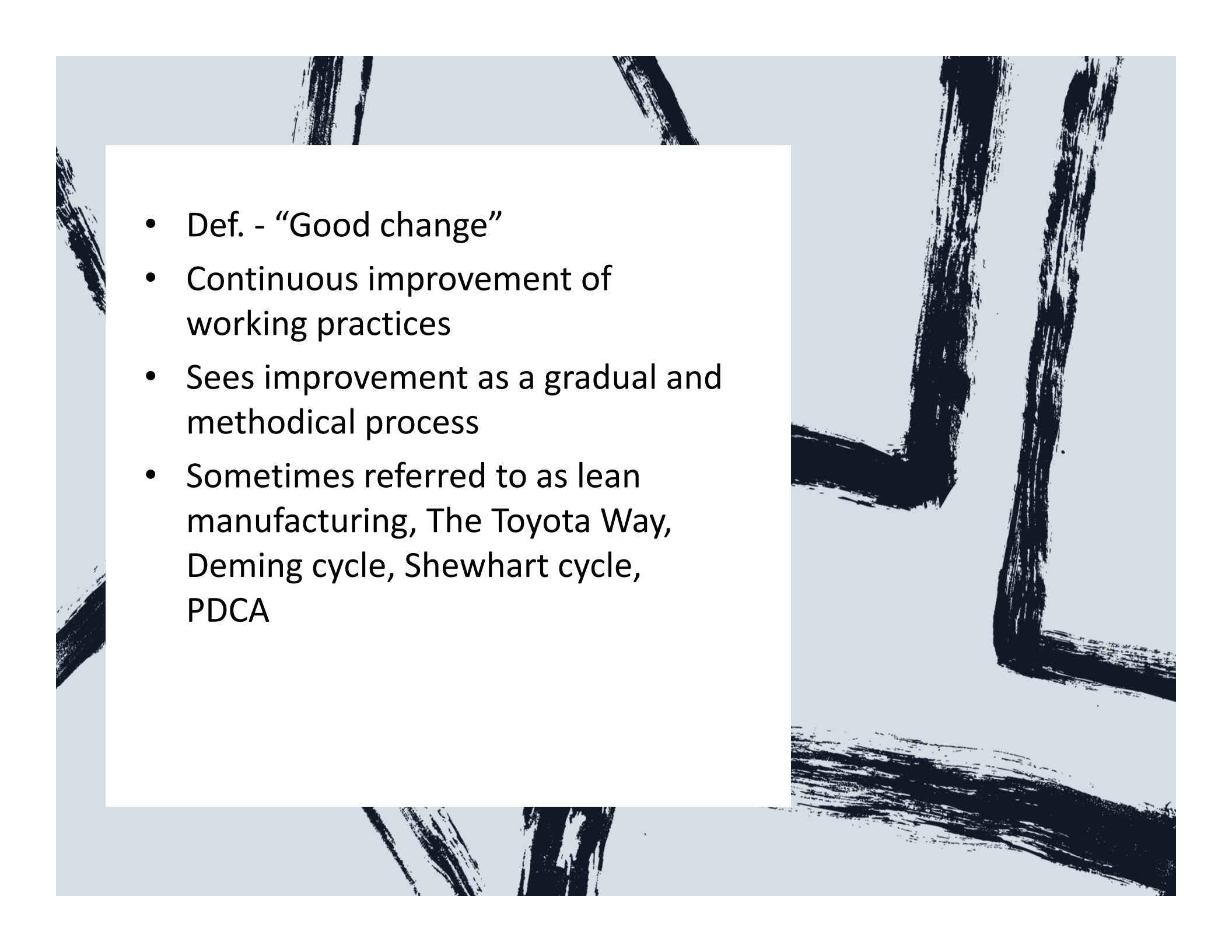


“Kaizen”



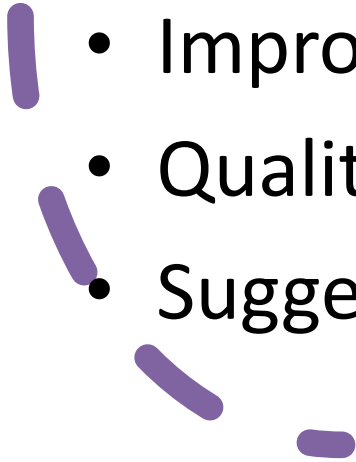
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- Def. - “Good change”
 - Continuous improvement of working practices
 - Sees improvement as a gradual and methodical process
 - Sometimes referred to as lean manufacturing, The Toyota Way, Deming cycle, Shewhart cycle, PDCA



- **WHAT IS KAIZEN?**
- Kaizen (Continuous Improvement) is a strategy where employees at all levels of a company work together proactively to achieve regular, incremental improvements to the manufacturing process. In a sense, it combines the collective talents within a company to create a powerful engine for improvement.
- **THE DUAL NATURE OF KAIZEN**
- Kaizen is part action plan and part philosophy.
- As an action plan, Kaizen is about organizing events focused on improving specific areas within the company. These events involve teams of employees at all levels, with an especially strong emphasis on involving plant floor employees
- As a philosophy, Kaizen is about building a culture where all employees are actively engaged in suggesting and implementing improvements to the company. In truly lean companies, it becomes a natural way of thinking for both managers and plant floor employees.



- **The foundation of the Kaizen method consists of 5 founding elements:**
- Teamwork
- Personal discipline
- Improved morale
- Quality circles
- Suggestions for improvement



How this relates to Coaching?

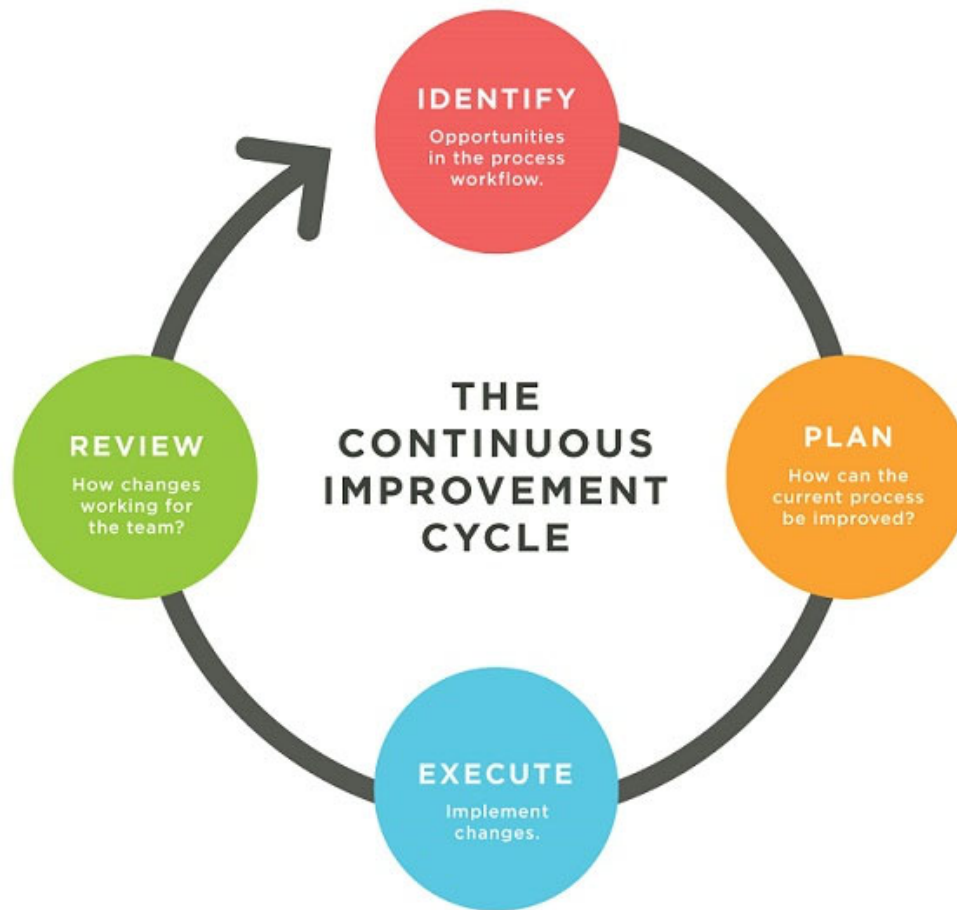
- Jim Menzies from Quantum Racing, who has been a huge supporter of Youth Sailing and of the ODP, prompted me about Kaizen at a time when we happened to be organizing a training camp in the Columbia River Gorge for the top US 49er teams.
- As with basically any coaching scenario any of us are faced with, there were so many different skills to work on, ideas to convey, drills we could do. Apportioning the time between boathandling, technique, straight-line sailing, racing, equipment prep etc is always a challenge. Too many things to learn and never enough time.
- We decided to apply the principles of Kaizen; specifically as it related to boathandling. Rather than try to practice everything, we would focus on a few small things and try to really master them.
- The camp started by sitting down together (6 athletes and 1 coach), reviewing the 5 principles of Kaizen, and talking about how this applied to what they were trying to accomplish.



Their Interpretation:

- Teamwork – “We are going to help each other to learn faster”
- Personal discipline – “Try hard, be on time, be responsible to each other”
- Improved morale – “We know it’s working”
- Quality circles – “Rapid Cycle Improvement”
- Suggestions for improvement – “Refine the drills, figure out the best way to do things”

The Cycle



Quality Circles & Process-oriented Learning

Identify a specific issue to work on:

Discuss a very specific skill we were attempting to learn/improve
Break the skill down into small components

Plan a specific drill to attack the issue:

Input from everyone; not the coach telling sailors what to do
(We are all invested equally in the learning process)

Execute the plan:

Repeat drills of the skill (sometimes only involves certain component of the overall skill)

Review:



