

Continuous Improvement Toolkit

YOKOTEN

BEST PRACTICE SHARING



YOKOTEN - BEST PRACTICE SHARING

A **Best Practice** is that practice that has been proved to produce the best results consistently.

It is the best-known way of doing something and has the potential to be replicated internally and externally.



Represents creative solution to a common problem

YOKOTEN - BEST PRACTICE SHARING

Having a **best practice program** in your company is a fast and effective way to share Lean and continuous improvement successes and accomplishments.

It allows to highlight the many **innovations** and creative solutions that are currently in place throughout the company and beyond.



YOKOTEN - BEST PRACTICE SHARING

Yokoten is a Japanese word that means best practice sharing across functions and businesses to improve processes and performance.

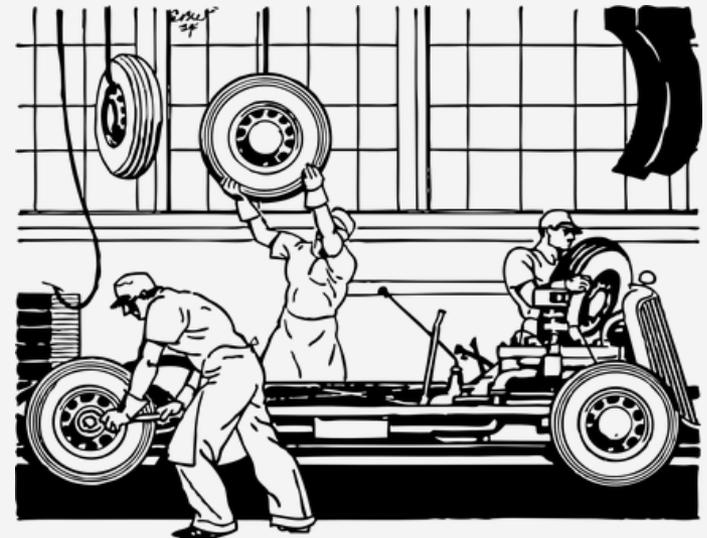
It is thoughtfully sharing of successes, experiences and best practices which could be useful to others.



YOKOTEN - BEST PRACTICE SHARING

The **Yokoten approach** was originally created by **Toyota** to make everything better for everyone so that the whole company benefits from great ideas.

Toyota expects that in order to complete any Kaizen process, it needs to be **concluded** with a best practice sharing.



YOKOTEN - BEST PRACTICE SHARING

Sharing and **copying** best practices will duplicate the success and directly impact the bottom line of the business.

However, it is not enough to copy best practices exactly as they are. Teams must adapt and improve the practices to fit their own needs.



YOKOTEN - BEST PRACTICE SHARING

The purpose of Yokoten is not only to find creative solutions to problems, but also to allow **new ideas and insights** to emerge within the company.



YOKOTEN - BEST PRACTICE SHARING

Developing a **best practice program** for your company is an integral part of becoming a world-class performer in your industry.

The more you can do to promote the creation and sharing of great ideas within your company, the better your performance will be and the more engaged your employees will be.



YOKOTEN - BEST PRACTICE SHARING

You need also to consider what other world-class organizations are doing to become even more innovative and competitive.



YOKOTEN - BEST PRACTICE SHARING

Best Practice Program

Yokoten is a two-way exchange of best practice information between two or more entities.

TWO PERSPECTIVES

Develop,
document and
share internal
best practices



Get access to and
implement external
best practices



YOKOTEN - BEST PRACTICE SHARING

Best Practice Program

Companies can **learn** from other successful companies by adopting their best practices and integrate them into their processes without the need to reinvent the wheel.

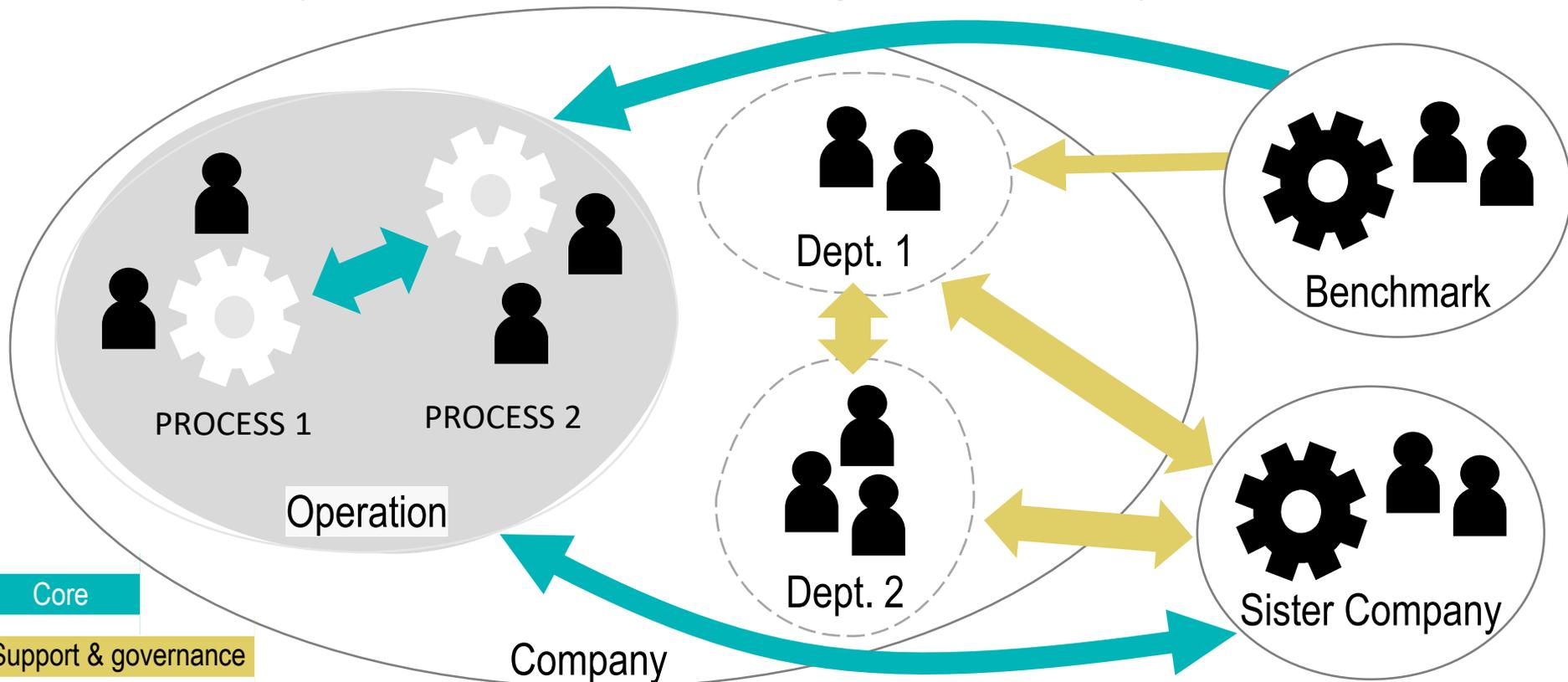
Companies can also **develop** and share their own best practices and innovative ideas.



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Best Practice Program

Can be a powerful tool for driving world-class performance.



YOKOTEN - BEST PRACTICE SHARING

Best Practice Program – Benefits

Everybody can benefit from the successes of others

Performance gaps will close over time

Problems, defects and costs will be reduced

Employees will be more aware and skillful and therefore more productive

Directly impacts employees' motivation

Promotes involvement and participation of employees in their workplaces

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Best Practice Program – How-To

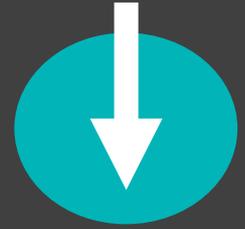
Develop, document and share internal best practices

1. Document and approve the best practice.
2. Send it to relevant teams internally.
3. Post it on notice boards so everyone can see and learn.
4. Submit it beyond your division and across the entire business.



Get access to and implement external best practices

1. Get access to an external best practice system.
2. Search for and select a relevant best practice.
3. Implement the best practice.
4. Share best practice results and lessons learnt.



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How to Document a Best Practice . . .

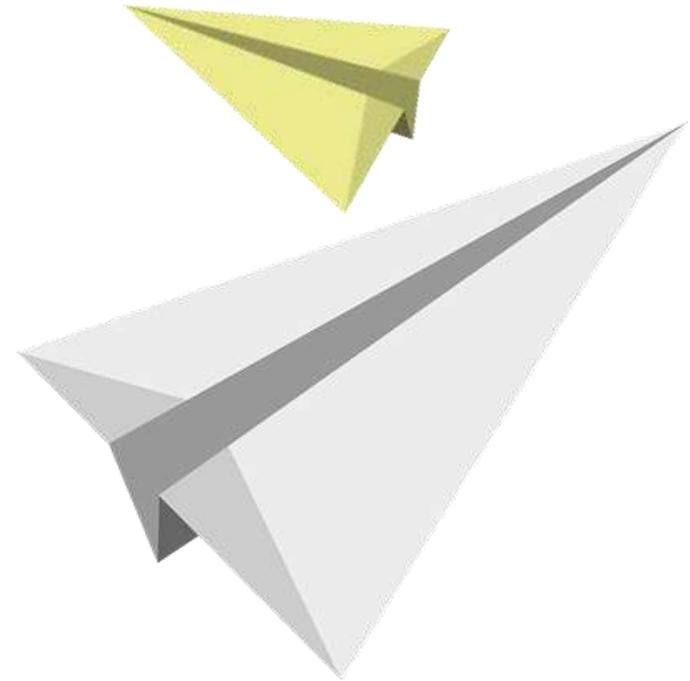
1. Use a paper form (or an electronic form) to document the practice.
2. Write the title and the initial condition that leads to the development of the practice.
3. Write the solution to the initial condition or problem and the benefits that has been obtained.
4. Fill the other required elements.



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How to Document a Best Practice . . .

5. Attach any photos or case studies that may be helpful.
6. Submit the information to the appropriate parties to validate its completeness and correctness.
7. Share it among teams and across the entire business.



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Best practices should be documented before being shared with other teams.

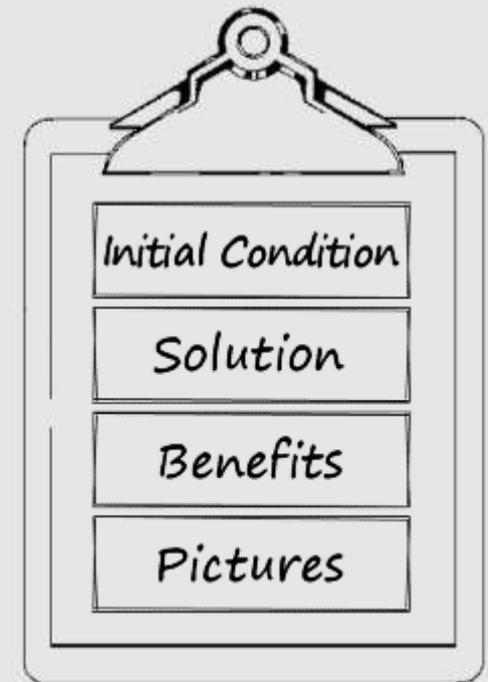
► The basic elements often include . . .

The initial
condition or
problem

The solution
to the
problem

The benefits
obtained after
implementation

Drawings and
before and
after photos



YOKOTEN - BEST PRACTICE SHARING

Other information can also be included such as . . .

| | | | | |
|--|---|--|---|--------------------------------------|
| A reference number (non-duplicative) | The most closely related process or area | The category (safety, quality, production, etc.) | Whether the best practice is a mandatory or recommended | The dates of submission and approval |
| The name of the best practice originator | The name of the person who should be contacted for more information | The name of person who should validate for content | The name of person who should approve the best practice | Related documents, reports, etc. |

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Best Practice Criteria

- ▶ Before you decide if the practice is a best practice and not just a good or normal practice, ensure that it complies with the criteria defined by your company.
- ▶ Companies must determine and agree on a certain set of criteria for their best practices.



EXAMPLES

Useful

Unique

Practical

Cost-efficient

Sustainable

YOKOTEN - BEST PRACTICE SHARING

Example of a Best Practice Form

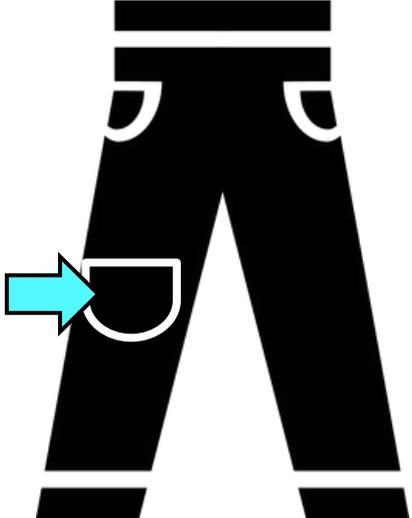
| BEST PRACTICE | | | |
|-------------------------------|------------|---------------|--------------|
| SUBJECT: <input type="text"/> | | | |
| Process | Area/dept. | Originated by | Submitted by |
| Initial condition | | Before photos | |
| Solution | | After photos | |
| Benefits/results | | | |

YOKOTEN - BEST PRACTICE SHARING

Example of a Best Practice Form

| Title: | | Process: | |
|-------------------|--------------|-----------------|----------------|
| Sub-process: | | Date: | |
| Initial condition | Solution | Benefits | Drawing/Photos |
| | | | |
| Originated by | Submitted by | Contact details | |
| | | | |
| Department: | Plant: | Division: | |

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| Title: <i>Modified Trousers</i> | | Process: | |
|---|--|--|--|
| Sub-process: | | Date: | |
| Initial condition | Solution | Benefits | Drawing/Photos |
| If a machine needs any adjustment, the maintainer usually takes his heavy toolbox (an ergonomic issue). He may forget some tools if he hold them by hand causing waste of time resulting in machine downtime. | We have provided all maintainers with trousers that have two pockets (one at each side) to hold their most important and used tools. | Each maintainer now can keep his tools with him all the time. No need to search toolboxes, no ergonomic issues, and less machine downtime. |  |
| Originated by | Submitted by | Contact details | |
| | | | |
| Department: | Plant: | Division: | |

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Case Studies

A best practice may be presented in a case study format that includes . . .

The benefits in terms of cost savings and sustainability

Challenges and pitfalls that had to be overcome during implementation

The cost of implementation of the best practice

Any regulation or requirement that has been complied with



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Using of Technology

Systems, intranets and databases encourage documenting, submitting and sharing best practices between teams, departments, and divisions.

They enable teams on the opposite side to access and implement best practices in their own areas in an easy manner.



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Communication

Don't allow an improvement opportunity to slip away because of miscommunication.

You need to communicate your best practices in a way to promote . . .

- ▶ Awareness.
- ▶ Understanding.
- ▶ Implementation.



YOKOTEN - BEST PRACTICE SHARING

Communication

Information and notice boards are effective ways to display and share best practices and lessons learned.

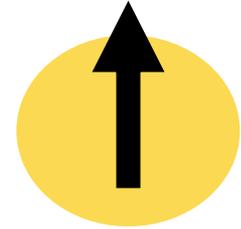
Use them to post best practices so that everyone can see, learn, and reflect.



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Sharing Hints

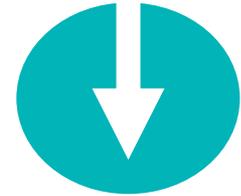
- ▶ Don't hold your best practices to yourself. You are not competing with other teams in your company.
- ▶ Allow others to copy your best practices and apply your ideas to their own processes and areas.
- ▶ Prepare reports and presentation slides of successful practices and invite others to attend and learn.



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Copying Hints

- ▶ Keep an eye for improvements that are taking place within your facility and beyond.
- ▶ Give your team members a permission to actively go and see what other teams are doing.
- ▶ Visit the Gemba of the other teams and study their practices and learn from their mistakes.



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An Idea System

- ▶ Oftentimes, a best practice is a result from a suggestion or recommendation.
- ▶ Implement an idea system and encourage employees to make improvement suggestions.
- ▶ Ensure that the ideas and suggestions are well heard.



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Translation Opportunities

Think of possible translation opportunities.



Direct Translation

Implement the same idea in a similar process, product or service.



Adaption

Adaptation of the idea for the same process.



Customization

Adaptation of the idea to a different process, product or service.



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Further Information

- ▶ Best is not always best for everyone.
- ▶ Every facility is different in some way in terms of goals, regulations, culture, environment and technology.
- ▶ What is meant by 'best' are those practices that have been proven to produce great results in certain conditions and for certain time periods.



1



2



3

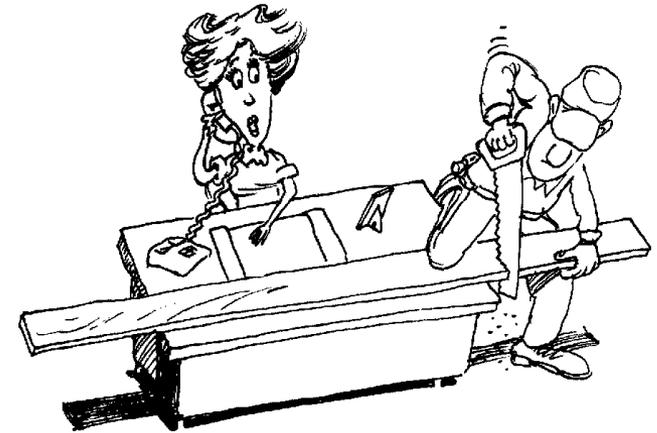


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Further Information

Other than products, services and processes, Yokoten can also be applied to best results and successes that are related to . . .



Working
conditions

Health and
safety
conditions

Environment

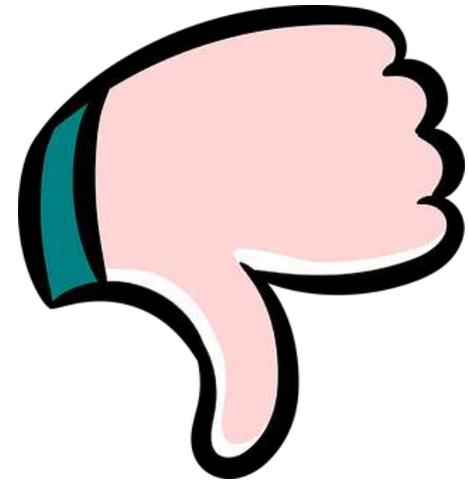
Organization
culture

Quality of life

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Further Information

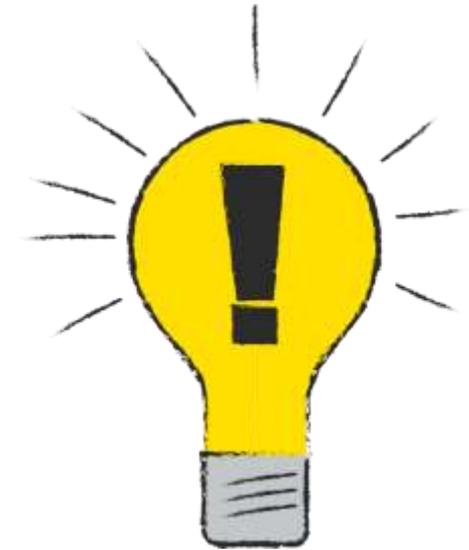
- ▶ Yokoten can also be applied to failures as well as successes.
- ▶ Generally, we tend to hide our failures from others and then no one learns from them.



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Further Information

- ▶ On a periodic basis, each best practice should be reviewed to determine if it is still appropriate.
- ▶ As time passed, a best practice may become outdated due to more recent developments or process changes.



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OBSTACLES

Being stuck in daily firefighting and time-wasting activities

Not having the culture of going to the Gemba

Competing with other teams and hiding your best practices

Unclear definition and criteria of what is considered to be a best practice

Only communicating results and successes up and down

Not having a measurement system to gauge progress

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The Continuous Improvement Toolkit

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