office, you will not know the truth.
- My boss said "your productivity went down" and Mr Amezawa said "I know, I added two more process to remove the defects" and then he said "I do not work for you, I work for my customer."
- Quality must be assured in process not at inspection. Inspection is host confirmation that you did a great job.
- I always requested to move to the next plant, to move to the problems, because I enjoyed solving problems because it made me feel satisfied.
- Rumors where spreading that if you work with Mr Amezawa, work will get easier.

- Ohno said your salary is not paid by you, the operator pays your salary so you must help the operator do your job better to compensate for your cost.
- Mr. Amezawa told his boss, the head of Tsutsumi plant, that your weakness is you get mad at people all the time and this is why your people don't tell you the truth. They are afraid to tell you the truth.
- TMC has too many company meetings.
- Eiji Toyoda lived to 100. Easy to talk to. Walkways on the gemba and worked hand and hand with Ohno to develop TPS. He also did the deal with GM on the Nummi plant. When he came to the gemba, he didn't act like a boss, he was happy to see his people.
- Best advice Ohno gave to him was he never told me what to do.
- Okuda, CEO of Toyota, said if you think Toyota is the best in the world you are wrong. You need to tear down that thinking and create a breakthrough and take Toyota beyond where we are.

Ohno 10 lessons for managers:

1. You are the cost as a manager!
2. Say you can do it first and try! If you say you can't do it, Ohno would say "ok you go home. I will find someone who can."
3. Your teacher is gemba and the answer can only be found on the gemba. Get rid of the monthly meetings & weekly meetings. Only meeting at the moment matters, the other meetings are living in the past.
4. Do everything right now so that you will always win.
5. Once you start something, never give up until you figure out a way.
6. Some people are rich, some people are poor, but the ability to gain wisdom is all the same.
7. You have to respect the operators on the shop floor. To respect is to make the work easier for the operator.
8. You have to have passion to achieve your goal.
9. As a leader, you need to declare, "I will never create defects at this line."
10. There are only 2 kinds of inspections: 100% inspection or no inspection. You must trust your supplier.

2 pillars of TPS

- Toyota believes it takes 100 years to become a great company and they are only 80 years into it.
- Toyota does not believe they are the best.
- Toyota is never satisfied.
- When Mr. Amezawa took over the Kentucky plant they were the worst plant: 40% worse than Japan plants. Do you know why? Because they thought they were the best.
- Why did Kiichiro propose Just in Time? They were a poor company and they needed to reduce inventory.
- What is an acceptable rate of growth that a company can grow before Kaizen enters into the system? 30-40% in a year

Mr. Amezawa Advice to us on our lean Journey

- Don't try to fix everything at once.
- Not too fast, not too slow.
- Choose one thing and start to work on it.
- After you gain success, expand your problem solving skills to solve more problems.

- It took him several decades to solve all the problems.
- It takes years to solve most of the problems in an organization.
- What is the one thing you would do differently if you start over? I would care more about people and what they think.
- How would you do that? I would always try to consider their position and perspective. In my day and age we focused more on productivity.
- What were the qualities you looked for in the people you chose to join your team? People who never gave up and they must be a bachelor.
- What is the one thing you would change in the current TPS system? It is all about people, make the workplace more comfortable for the worker!
- When they stop the line, how do they work with the operator? First thank the workers the we're not allowing defects to be produced, second ask their opinion.
- When does a worker piss you off? When they lie or don't care.
- What did you do to develop your leadership skills? First you must have a target. Use your brain and think deep!
- How much time did you spend as a supervisor on the floor? 6 hour out of 8 hours.
- What did you do? I was always watching the line and asking what we could do better.
- When you were President of Georgetown we spent 30-50% on the Gemba confirming we were doing the right thing.
- When President of Georgetown my focus was to properly educate my section leaders on the TPS system.
- What is the the most important lesson Ohno taught you? Don't go to your office or come back to the factory until you solve the problems at the vendor. He never gave me the answer.
- He was very scary. Were you afraid of him? No because I was able to explain to him what I wanted to do and he said yes go ahead and do it.
- The story of Shingo and the improvement? Shingo said make 300 Kaizen ideas to improve to a 7 second u joint assembly. We could come up with 50 ideas easy but 300 seemed impossible. So in order to make our brains more flexible we went to the liquor store and bought a bottle of whiskey. The point of the lesson was to tear down the walls in our brains that we create.
- Smooth motion project doing value added work.