



Gemba Kaizen: A Commonsense Approach to a Continuous Improvement Strategy, Second Edition

Masaaki Imai

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The definitive, fully up-to-date guide to continuous improvement in the workplace "An updated version of a classic book that shares a wealth of new healthcare examples and case studies from around the world. The methods in this book will help you improve quality and safety, reduce waiting times, and improve the long-term financial position of your organization. Highly recommended!" --Mark Graban, author of *Lean Hospitals* and coauthor of *Healthcare Kaizen*

"Every business faces the iron triangle of quality, cost, and delivery. Conventional thinking claims you cannot have all three. Not only does Mr. Imai turn that thinking on its head, but he shows you exactly how to do it." -- Matthew E. May, author of *The Elegant Solution* and *The Laws of Subtraction*

"Masaaki Imai has done it again. The second edition of his famous book not only describes all the tools necessary for any type of business to implement a lean strategy but also includes a large number of excellent case studies." -- Art Byrne, author of *The Lean Turnaround*

Written by Masaaki Imai, pioneer of modern business operational excellence and founder of the Kaizen Institute, *Gemba Kaizen*, Second Edition is an in-depth revision of this renowned, bestselling work. The book reveals how to implement cost-effective, incremental improvements in your most critical business processes. Global case studies from a wide range of industries demonstrate how gemba kaizen has been successfully used to:

Maximize capacity and reduce inventory at Unga Limited, one of Kenya's largest flour-milling operations

Change the IT culture at Achmea, a large European insurance firm

Exceed customer expectations at Walt Disney World in the United States

Improve quality at Inoue Hospital in Japan

Transform retail processes at Sonae MC, Portugal's largest employer

Practice daily kaizen at Tork Ledervin, a weaving plant in Brazil

Stamp out muda at Sunclipse, an industrial packaging distributor in the United States

Manage quality improvement by total workforce involvement at Xuji Group Corporation, an electrical manufacturer in China

Implement gemba kaizen at many other companies worldwide

To thrive in today's competitive global economy, organizations need to operate more effectively and profitably than ever before. Developing problem solvers, increasing productivity, improving quality, and reducing waste are essential success factors. Proven strategies for achieving these goals are included in this pioneering guide.

This comprehensive resource offers detailed coverage of important gemba kaizen topics, including:

Quality, cost, and delivery in the gemba

The five steps of workplace organization

Identifying and eliminating muda--any non-value-adding activity

Visual management

Supervisors' roles in the lean workplace

Gemba managers' roles and accountability in sustaining high performance

Just-in-time and total flow management

The CEO's role in leading a kaizen culture

The methods presented in *Gemba Kaizen*, Second Edition reveal that when management focuses on implementing kaizen (incremental, continuous improvement) in the gemba (the worksite) unique opportunities can be discovered for increasing the success and profitability of any organization.

Gemba Kaizen: A Commonsense Approach to a Continuous Improvement Strategy, Second Edition Details

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From Reader Review Gemba Kaizen: A Commonsense Approach to a Continuous Improvement Strategy, Second Edition for online ebook

Mark John Buenconsejo says

A good place to start when learning about the Kaizen philosophy. It's top level, and does not go deep on the processes, though i think each of them deserves their own book.

I highly recommend, and i believe the ideas are applicable in all kinds of businesses and situations. Even for maintaining a kaizen way of life. :)

Nhân V? says

This books give you a good introduction into Kaizen and the results when you apply it into your organization. With all the different case studies (Kaizen stories) as a reader I can see how different industries can take advantage of Kaizen. I recommend every upper management to read this to change the perspective towards the way work is handled, people are treated and profit maximization.

Warren says

Writing is highest quality, however, I expected more to be revealed.

Angela says

Good stuff; lots of case studies, but heavy going in places.

Brian Sheets says

Excellent overview of how to address manufacturing issues at their point of origin. Excellent book to read in conjunction with "Kaizan" methodology.

Shane says

This was a very easy read, and a good introduction to understanding the need for continual improvement.

I'd like to give it to many people in my company.

The last half of the book is filled with case studies. It seemed that only 2 or three seemed directly applicable to my work, but most did have a least one or two ideas or examples that were general enough to be applicable. The use cases were a bit repetitive, but I suppose that this repetitiveness helps in burning the concepts into your mind.

Jesse Ofner says

What blew my mind was the lean and the ideas associated with Japanese manufacturing are American inventions.

Aditya Kalia says

Good book on understanding the basic principles of Lean, Six Sigma, and how to apply them in the workplace.

Alex says

The part of it that doesn't read like an advertisement for their seminars is really useful. that's about 50% of the book, for those keeping track.

Gina says

Good book. Easy to read & understand. Presents the basic principles of Kaizen (Rapid Improvement Events) & how to apply LEAN SIX-SIGMA in any area: manufacturing, healthcare, education & other areas. Gemba Kaizen is constant improvement & learning to learn! Develops self-disciplined employees, engaged management at all levels & increased productivity. Read it. It will change the way you think.

Sean says

Really enjoyable

Mike Thelen says

Imai was one of the original thinkers. Both Kaizen and Gemba Kaizen are great additions to any lean library.

Alex Devero says

Gemba Kaizen is driven by constant improvement and self-disciplined employees, with managers engaged at all levels of the workplace. Through a handful of simple, common-sense techniques, you can use Kaizen philosophy within your company to streamline, revolutionize and thrive.

Sebastian Gebiski says

4-4.5 stars

It's a very clear depiction of both concepts: gemba gembutsu & kaizen.

Very structured, directly referring to whole knowledge base accumulated by kaizen practitioners across Japanese industry leader companies - though very credible. It's focus on typical production companies (as kaizen originated there), but 80-90% of ideas can be directly applied in other industries as well.

Why not 5 stars then? Because it's a rating of a book, not of a method. Book itself is very dry, even with all the examples - in fact ~40% of the book (final part) consists of cases, but they are very far from being inspiring or even just interesting. Maybe it was me being tired with the topic, but I think that going for count instead of quality (pleeenty of cases here) didn't help here.

But anyway - if you're interested in Kaizen and/or Toyota Way, plus you're not afraid of manufacturing industrial specifics, that book is truly a decent read.

Angela Alfonso says

SELF-DISCIPLINE -creates and sustains efficiency

Seiri -sort out all unnecessary items

Seiton -straighten things out

Selso -keeping everything clean and tidy.

Seiketsu -systematizing the first three steps,

Shitsuke -maintaining and standardizing what you've achieved so far.

GEMBA KAIZEN -Definition -Continous Improvement

Strategy

-increase productivity

-eliminating non essential step

-Achieve more with less.

Gemba Kaizen is a mind-set. building an environment of constant improvement.

3 STEPS

create standardss

follow them

find a better way

IDEA

Investigate

Design

Execute

Adjustment

Reflection

WHAT WAS SUPPOSED TO HAPPEN?

WHAT ACTUALLY HAPPENED?

Why?

FINAL SUMMARY

Gemba Kaizen is driven by constant improvement and self-disciplined employees, with managers engaged at all levels of the workplace. Through a handful of simple, common-sense techniques, you can use Kaizen philosophy within your company to streamline, revolutionize and thrive.
