

Nemawashi

You may be an amazing Leader but one of the first lessons I learned while working in a mature Lean environment is that you do not use a formal meeting to communicate a grand vision of change in a process or within the organization ... you really need to understand the power of "Nemawashi". It may seem that it slows the power of making change but in the end it insures consensus and acceptance.

Great products are a team effort. That's why *Nemawashi*, or planning and building a consensus is a part of the Toyota Production System.

Nemawashi is the first step in the decision making process. It is sharing of information about the decisions that will be made, in order to involve all employees in the process. During the nemawashi, the company is seeking for the opinion of the employees about the decision.

Nemawashi (English: Laying the groundwork or foundation; building consensus): The first step in the decision making process. It is the sharing of information about the decisions that will be made, in order to involve all employees in the process. During *Nemawashi*, a company seeks the opinion of employees about decisions.

Literally translated as 'going around the roots', particularly in the sense of digging around the roots of a tree to prepare it for transplant.

Within the Toyota Production System – and Japanese culture itself – the word has come to mean an informal process of laying the foundation and building a consensus of opinion before making formal changes to any particular process or project.

Successful application of *Nemawashi* allows changes to be carried out with the consent of all parties.

Nemawashi also embodies the concept of continually increasing efficiency.

A big part of Nemawashi is not to really communicate the grand vision but rather the incremental improvements you plan to make. In my case, a challenge was presented on how me and my team would reduce our line-side inventory from 4 hours to 4 minutes.

2 things that I quickly learned ... 1) Lean is not about the identification and then elimination of waste but rather viewing your process as a Constantly moving conveyor belt where at each station value is being added that the customer is willing to pay for, hence You will use every Lean Tool to improve velocity and then 2) although you know what the final goal is break it down into very simple little steps that once all are completed you will meet the final overall goal.

If you always do what you have always done, then you will always get what you have always got.

Where Lean Thoughts can become Reality

Excellence Accelerator Ideas
you can use

Nemawashi, Supermarket and finally Heijunka

If you've ever shopped online, then you'll understand that it's best to receive all your goods in one delivery. That's the idea behind the Manufacturing Supermarket.

Manufacturing Supermarket: A replenishment process which ensures that all manufacturing components ordered from outside suppliers are available to be loaded and delivered in one consignment.

Derived from the system used by retail supermarkets, it levels the occasional spikes in demand experienced in individual factories by requiring suppliers to smoothly and systematically gather unusually large orders to a separate holding area, or 'virtual truck', ahead of the regular loading schedule.

This process avoids any disruption to the tempo of deliveries and last-minute rushing around to complete an order.

The Manufacturing Supermarket links with another Toyota Production System philosophy, Heijunka.

Having the correct number of parts required to build a specific number of cars makes production run more smoothly. Read on to find out why *Heijunka* increases efficiency in the Toyota Production System.

Heijunka (*English: Production smoothing or leveling*): A technique to facilitate Just-In-Time (JIT) production, it means production leveling (finding and keeping average production volumes) and is used to smooth out production in all departments as well as that of the supplier over a period of time.

Heijunka is also important when it comes to sequencing production. For example, were the factory's ordering system to send batches of high specification models down its assembly line at the same time, workers would be required to manage lots of complex build tasks not present in less well equipped cars.

The Toyota Production System uses *Heijunka* to solve the former by assembling a mix of models within each batch, and ensuring that there is an inventory of product proportional to the variability in demand.

Furthermore, the disruption of production flow is minimised by making sure that components are sequenced to be available in the right quantity and at the right time, while changeover periods for vital processes such as die changes within the steel presses are as short as possible; often in as little as three minutes.

Just-In-Time Delivery makes *Heijunka* possible.