



Please Scan for  
the interactive  
Elements



# Nail Game Standardization and Kaizen

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# Darril Wilburn

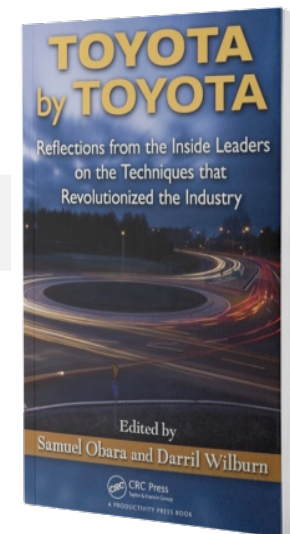
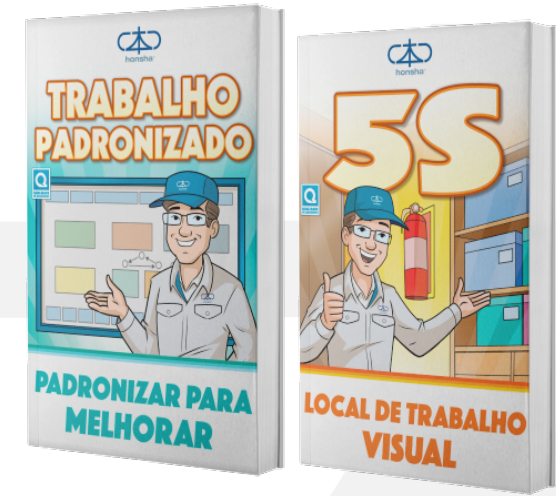
- Partner at Honsha.org
- Lean Transformation Organization

Former Toyota

- Kentucky, North American Headquarters, Texas (start-up),
  - Toyota Way, Toyota Business Practice, TPS

Co-Author of “Toyota by Toyota”

LEI Faculty Member



# UnTwistTheNails Inc.

## Shift 1 Rules

- Don't touch the nails until I say "Go" when the shift starts
- Once you get the nails apart:
- Drop the nails (quietly) and don't touch again
  - The facilitator will come pick them up.
- Get your time from the facilitator and record it on your phone.
- Don't coach anyone around you after you get the nails apart
- Your job is done, kick back and relax until everyone finishes.

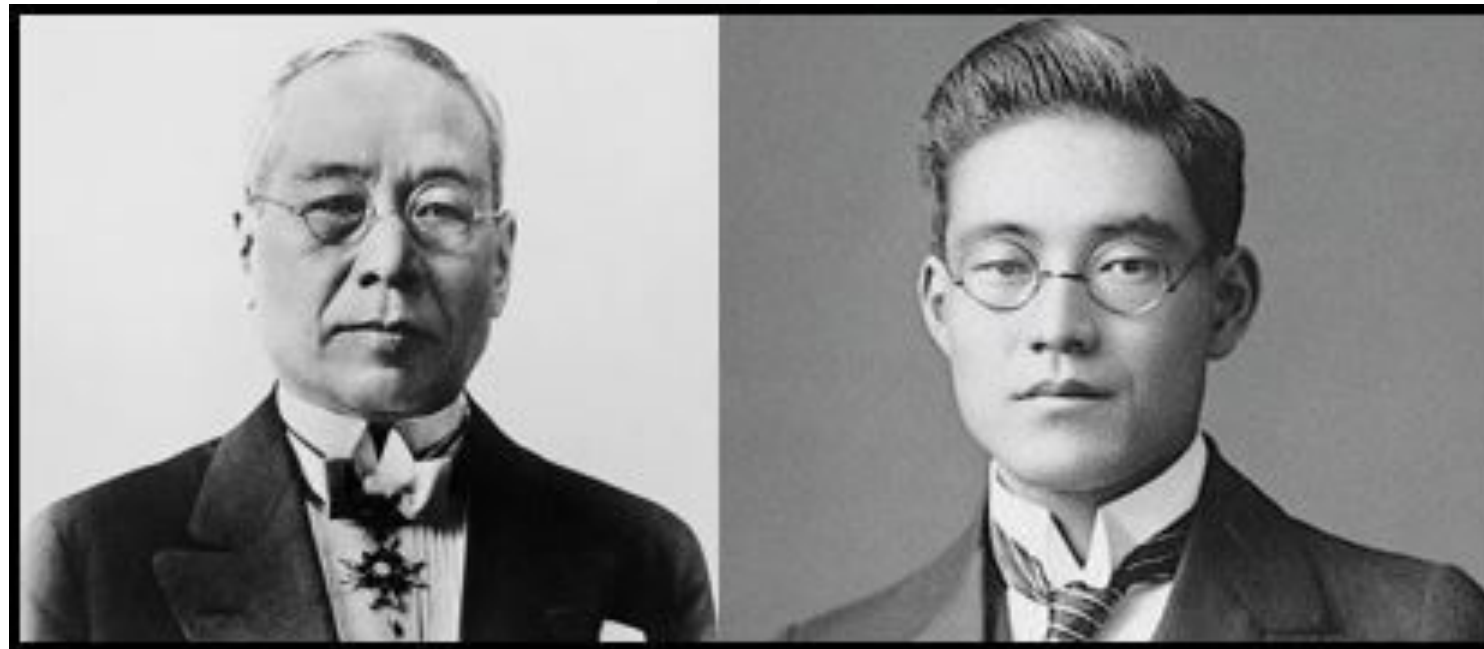
**W. Edwards Deming**



“40% of what we do is just waste”

“My Father was not educated. The only strength he had was to believe in one thing all the way, that... (people) have latent capability. The automatic loom was the product of this conviction.”

The founder of Toyota Motor Manufacturing Kiichiro Toyoda speaking about his father, Sakichi Toyoda, avid inventor and the founder of Toyoda Loom Works.



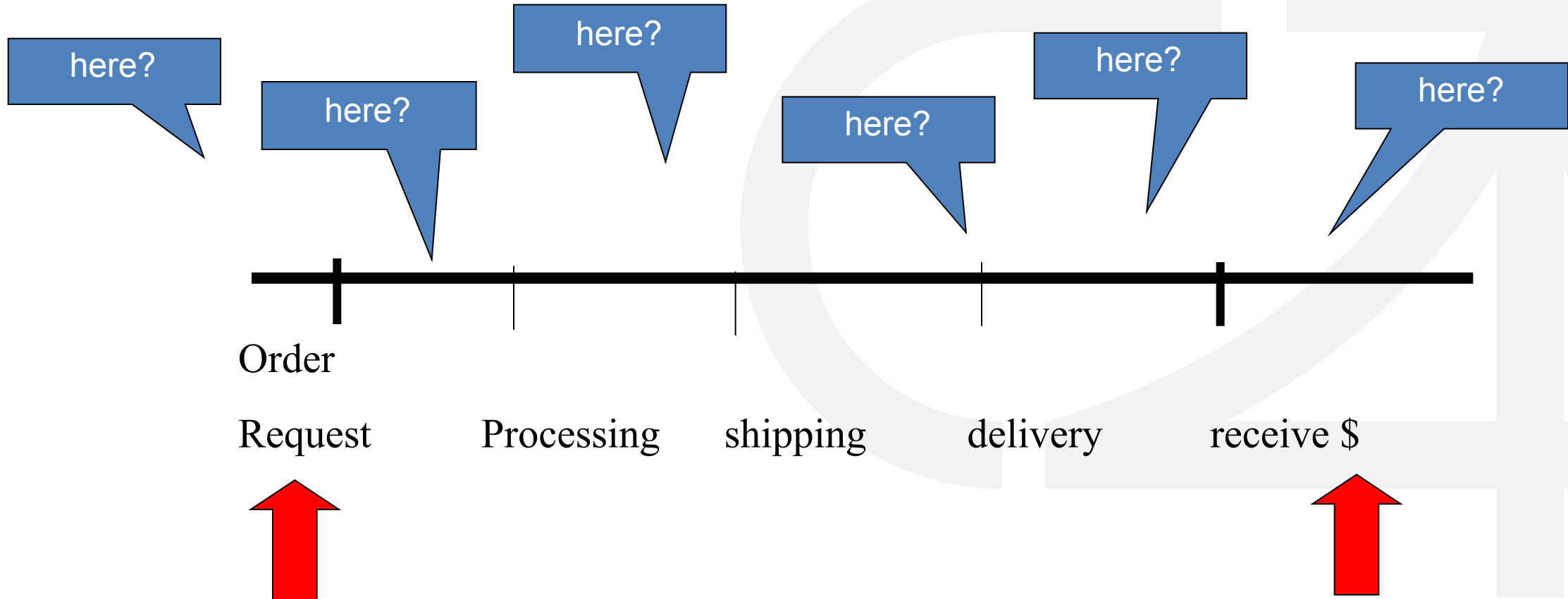




“99% of what we do is waste”

Taiichi Ohno

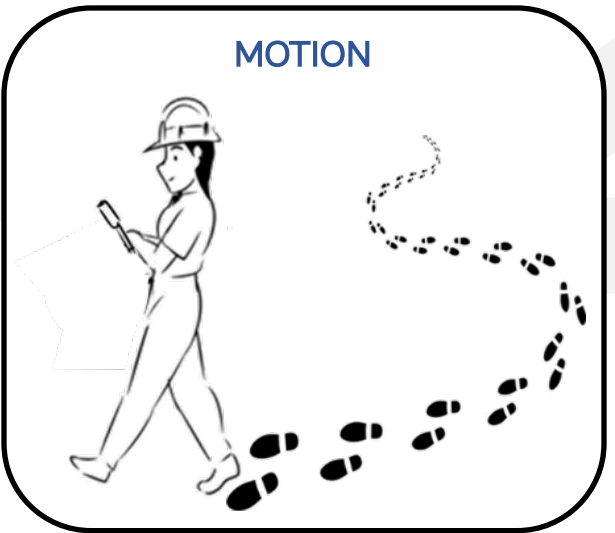
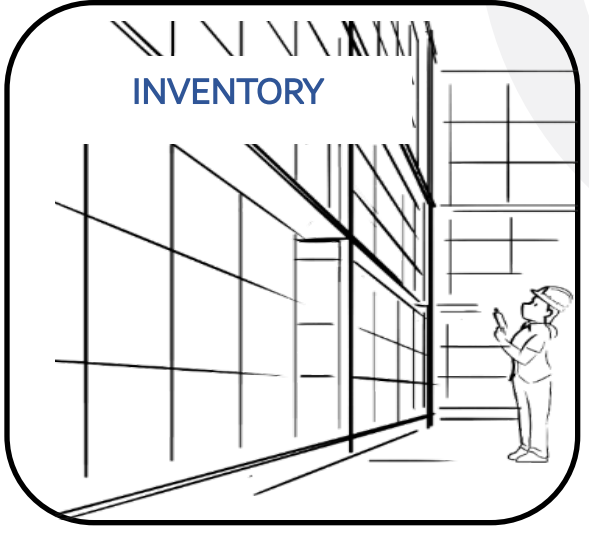
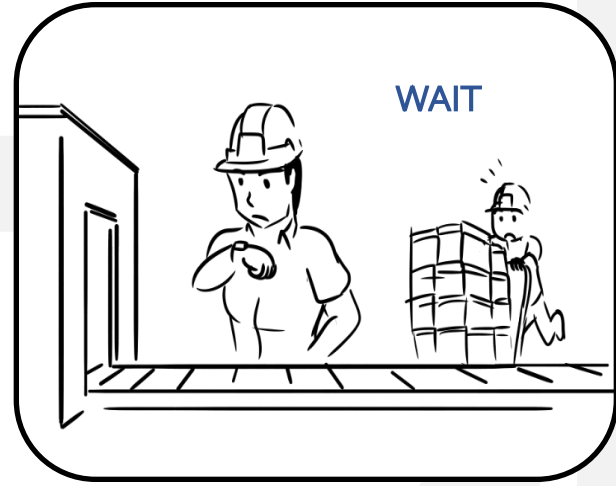
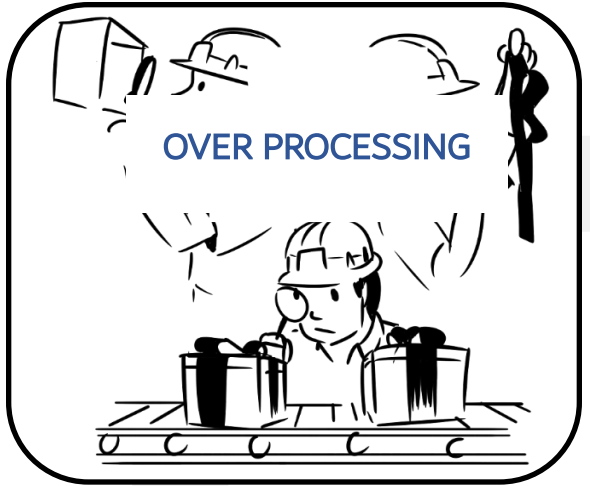
# Where is the waste? In which process?



If we see the waste, we can eliminate it



# 7 Wastes-Muda

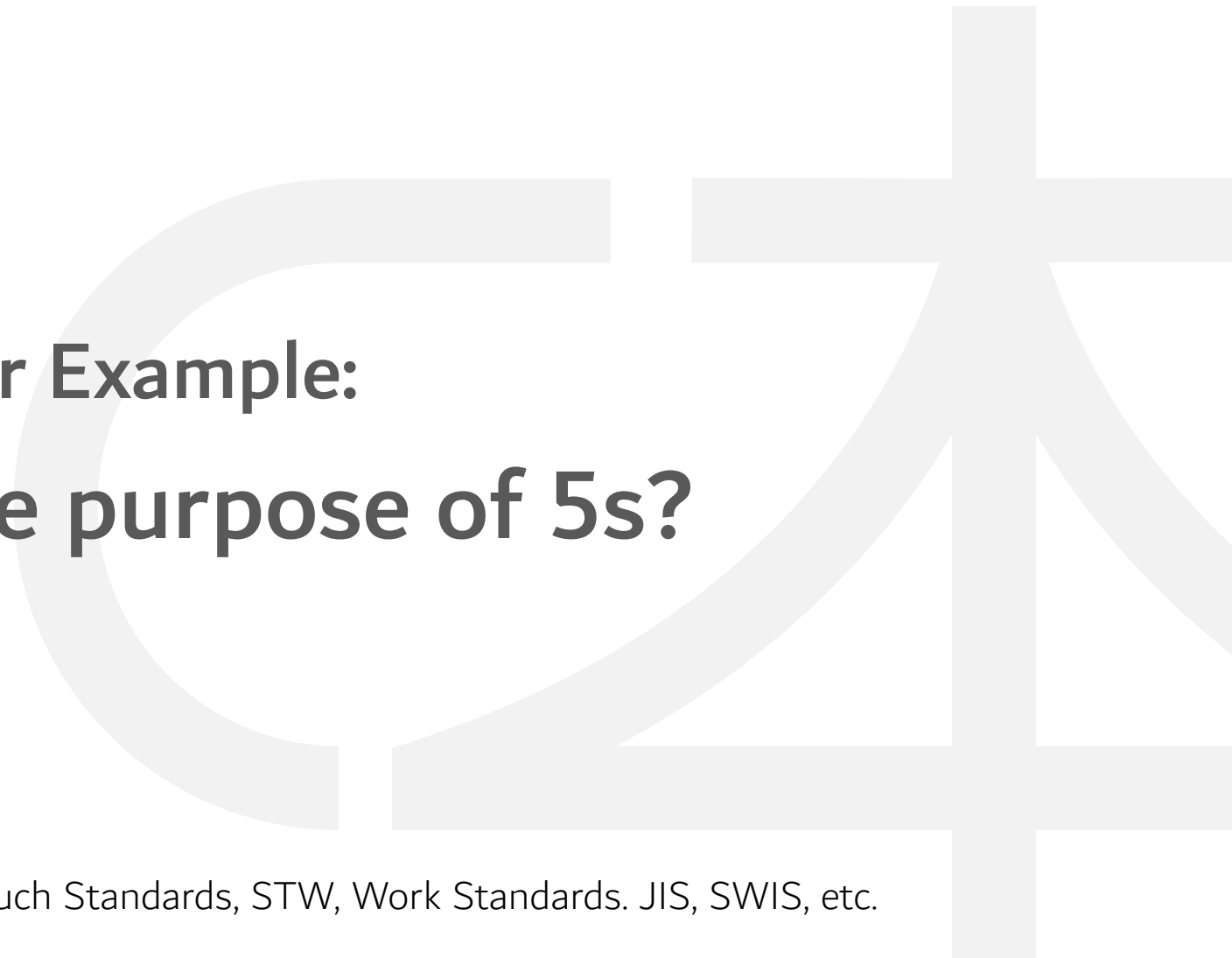


# What's our responsibility?

Identify and eliminate all types of waste



**One of the best way to see waste and eliminate waste is to  
create standards.**



**For Example:**  
**What's the purpose of 5s?**

Today we won't distinguish too much Standards, STW, Work Standards. JIS, SWIS, etc.

# From the Toyota Way Internal

Successful practices are adopted as standard and then transferred, spread, and entrenched in the organization to leverage their effect.

“We expect rigid conformance to standardized work because it is the optimal known way to complete the job. When a better way is found and tested then everyone does the new standard. The thinking is, if it is the optimum way, then everyone should do it in this manner. If a better way is found, the standard work is changed, and everyone does it the new way.” Alex Warren, Toyota

# What is Standardized Work?

Standardized Work is the best current method of accomplishing a task, considering Safety, Quality & Productivity.

# Why implement Standardized Work?

- To provide safety and quality through a reliable process.
- To set a baseline for future improvements.
- To provide a management system for the work area.
- To establish a routine/habit/pattern for work to be performed.
- To respect the team member by setting them up for success.

**So, let's take one of the ideas for improvement and implement it for the 2<sup>nd</sup> shift at UnTwistTheNails Inc.**



# Standard work Instruction Sheet

Process Name:  
Separation of Nails

Number: 1  
Revision: 1

Elements of Operation Sequence #

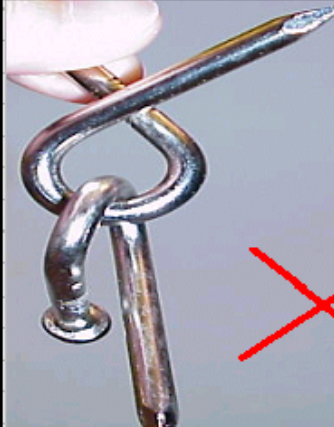
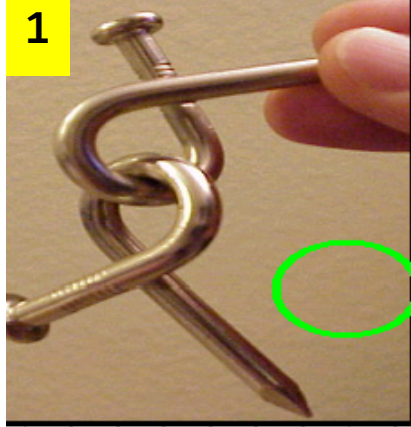
Key Points

Job Layout (details)

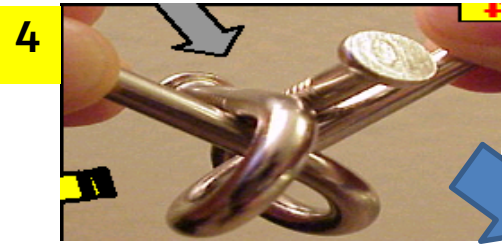
1-Hold the end of the nail with the RIGHT hand.

2-Hold the other end with the LEFT Hand.

3-Twist RIGHT head OVER left head.  
4-Keep twisting by moving the RIGHT nail.



Not LEFT over RIGHT

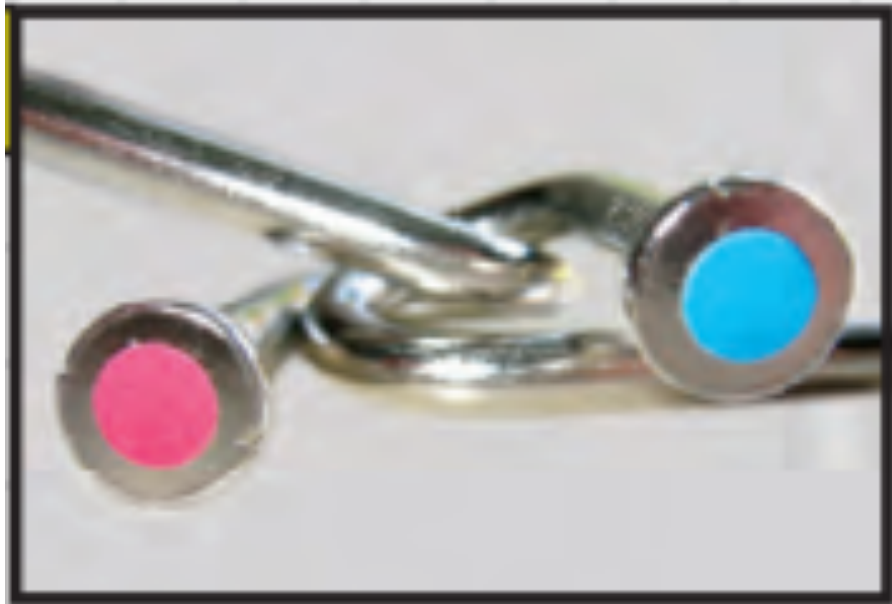


Let go of the nail, it is already separated.

## Shift 2 a UntwistTheNails Inc.

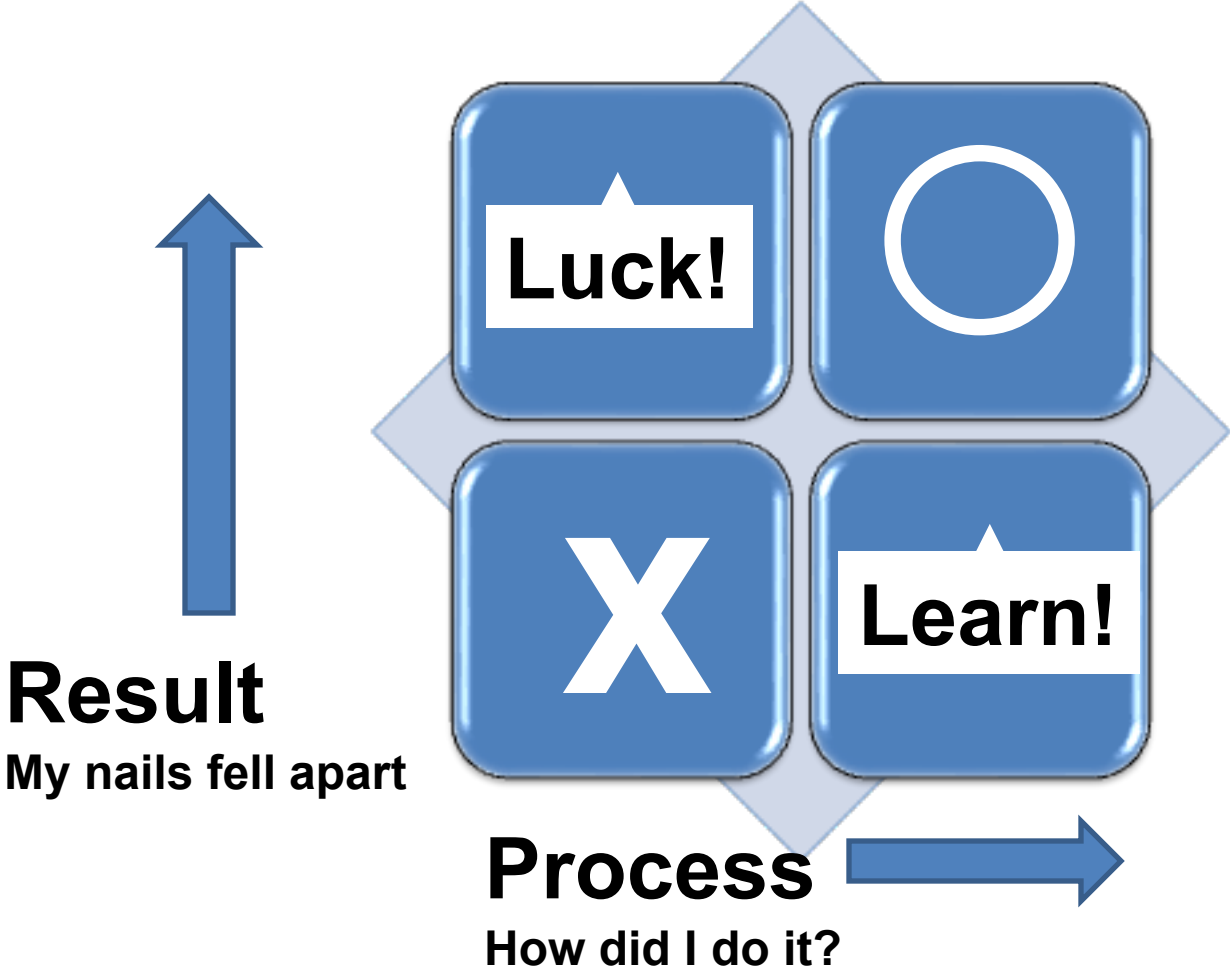
- Don't touch the nails until I say "Go"
- Once you get the nails apart say your number until you are sure the facilitator has recorded your time
- Drop the nails (quietly) and don't touch
  - The facilitator will come pick them up.
- You can verbally coach someone at your table once you are finished.

We can even improve the standard work instruction sheet.



STANDARDIZED WORK INSTRUCTION SHEET		PROCESS NAME: Disentangle Nail Puzzle	NUMBER: REVISION:	1 / 1
SEQ. #	ELEMENTS OF OPERATION	KEY POINTS	JOB LAYOUT (DETAILS)	
1.	Put RED finger glove on LEFT index finger. Put BLUE finger glove on RIGHT index finger.		1	
2.	Hold the nail that matches the color of your finger glove and hold it upright.		2	
3.	Keep the RED nail still and rotate the BLUE nail LEFT	When BLUE head is down turn tail to face right	3	
4.	Pull nails apart.		4	

# Both Results and Process



## WITHOUT standardization:

- Improvements are INCONSISTENT
- Results are UNPREDICTABLE
- Gains are NOT sustained
- Improvements become REPETITIVE

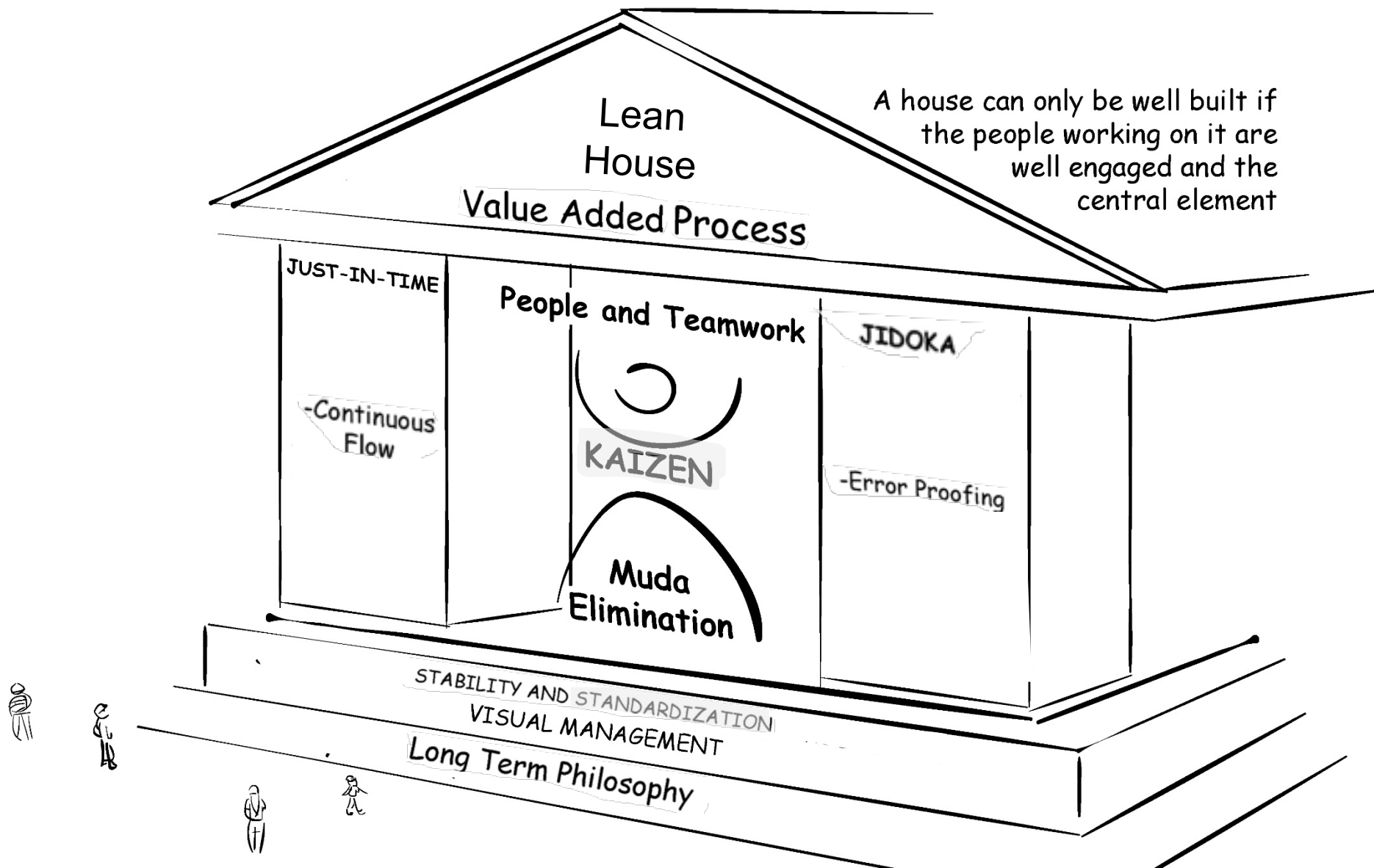
## WITH standardization:

- Improvements are CONSISTENT
- Results are PREDICTABLE
- Improvements ensured to STAY in place
- CONTINUOUS improvements instead of a repetitive



“No standard, no Kaizen.”

-Taiichi Ohno



A house can only be well built if the people working on it are well engaged and the central element

Lean House

Value Added Process

JUST-IN-TIME

-Continuous Flow

People and Teamwork

KAIZEN

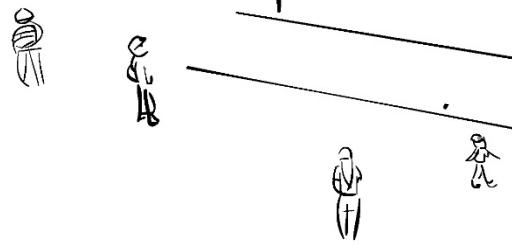
Muda Elimination

JIDOKA

-Error Proofing

STABILITY AND STANDARDIZATION  
VISUAL MANAGEMENT

Long Term Philosophy



# Lean Principles To Support the Long-Term Philosophy





# The Essence of Kaizen



Every day

Everywhere

Everybody



# Thank you!



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