

KAIZEN Step 4: “Identification of countermeasure”

KAIZEN Training of Trainers
2015

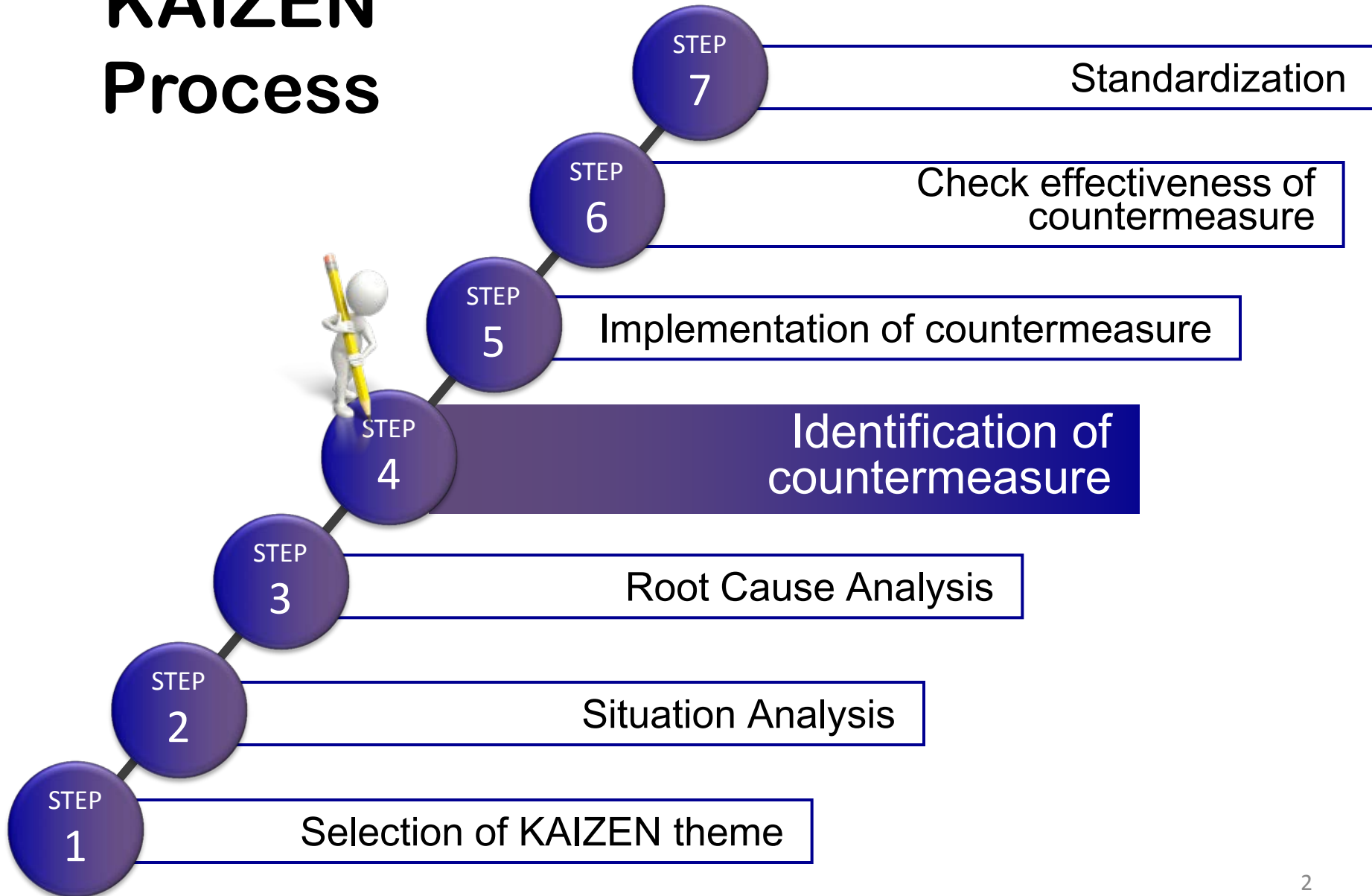


Objectives of the session

At the end of the session, trainees are able to:

1. Define necessity of a countermeasure
2. Describe how to identify countermeasures by using useful QC tool
3. Describe how to check feasibilities of the countermeasures by using useful QC tool
4. Demonstrate the process of identification of countermeasure at the working environment

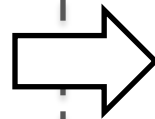
KAIZEN Process



KAIZEN Step 3 and Step 4

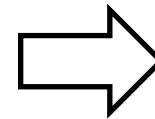


Find out root causes of the contributing factor(s)



Find out countermeasures to solve the root causes

QC tool: Tree diagram



Identify realistic countermeasures in our working situation/condition

QC tool: Matrix diagram

KAIZEN Step 3

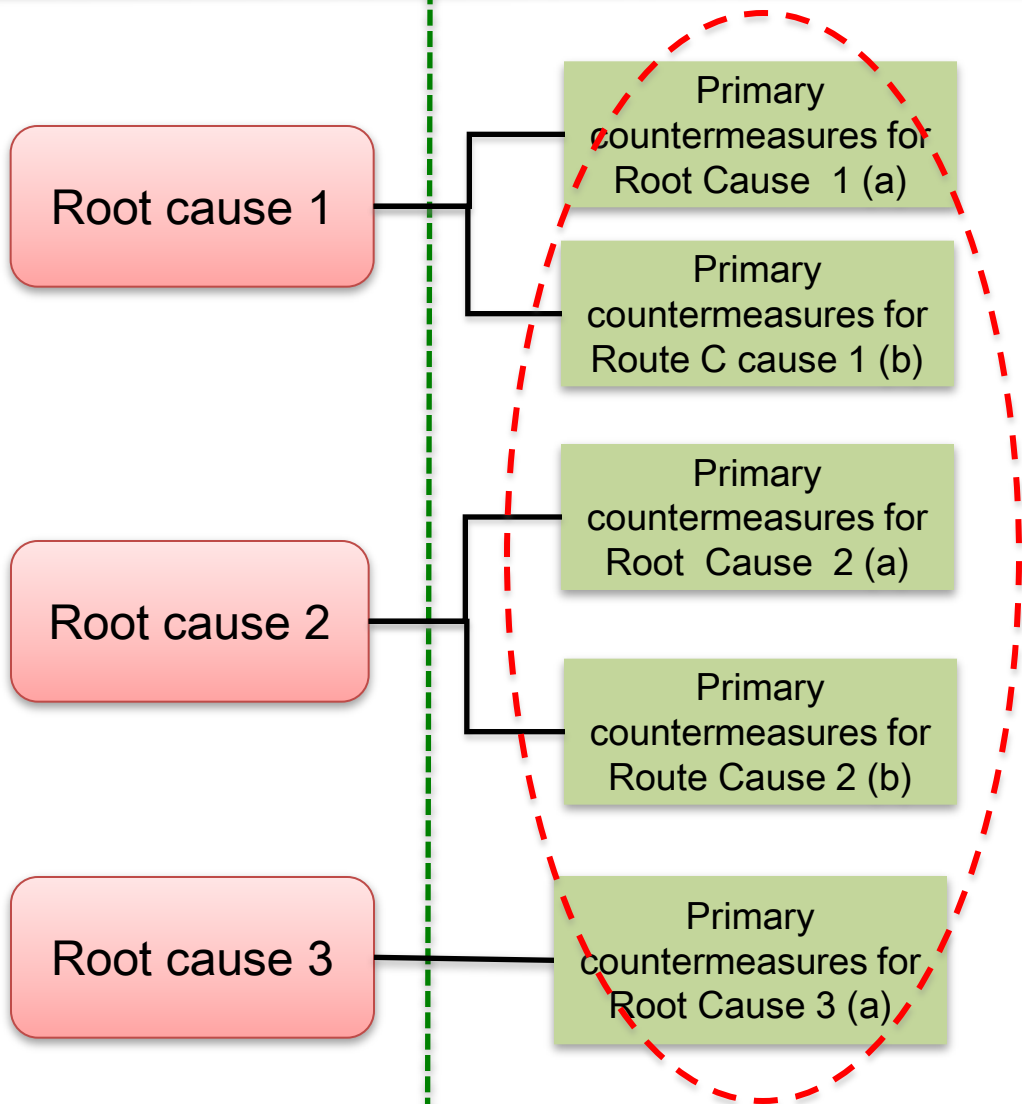
KAIZEN Step 4

Outline of how to make Tree Diagram

1. Put **all** the identified root causes in Step 3 on left end
2. Brainstorm countermeasures with team members against identified each root cause
 - **1st line countermeasure**
 - Clarify ideal situation towards root cause
 - Connect the line with each route cause systematically
 - **2nd line countermeasure**
 - Discuss detailed activities to realize the 1st line countermeasure(s)
 - If identified countermeasures are not clear, we can break them to **3rd line countermeasures**

Root causes

Primary countermeasures (1st line countermeasures)



More than one primary countermeasure can be come up with for one root cause



Root causes

Primary (1st line) countermeasures

Secondary (2nd line) countermeasures

Root cause 1

Primary countermeasures for Root cause 1 (a)

Secondary countermeasure (a) for primary countermeasure (a)

Secondary countermeasure (b) for primary countermeasure (a)

Primary countermeasures for Root cause 1 (b)

Secondary countermeasure (a) for primary countermeasure (b)

Root cause 2

Primary countermeasures for Root cause 2(a)

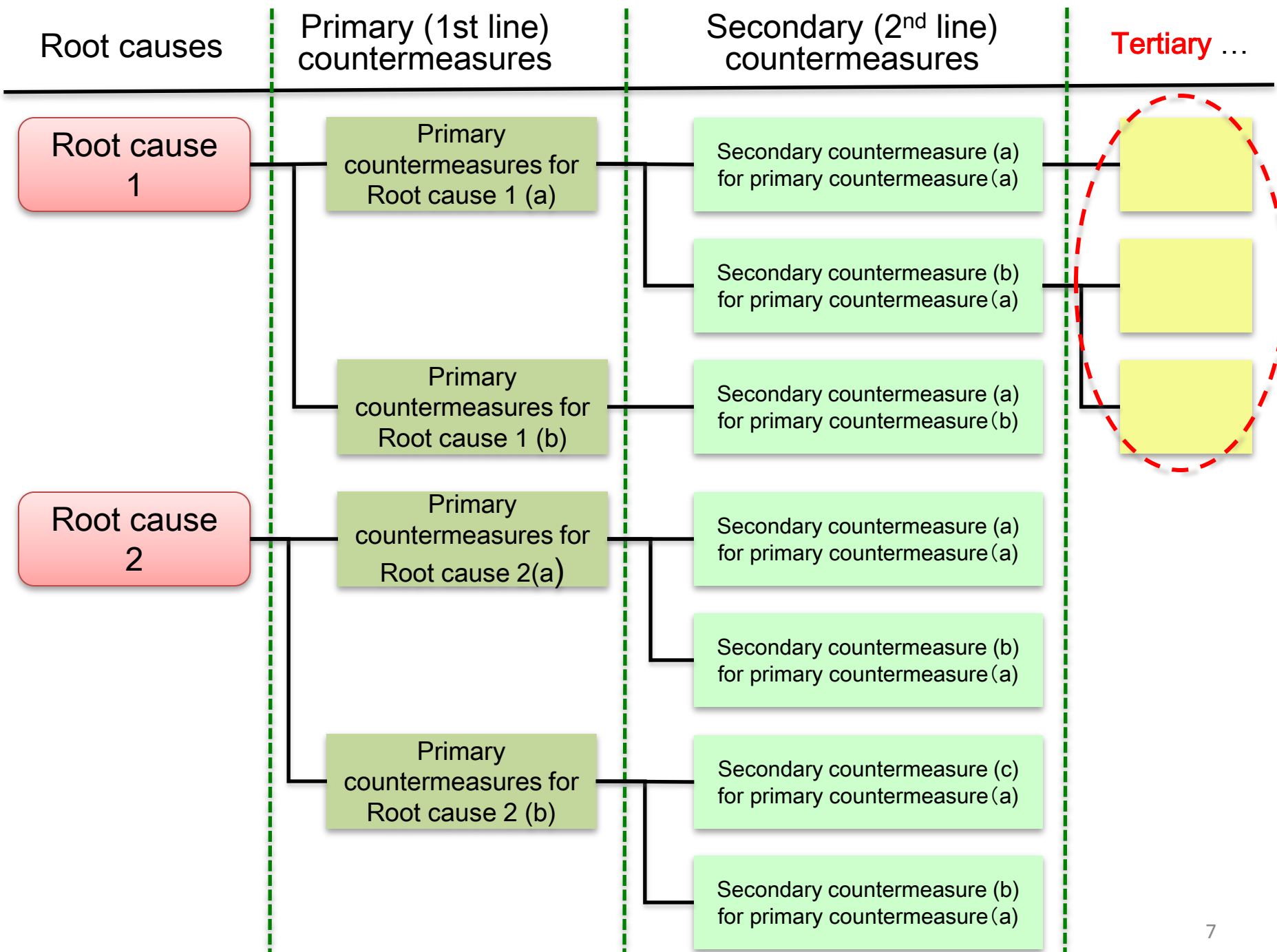
Secondary countermeasure (a) for primary countermeasure (a)

Secondary countermeasure (b) for primary countermeasure (a)

Primary countermeasures for Root cause 2 (b)

Secondary countermeasure (c) for primary countermeasure (a)

Secondary countermeasure (b) for primary countermeasure (a)



Matrix Diagram

- Matrix diagram is useful to check feasibility of all the final-line countermeasures

“Feasibility check”

.....?

Can we implement the countermeasures with our available resources?

Impact by the interventions?



Items for feasibility check

Item	What should be checked
Importance	How is the positive impact of solving the problem? No negative impact?
Urgency	How soon the problem need to be tackled?
Difficulty	Is it possible to implement the countermeasures technically easy or not?
Time consumption	How long does it take to solve the problem?
Resources availability	Are resources (human, materials, financial) available for implementation of countermeasures?

Scales for feasibility check

Scale	Meanings
3	High priority, Easy to do
2	Moderate
1	Low priority, Difficult to do

Example of Matrix Diagram

Countermeasures	Importance	Urgency	Difficulty	Time Consumption	Resource availability	Feasibility
Develop training material	3	3	1	1	1	9
Conduct TOT	3	2	1	2	1	9
Sort and Set	3	2	3	2	2	12
Develop M&E tool	3	3	2	3	2	13
Develop storage rules	3	3	2	1	2	11
Weekly monitoring	3	3	1	2	2	11
Weekly inventory	3	3	3	2	2	13

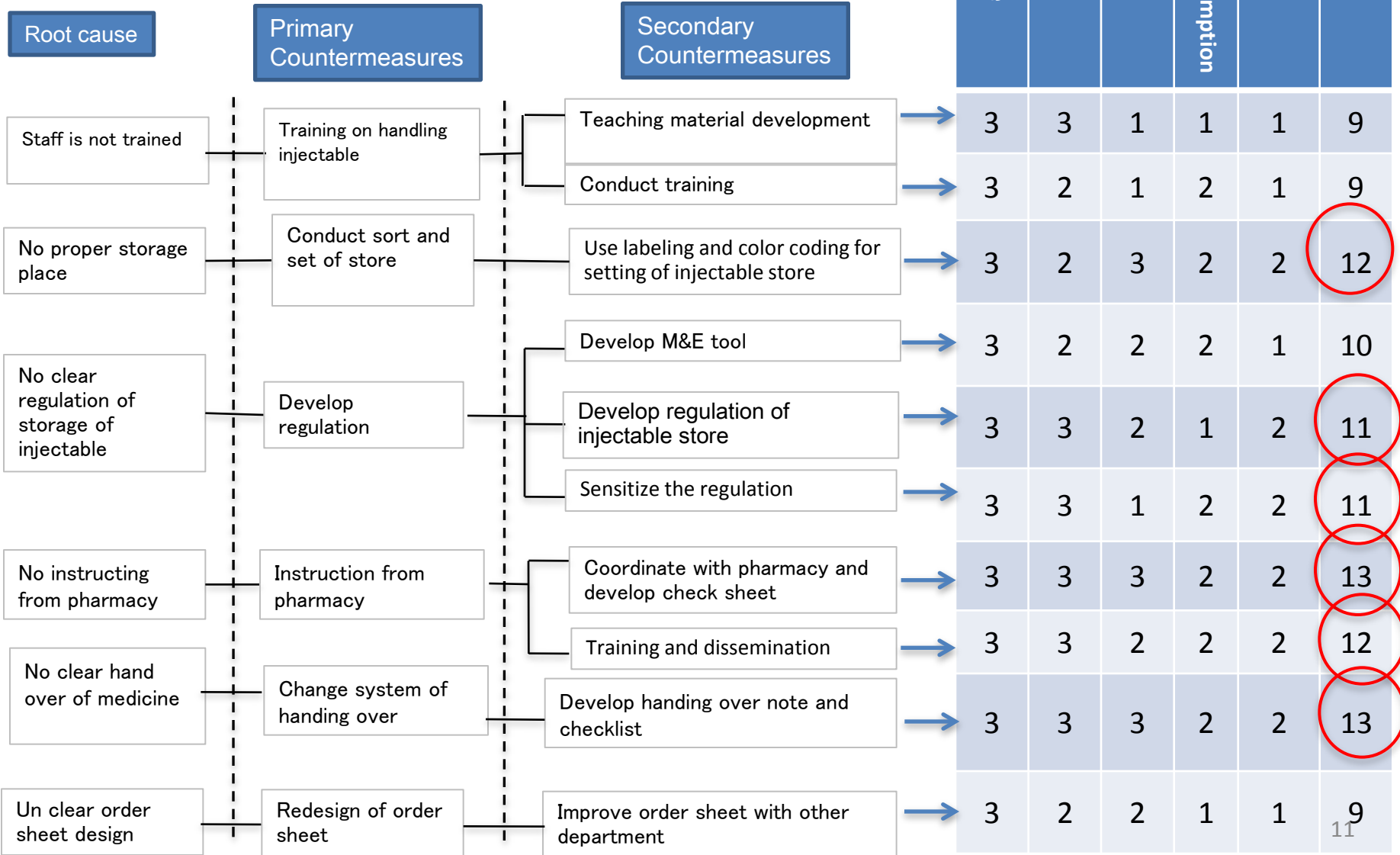
- Make a circle on the score of identified feasible countermeasures

Scale	Meanings
3	High priority, Easy to do
2	Moderate
1	Low priority, Difficult to do

Countermeasures get “11 points and/above in total out of 15 (>70%)” are selected for implementation

It is necessary to clarify the scale and cut off point for feasibility check

Cut off=70%
 Scale:
 3= high priority, easy to implement
 2= middle level priority
 1= low priority, difficult to implement



Tips for identification of countermeasures

- Reflect all identified root causes in Step 3 to Tree Diagram
- Check whether detailed countermeasures are identified or not; breakdown of countermeasures by the level of countermeasures

Cont.

- Consider effective usage of available resources; Avoid identifying countermeasures with “increase / put something resources”
- Discuss countermeasures that can be implemented by your section itself
- Check conflict of activities among identified countermeasures

Thank you very much for listening