

TOYOTA FORKLIFTS

KAIZEN

CONTINUOUS IMPROVEMENT

PRINCIPLE **2** NUMBER

The philosophy of Kaizen is one of Toyota's core values. It means "continuous improvement". No process can ever be declared perfect, but it can always be improved.

Kaizen, in practice, means that all team members in all parts of the organization are continuously looking for ways to improve operations, and people at every level of the company support this process of improvement.

Kaizen also requires the setting of clear objectives and targets. It is very much a matter of positive attitude, with the focus on what should be done rather than what can be done.

CONTINUE

- TO LEAD THE INDUSTRY
- PROVIDING THE BEST FORKLIFT ON THE PLANET
- TO INNOVATE

CONTINUOUS IMPROVEMENT IS SUPPORTED BY THREE KEY PRINCIPLES:

SITUATION RECOGNITION 1

To begin Kaizen, you must first recognize and identify the gap between your current situation and your desired situation. Kaizen requires team members to think about their individual process and make timely decisions in order to keep it running smoothly. This involvement creates shared responsibility for the success of not only the individual process, but of the company, increasing both quality and morale.

5 "WHYS" TESTING THE LOGIC 2

Kaizen requires that the logic and benefit of all improvements are carefully evaluated before being implemented. This is achieved by employing the concept of the "5 whys?".

Every planned improvement needs to be tested by questioning "why?" at five levels to ensure that its logic and value is clear.

5S A CULTURE OF CONTINUOUS IMPROVEMENT 3

SEIRI
↓
SORT

SEITON
↓
STRAIGHTEN

SEISO
↓
SHINE

SEIKETSU
↓
STANDARDIZE

SHITSUKE
↓
SUSTAIN