

CONTINUOUS IMPROVEMENT IN ACTION: HOW TO IMPLEMENT THE 4 LEVELS OF KAIZEN

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At barpa, we believe that growth happens every day, which is why Continuous Improvement is an integral part of our daily routine. Guided by the Kaizen philosophy – a daily evolution approach – we strive to optimize processes, simplify tasks, strengthen teams, and, above all, create a positive and productive environment.

To implement this philosophy, we are introducing the Kaizen levels, ranging from Kaizen level 1 to Kaizen level 4, each focusing on a key area: team organization, workspace organization, standardization and structured problem-solving. Currently, we are working on Kaizen level 3 (Standardization), while ensuring the continuity of the previous levels. This dedication brings benefits to both our team and the experience of

our customers and partners.

Next, we will explain how each of the Kaizen levels contributes to achieving these goals.



Kaizen level 1: Team Organization

The first step is to organize and align teams. We ensure that everyone is aware of the objectives and that there is constant, close communication. A key practice is our daily meetings (or Daily Kaizen), held at the Team Boards, where we share priorities, discuss challenges, and celebrate successes.

Associated tools:

- **Team Boards:** Where team members visualize goals, performance indicators (KPIs) and priority planning.
- **Improvement Suggestion System:** A space where everyone can contribute ideas to improve processes, fostering an environment where every voice is heard.

Benefits:

- Ensures close alignment and collaboration, keeping the team informed and motivated.
- Facilitates the quick identification of improvements, creating a continuous innovation environment.

Kaizen level 2: Workspace Organization

An organized workspace is essential for productivity and safety. In the second Kaizen level, we apply the 5S method to ensure a functional, safe, and pleasant workspace for everyone. We also use a 4S Inspection Checklist to verify if the first four “S” of the method (Seiri, Seiton, Seiso, and Seiketsu) are well implemented, reinforcing efficiency and consistency in organization. Additionally, a Responsibility Matrix clarifies the roles of each team member in organizing activities, promoting accountability and engagement from everyone.

Associated tools:

- **4S Inspection Checklist:** A verification guide that ensures the application of the first four S's and identifies opportunities for improvement.
- **Responsibility Matrix:** Specifies each member's responsibilities, ensuring clarity and commitment to maintaining the workspace.

Kaizen level 3: Standardization

In the third level, which is currently being implemented, we focus on ensuring that our processes are consistent and efficient. Standardization ensures that best practices are shared across the team, promoting reliable and high-quality service. The documentation of work instructions/operating procedures ensures that everyone clearly understands their tasks, helping new team members integrate quickly.

Associated tools:

- **Work Instructions/Operating Procedures:** Detailing the steps of each task to ensure efficient and consistent execution.
- **Process Flows:** Visual representations of processes that simplify understanding and training for all team members.

Benefits:

- Reduces the margin for errors and ensures uniform quality at all levels of operation.
- Facilitates the onboarding of new employees, ensuring they feel integrated and confident quickly.

Kaizen level 4: Structured Problem-Solving

The final Kaizen level focuses on resolving problems in a structured and preventive manner. We are still exploring the most suitable tools, but the goal is to develop the ability to identify the root causes of problems and prevent them from recurring. Tools like PDCA and the 5 Whys are examples of methodologies we are considering to strengthen our problem-solving approach.

Possible associated tools:

- **PDCA, Ishikawa Diagram, 5 Whys:** Tools to assist in analyzing causes and developing sustainable solutions.

Benefits:

- Prevents recurring problems and strengthens the team's ability to find effective solutions.
- Promotes a proactive problem-solving culture and encourages everyone to participate in continuous improvement.

Implementing the Kaizen levels at barpa

Currently, we are focused on developing Kaizen level 3 (Standardization), while maintaining and enhancing the levels we have already implemented. This journey is supported by a dedicated Continuous Improvement team, providing training, guidance, and support to all departments.