



DAY 1: LIVE SESSION

SESSION TRANSCRIPTION

RITSUO SHINGO

Gemba and the Power of Showing Your Back

Jared Thatcher

So, welcome, my name is Jared Thatcher. I am super excited that everybody could be here for the Virtual Lean Summit and the on this last session of our first day, we are very pleased to have joining us. Ritsuo Shingo and for those of you that don't know, you know, the Shingo family is really well known in our industry. His father was instrumental in coming up with a lot of the designs for implementations and practices for what we know is lean today it was through the Toyota Production System. And retail is also very involved in that he helped to translate his father's first book, and also came up with all sorts of different tools and methods himself and so he has a long and industrious that career. I'll go ahead and turn that over to him. But you know, "*Shingo Ritsuo-san honto ni kokoro kara kanshashiteitashimasu. Koko de atsumaru kikai ga aru kara.*" I am so glad that you are joining us. And with that, I'm going to go ahead and share my screen so that you can see. There we go. Great talking to us about solving problems at the gemba. And I'm assuming everybody can see this. Fantastic. So let's go ahead and turn it over to you.

Ritsuo Shingo

Okay. Thank you very much for your introduction of me. My name is Ritsuo Shingo. I joined Toyota in 1970 quite a long time ago. Then, In my career abroad, is starting from studies from the Detroit and then moved to Kentucky to join the Kentucky plant. Then, I been back to the Japan then I joined the UK project, the first UK project that was the first plant in Europe for Toyota, then it was moved to China office then I I created established the joint venture with the

Chinese company, This photo shows the my first joint venture that was the first one I we have established, we mean detail that has established in China. This This was the first nothing else at all. Then we started the build DeCosta it's a minibus, then Ah, it was very difficult to start, but I not I we successfully succeeded in in the first business profit. That was never happened to tell that in the past. So after the this joint venture, I've been back to the Japan that I met with current president. Mr. Toyoda, and based upon his request and, and also I asked him to or to move to the China again. Then I tried to set up the joint venture in Quantico. That was the app to build the commercial truck with the gun Gwangju Mota. Then I returned to Japan. Yeah, after that, I was I was sent to China a day. So in total more than 13 years. I stayed in China. Then today, I was requested by the hazzan of India Institute and through the hazzan. I was requested to join today's meeting. So that's why I'm going to join. It is my great pleasure and honor to be here to speak about my experience. Then I was requested to talk about the gemba and how to do the gemba walk. So first the Oh, will you show me the next one? This is just a demo. Demo walk Yes. to grasp the fact Yes. And yeah, it looks like this similar to the problem solving grasp and find the problem. And not only problems, but any place to be improved. That that's what I do. To do the gemba walk then next game day by denbies. Danger damn booth, that this is the term denbies when I went to the United States, I tried to translate a lot of Japanese to English. ba ba gemba ism. It's a it's a coined, I created the gemba ism because the it's very difficult for me to translate. So I thought maybe in the future, this demba the term gemba and demba ism could be English. Everybody should understand in the future. So that's why I added gemba Japanese and ism and demba surely it is the term I coined and get you gamblers this debt debt again, but it the the term which is used has been used in Toyota for a long time. It is the basic concept. game to gamble to means go to gemba and feel the actual thing touch it that showed you how much further appreciate to go to gemba and touch it feel it the don't discuss anything in office go that place, feel it touch it, watch it that is very important concept of TPS and gemba used to me after the model, the manufacturing plant so whenever we say gemba we meant plant Baba. My definition is a little bit different. gemba means the place where the actual things are happening. Not necessarily plant any place where the actual thing is happening. Last year, the weekend spread widen the to apply gemba to any kind of business. The hospital has Dima and MacDonald has a demo. It's not the manufacturing. But MacDonald has a demo where they cook and meet the people and service that is timber. So all this timber, the term demba can be applied to any kind of situation. So, at Shingo Institute, similar thing happened in the past Most of the single Institute is the organization created by the Utah State University and they kindly named the activity shingle. So, that's why the Shingo Institute and their participants used to be manufacturing people. But now, maybe roughly 50% manufacturing 50% is the non manufacturing from the US to the world. So, that's the application to Shingo model is widen broader. So, that you can use them if you if you use my definition are very easily to spread. And I use this concept quite often when I made the decision to take an action, the quality problem or join chip, this is the next next photo you have Yeah, there was the this is Kosta. We started to produce in China and there was a very serious quality problem and the shaft right hand side was broken. And it is serious defects. Then, I called my quality people to the people in Japan. Please come on help to solve the problem. Yeah, he'd mentioned to me on the phone, he mentioned to me Okay, Mr. Shingo, please invite everybody everybody means the chassis suppliers and also the shaft suppliers shaft to be supplied to the chassis supplier. Then they assemble, then supply to Toyota joint venture, so called everybody to switch on to my plant. And I told him Oh, he is something wrong. You work for Toyota for a long time. Me too. Where's demba? You think my plan is demba? No way. The place of gemba means the place where the

quality problem has happened. That is where that is the second tier supplier, the shaft manufacturer. The shaft manufacturer was rotated in John Chin. It's a five, five hours drive from Gentoo to join Jim. Then I told him I bring my coaster to John J Airport. So please fly to John G Airport. I take you with me and go to the shaft manufacturer, supplier, second tier suppliers. Then it took up took about 10 hours from John Chin to the Georgian supplier. Why 10 hours. I was surprised. I didn't know such as far away from the airport, John J Airport. And the story I haven't heard was in the past, China was afraid as a country afraid to be attacked by the foreign countries. So they hide all my assumption location into the Mount, mountainous area to hide to avoid any attack attack. That's why a lot of suppliers were located in the mountain. So it's a long way gradually, they shift their plant location from mountain to the normal area. But at that time, still that Santa supplier was located in the mountain. So 10 hours, but when we together went to the the suppliers. We found the problem and we found the their way of testing is something wrong. So, we fixed the quality issue. Thus the My point is even after the mother, the manager Quality Manager did not understand what Gemba is. So, the meaning of Denmark is very important to go to Denmark is really important. Without going to the bar, you cannot solve the problem. But the next please. Oh, how to the Gemba walk? Alright, quite often, in English, we say go and see. But I have a strong objection. Go on, see, no way. Go on watch, observe. That means do not make a plan tour. Stay at one spot, how this half an hour and costs you watch the process. And process means movement of machine and also movement of operators. How they are doing the observing to understand what's happening. You if you make a quick tour, it's a plan tour. You did not find anything. But if you stay you found a lot of things. So please stay at one spot. I I don't I hate that the pump people quite often tell me what seeing their watch. Obviously single it's time to go to the next place. There are other people waiting to explain to you. But I said no, no, no no no way. I should stay here work 10 minutes 15 minutes, half an hour. Actually I did last away I did a plan tour then an injection machine example that that is the one of the example I did. I went to the United States several years ago to visit the about 30 companies not necessarily manufacturers but trying to accomplish all different business. Mr. Paul Akers, he was very famous. He was a author of the Two Seconds Lean. And he mentioned me in that book. He was quite famous. Then I move on based upon his request, I went to the United States he assigned about 20 companies for me to visit. In the beginning, I was wondering whether I could make any good suggestion to them or not, because I have never been to their plant. This is first time could I do it? But as a result, I could do it. And I was wondering why I could do it. The I I went and observe carefully, closely and carefully and listen carefully. Yeah, quite often I say the people when I was in China, you should have a very big ear. The mean listen carefully. And be guy be guys man. Watch carefully. So big eyes and big ears for not big mouth. That is a way I tried to give the message to the people. The injection molding machine case is the time when I visited Paul Akers plant. He owned operate the injection molding machine making some components products, and he had a two injection molding machines. And when I went there Upon his request I've been in I've been to his plant and I asked him please bring me chair I was going to sit and closely watch what's happening. So, he brought me chairs then I sat down on the chair and I was watching the injection molding machine then I realized oh wow young person about 22 or 23 quite energetic young person what is what was he doing? He was doing simply sorting why he was doing sorting, sorting from the products and waste channels because the injection molding machine as you might know injection molding machine is the cross the door then inject the plastic then open the door and eject by beam and the products and channels went down through the shooter then that comes down to the end then he just sold products and waste into the two boxes why that kind of young

person is doing just salty something wrong Yeah, I was watching and I first suggestion I made to him was a there was a stopper the from the injection molding machine coming through the chute and go to the end that there was a stone there was a stopper then he sorted so I suggested Oh okay, that stopper it's a wooden stopper, the board then you make a hole openings them for us go through the channels waste will be stopped don't go through that you can you could do the automatic sorting I suggested then next day, next morning I went there I asked what happened he said oh very successful. Let me show you the What happened? He showed me the injection molding opening coming out going through and products went through the openings and channels which was stopped for a shot was okay. But second shot no good. Why? Because just top channels the channels waste what stopped and block the products go through the openings. Whoa, this is not good. So I suggested Okay. Let's go up. Go up the upstream then put this openings what two openings were hoping to go go down through that opening the products and you can place the boxes, two boxes, one is going down to the one box the second opening them ma waste will go through and going down by using gravity. How about that? He said looks okay. But Mr. Shingo our products so different which we change our products, change the mall and change the products then each time when we we do the injection molding products, the change of products then we should replace the openings. That's no good. I agreed. Oh, okay. That's not good. Then I went up to the original Ivan the origin. That that is the concept of ganju candy. Then do you candy is is a I have read my father's book, and then you candy and also I have heard About that philosophy from my father what was what was then you can do if there is a big four or not a big river, maybe India you cannot pass it is too wide, but even big river, you go up to the origin you can easily cross the river is starting small. So, go back to origin then you can solve the problem that is a concept of again do quantity original control source control. So, I remember that philosophy, so, I closely watch the the mold of the horizontal injection molding machine. So, I was watching the molds, that is close the door and inject inject the plastics and open the door then ejection ping while moving, mould is moving then ping health has Wi Fi has pushed the both our products and waste together that's why we're waste and products coming to shoot through shoot Oh, that is a proper why you eject or eject ejected two at once. Why you cannot do do one injection that like a pushing product by gravity going down into the box, then is it anyway it's moving to open then the second ejection push the waist push out and go through go out and dropped by gravity into the box. That's the you don't need the size you don't need to think of the size just press the two boxes if you can separate from the one injection machine injection to one stage injection to two stages injection sorry injection Then could you do that? He said oh no problem. He he just changed some dial it was very clever injection injection molding machine it was made in Japan. So very clever. So, he could control from one stage to two stage easy. So he changed it. So show me what happened first injection, then going down the product products, the second injection going down that is waste. Thus, oh, no problem. Very good. I call for a car to the injection molding machines and show it to him. See Paulson without spending any money we could do that. You could eliminate one person from the sorting work. And he told me Oh Okay, very good idea. And he pointed out on the top of machine injection molding machine. There was a robot. I asked why you bought the robot. He told me he he he tried to use the robot for something coming from top and pick it up and salt or you spent a lot of money for just for solving but my way of doing improvement. You didn't need to spend any money. That that that is good. Or improvement. So my my father always told me or told everybody the improvement to do improvement and he there's a photo You had some has a photo I don't have pointing his head yeah smiley if you try to improve don't use money use your brain that that is his his word that is very good things to remember try to think without spending money but you

make improvement that is the best way not always but a user brain that is the example of injection or what some chap I don't know injection molding machine update next place ah this is the bajo gemba walk you had some design you have some hot photo, yes, the top left hand corner there. Oh look okay. Oh, and the venge me in the center, he was the owner of the town canning process of fish has a lot of good idea how to do the this canning process. First he bought the frozen fish. And he he he take out from the container and open the wrapping it's frozen, then he put that frozen fish to the bubble water and try to defrost the freeze then after that the each operator cut the fish tail and head and the body into three pieces, it depends on the size, then the next process the the operator put the fish into the camp and then push the put the lid on the cam then then close it seal it then after that the heating to kill the bacteria sent out ice then make it a vacuum. So that the canned food can be kept for a long time that that that that is the rough process. So this was quite successful. A lot of 30 to 40 people join this virtual gemba walk. And they they they gave a lot of good suggestions. good suggestions. Very similar to my suggestion. And the what I like to say is the virtual and the real gemba walk. What's the difference? When I made a bit gimble walk, I can use my my five cents, six cents. I can smell I can touch feel bottle battery. I could see the video difficult to observe from my interest. But mirrorless camera is controlled by by the host company. But still it is better than doing nothing. It's very good. So this was a very good opportunity. What I heard is a lot of company like me to join the gemba Walk of their plant and make suggestion. So that's what I'm going to do. So that that that is the virtual gemba walk. If you watch, you might observe, you might find a lot of improvement possibility. So please do this kind of activity. When you do that, please remember my term what is demba also how to do the gemba walk that this call three observe is very difficult to ask question the state to the operators Mother Nature Musa also answer my our questions. He knows he knew the plant very well he was the owner, but he knew the plant, the owner should know the plant he he shouldn't be in the office, he should be in the plant gemba feeling the people is enjoying or not the people is doing a good job or not something wrong or not. Quite often I ask the people the operator the How do you feel your work? When I visited the Mexican plant, it was a very famous worldwide company. Originally from the Germany, very famous company, they are making bus then I went to the one chassis process. Very strong person, my German, maybe maybe Saudi five or something very strong. He was carrying the axle. And holding by by the the leg of the heavy cap axle. He mentioned about 20 kilo grams alternity. And holding and by using the knot runner and fix it and going back and pick up another and go back to the frame and fix it. And I asked him Oh darn, don't you feel tired. At the other time of the end of the day. He said he has very tired, oh really? You're tired? Do you like this job or you hate this job? He He told me, Oh, I hate my job. Really very bad. So it is not your responsibility. Then I call the manager or vice president responsible for my factoring. I called him and took him to that place. And asked the operator, please tell him what you are feeling. So he mentioned to him. So the up the vice president of the manufacturing might think how to ease his work. I asked him could you do this type of work by yourself? He said NO, NO WAY too heavy. If you couldn't do that, why are you you you live it you ask the operator do it. No good. Maybe some carrier or tray, you put it in, put it onto the tray and hold it and bring it then you the people do not need to hold the heavy axle 20 kilograms. But just using the knob runner, they fix it something you should think he said Yes, I would. So that's the app. Ah, I always try to ask questions without the laxity. If they don't like why you don't like any complaint, any complaint or such such kind of reason could be a good a C's for improvement. So that that that is a case. This timber walk is very difficult to ask the operators opinion. Mother still you can make the good comparison. in the hot sun did a good job. He measured not with me he measured the time of

the one operator and compare with the another operator. It's a cutting process. Then he knows he knew the difference between the operator and the operator. And Al Qaeda is was very quick we are beta is a little slow Yeah, if the V operator can follow the same operation with the A operator maybe productivity will be higher he found and recommended the Benjamin-san. So, he had some was very great he could improve a lot. So, this this this in this case I use the term floor for floor is a very important concept of third floor. So, quite often the floor was was not good. So, stay at one spot and take it too time too long time. So, that there was no good for So, good for means good quality. Yeah, good efficiency. So, make a good flaw in this this floor was very important. Do you have any other other slides a picture? Oh, this is just a group photo. Those are the participants. They enjoyed very much I enjoyed very much. Okay. If the the today's participants might have any question on what I have talked please ask me. I

Jared Thatcher

There was a lot of good information here. I did have two questions for you. Last time we were together you talked about the concept of showing your back. So, can you talk to us about the concept of showing your back and what that means Japanese? Can you explain that?

Ritsuo Shingo

Oh, showing your back is about the leadership to become a good leader issues show your back show you about me in Japan It is very common term. *Senaka [Back in Japanese]*. Son is watching the father's back that means you try to learn from his father and try to watch his doing. So, lead by example. That is very common. I realized in abroad that was not so common. Show your back. So show your back is the lead by example. I did not do intentionally when I was a president of China plant. But as a result I did a lot of shoulder back the I at the time. I was a president of that small joint venture about 600 people walkers and stuff. Them Ah, I tried to minimize it's a baby company for me in China. So it was extremely difficult to to be profitable. And I but I I put the flag of the one year one business year profit. It was extremely difficult. I knew that was that that is it was very difficult. But I raised the fog of one business here perfect them. For me. I to try to reduce the don't spend company money. I use my company car as a second half It's a US cos I asked my Beijing Office of further to give me small car karora I was entitled to buy the mid size car like Camry. Very expensive image, even Japan expensive camp, but I didn't. I like to save the company money. So I requested to give me Corolla used car. Five or six years old then he they agreed big office agreed and send it to me. And I used it for our people. I didn't buy any car for them. I bought a boat the copy? How Yes. Made in China. So very cheap. I asked my people who have sent about 1030 people in the plan. So I asked them to use that all not all cheap, or highest copy highest. They did them. The people, Chinese people, normally they insist on to the right, if they have a right. They strongly insist. I knew I knew that that was the their their kind of attitude. So when they came to me, Mr. Lee generalmajor administration came to me, Mr. Shingo would like to buy our costs they should use for commuting from their plant face to the plant. I agreed. Okay, go ahead. I thought they will insist on the buying midsize car, because they are entitled. But what he said is, please buy us the three charades. charades was the main intention. Very cheap, cheap, cheap in price, but cheap in quality. But they they requested me to buy that already. That kind of cheap car is okay. They said yes. Okay. Then three tanjun. Sharon, we bought for them. Then next time they Mr. v. Chain came to me. One more? Well, one more three. Cause this time from where you're going to buy? They said from john chin. It is the in john chin. I think Suzuki was producing very tiny cars. In this case, not so expensive. But quality is okay. So they bought. I didn't mention to them

to use the cheap car because they are entitled to buy besides car. But they didn't. Why? Because they knew my attitude. I didn't tell them but my attitude or Mr. Shingo was using the used car, cheap costs, all the costs, then they learn from my back. That is one example. Another example is whenever I visit the suppliers, dealers in China in China, it was very large, almost all all sides of the United States very large. So whenever I visit our suppliers for the last I should fly and stay at the hotel. Then they book me the very expensive four stars or five stars hotel, of course, joint venture pay, but they booked it. So whenever I visit, and they said this is the hotel. All right. I don't need this hotel. I don't need any staff. If there are too many stars, too shiny, I couldn't sleep. If I close my eyes, I couldn't see any stars. So why do I need any stars? Please change my hotel to the normal, much cheaper hotel. So always I change my hotels to the cheaper. Then another example is I, I tried to buy the used furniture for myself and for the Vice President, a Chinese guy, then we are sitting on the one small rooms. So I asked Mr. Vice President, could I buy the old furniture for ourselves? He said, Yes, I agree. Okay, go ahead. So I went to the old furniture market and bought it. Then show my back. That's Yeah, always I try to show my back. Not intentionally, but I try to minimize then people are watching my attitude. So that is better. If you don't do it, don't show by your attitude. People will not follow. Like, like a long time ago, GM asked me some health, government health, financial health, and they invited GM top executive to join the conference. Then Then they moved by that company jet. Yeah, I read the story. newspaper. why someone like GM was asking the company though corporate, the governmental health. Why they spend a lot of money by using company jet. If it's turned off, we might use the kamacho play. Well, GM used the company jet. They have received a lot of at that time, criticism. That's the show your back is very important show by your attitude. That is show. Show them my back.

Jared Thatcher

Thank you. Thank you. And you've been talking about the gemba and gemba-ism with the gimbal shuggie. I there was there was one story that you told and it it's it's a it's a story you told a very famous one that I think everybody knows of Taiichi Ohno where he put a circle on the shop floor. And and then the gentleman, he told him to stand there in the day. Yes, but there all day, can you can you tell us the story behind the story?

Ritsuo Shingo

The the story of the Mr. T Ohno. Hai, Jared knows why it's so cool. That was very famous. That's why I knew of that. One day he went to the plant and write the circle wide circle and asked the foreman, maybe foreman or group leader, please stay there and close your watch. Observe the process. That was quite correct. instruction. Because it's the same as I said, close your watch. Stay at one spot. Good. Correct. But the wife complained to the top management. I don't know how to how to go to the go to the top management. But she complained. My husband should stand for almost all days like eight hours standing one spot. Why? She was cried, that's what I heard. Yeah. The only one person she could make a he could make any any suggestion to Mr. Ohno is Start at 30. The other time President, Mr. eyster, that what I heard mentioned to him, Mr. Allah, you are doing too much. And that was a story I heard. Then another opportunity. When I met with the Mr. T Ohno's relatives in China. And I, when I had dinner with him, I discussed the Mr. Ohno's why circle? And ask him, did you know that this is that story? He said, Yes. I knew. Really? Yeah. He mentioned to me. Mr. Shingo. There was another story behind that particular story. Oh, what is that story? I asked. He mentioned to me that he [Taiichi Ohno] was getting old. So, after asking the foreman, stand was standing in the

circle. But he forgot. He forgot what he asked. That's why, as a result, the foreman should stand almost all days and hours standing there. That was another story. I didn't know that. That that story was not famous. The only white circle was very famous. Thank you.

Jared Thatcher

Thank you. Thank you for sharing. Are there any any questions from the group while we have Shingo sensei here? And feel free to go off mic and or come on mic and, and ask the question. It's always tough being the first person But please, if you have any questions about gumbo, or doing the gemba, you can do that the story that he told us last week they did that virtual gimble walk at the fish factory the fish canning factory in in the Philippines. I was I was lucky enough to be able to be there already. Yeah, I was I had another meeting. So I wasn't able to stay for the whole thing. But I was able to watch most of it. And, and even asked a couple of questions. And the person with the the phone was, you know, the phone camera was able to go back and show me what I what I've asked about me hearts, son, he had given me some information about how that turned out. So he said that the gimble walk that I joined, I delivered several millions in savings already, we were able to solve the bottleneck in the cutting edge section, like you mentioned, that there were not enough skilled workers and to increase the throughput by about 70% without spending a dime in machines. And so it was a simple kind of query and of adding a slider at the beginning of the line and going to one piece flow reduce the two hour cycle time to 55 minutes. And what's more, the managers are now thinking about doing this on their own with the staff. So there was already a lot of successes and just that one virtual gimble walk you right, it's not ideal because you can't smell you can't you know, you can't touch but you can see and, and hear a little bit. So it's it's really exciting. And I know that you're getting ready like that last slide I showed in August, taking 40 new students and teaching them some leadership skills and some of the TPS principles. And so we'll have all that contact information up so people can can access that.

Ritsuo Shingo

Oh, I have one more. Not one but a lot of others that I'd like you to go to the Santorini. It's Greek is that Santorini was a I think it's Island. Santorini the volcano. Originally volcano. Yeah, they are producing the wine. The wine was the products they're making in the island. It's a beautiful island. I've been there maybe three times Ah yeah, to make the speech presentation, and each time they organized plan Ah, it's a winery plant. Then when I did the tour the same way I stopped one place and closely watch the other about 20 people didn't like a consult on their like top management they're very clever person they just went through but I stayed one spot then I was watching the bottling process re in the beginning the operator took the like a five models each right hand side and left hand side and looks like this against the light to see nothing no insects nothing is in the model clean then put it onto the belt conveyor then they went out went into the next process and the washed automatically and then clean and add and feel the wine and cap that in the beginning they bought and I glossy watch what what he was doing. Then sometime I realized he both leave five in age but do not go out. Look through against the against the light. No, he was like this. Watching below. He was not look into the ball. Look through. didn't do that. But just put them onto the belt. So I realized nobody else didn't realize, Oh, he was not watching the inspecting. And the insects are in or not? No, just just hold it without looking. displace it. So it was not a good a pleasant work to do. Maybe he hate his work so many times. Sometimes they couldn't watch. He couldn't watch. Yeah, then go. Then next place. The when when I went into the plant, the ball filling, automatic filling and cap will come

down from the top. There's a feeder on the top. So I asked Could I see that feeder on the top? Could I get into the plant? They said yes. Please go ahead. So only me I went in to the process. And and there's a ladder I climb up. Yeah, when I took up like come up, come up to the top of the feeder. I realized there was no no need on the feeder. Wow. Why? If there's no lead, that means there's a possibility of some something, some obstacle 14 articles, we'll get into the products with the cap. So why you don't make any you don't set any lead onto the container. I'm the feeder. This is this is the way I go to Denver. At that time gemba means go up and take a look at the lead. So that makes a difference. Other people did not do that. I explained later what I did. And they they agreed. Oh, that's a way to see it to go to gemba them by walk. Thank you that is another story.

Jared Thatcher

We've thoroughly enjoyed the stories and we've learned a lot. So I really appreciate it. We do have a couple of questions. Any advice? Any advice for new Lean facilitators? So the question is any advice for new Lean facilitators

Ritsuo Shingo

Lean facilitate. At Toyota Motor, we don't use Lean. So I myself, do not use Lean. Oh, if you think it's a CI continuous improvement, to become efficient, then I feel many things. First, the issue, set the concept. You should have some certain concept. Wherever you learn, it's okay. Learn from Shingo Institute, Shingo model, fine. A black belt fine. Any other, fine. but fine, please try to digest. Then anything is you'd like to use, you will take it. Anything you don't like, spit out. You don't need to use that. You will use to create your own way. Then you try to apply. And without application. It's very difficult. I think learning many things. It's a good thing. But without using it, it does not become like like your blood. No, it just stay in the brain. No way to use it. So, please use that. Use means experience. Experience means like a part of body. So learning, okay, but after learning you use and then confirm what what is applicable to your case? Because no consultants do not know your actual case. I don't know your people. I don't know your plant. I don't know what you're doing. But just a concept only then how to apply. It's up to you. And quite often I was asked how how soon we can become a good or like a lean expert or something. I told them, oh, there's no no time. time limit? No. Five years, okay, 10 years, no way. A total motor model 60 years. Still, TPS has been changing. So it is never ending goal. Don't stop, learn and implement, improve continuous improvement. So that is very important. Actually, where you make plan to work as much as possible. Please do what I was doing. Because I realize that makes a big difference between the people and me. When I visited 20 France. I made suggestion Why? Because I stayed across the watch, observe and listen carefully to the operators. Then I made a recommendation. But other people don't stay with me know. They're chatting. Because that is their plan. They know. It's the everyday work. So they don't listen to me. No, they're not watching what I was doing. So how you do the good or plant gemba walk makes a big, big, big difference. So that is what I want you to learn. And one more thing I want you to learn is when I look back, why I could be successful in China. Was it TPS was it good leadership? What was what was the reason why I could be successful? Now it's not TPS. Simple. It's a spirit of never give up. Once you set something then don't give it up. Go for you. So there was a lot of obstacles, a lot of legislators, but don't be, don't give it up. Never divide the beta. That that kind of spirit is very, very important to make it successful for me. Thank you.

Jared Thatcher

Thank you. And then I think one final question that that goes into what you were just talking about? How do you handle resistance to gemba? or listening to frontline workers from mid or upper leadership? So how do you help the upper leadership and middle leadership that might be resistant to doing gemba?

Ritsuo Shingo

It's very tough work, tough work. Because the human relationship is most difficult thing. Quite often, you might face against the some resistance. Even my father, when I read his book, first he made that suggestion, there were a lot of registers rejection from the managers from the Denver people. Then Whoa, whoa, what is a good countermeasure that could be never give up, try to pass rate and try to show what happened. Maybe you make it small, and let them do it and show the actual result based upon your suggestion, then they might believe once you got the trust with them, then you can devote if you lose your any trust, nothing happened. So that is very, very difficult. So you cannot talk to them from the upper side, no. Horizontal way. And if possible, you you you should be very friendly person to them. You tell you if the other people might fear of you, then no success. The one time when I visited the Mexican plant. At the same good company, world famous company, the manager came to me she was not the participant, but she came to me asking me how to set the good culture in the plant. And I asked Oh, okay, you're responsible for setting a good culture in the plant. Fine, and how, how often you visit a plant? She said, Never really, for how long after becoming manager responsible for setting the culture. Two years, two years never been there? She said, No. Why? Because if the manager of the human resource went to the plant, they might stare at me, all year long resource people manager came to the plant, or she might evaluate what we are doing, then she might decrease the pay to us. So she might be afraid. So that's why I couldn't go Oh, no way. Other people saying her staff has never been to the park. So I asked her to call everybody to take them to the fact and introduce to the operator. They are human resource people, but don't be afraid they came to the plant to help you as a servant. So anything you want this day tell her or tell them that is a good start for setting culture. So that the human relationship is is very extremely difficult thing. But never give up. Be friend. Show show show attitude. Yeah, if they feel you come to the plant, really to help them. They might believe you if once Good trust relationship was built, then that could be a good start to set sustainable or good improvement activity in the plant that we called culture. Without culture, you will not be sustainable. Thank you. Thank you.

Jared Thatcher

I know when when I worked at Daimler Trucks North America company, company I used I used to work for them. Same company Mexico, in assuming you were at the Monterrey plant, and ever been to the Mexican plant. I had. It was one of the cleanest plants I've ever seen. They really did a good job at keeping everything clean. I've been to other plants that were just super messy. Yeah. But one thing that I've been to, and I made a lot of suggestions. One thing that I really enjoyed about Daimler in to answer partly this question, too, is they made it so that everybody got an opportunity to go to gemba in driving a truck. So, in the United States, in order to drive the big trucks, you have to have a special license, good, unless you're on a piece of property that you own or you control and you're not on the road. So, they had a big track that was about a two mile track that went around. And so we got to go out there. And we got to drive these big trucks and experience what the truck drivers experience. And so it was something where the engineers could sit in the truck and drive it and go, "Oh, this doesn't feel right." And

we actually would compare our trucks against Volvo or against, you know, some of the others a Paccar, or Navistar. And so we would drive these trucks. And we would “Oh, I like this one”, or “I like this about this truck”. “But I don’t like this”. And so the engineers and everybody at the company had this opportunity to go do that. And the funny thing was, even though our corporate headquarters was right next to the plant, a lot of people had worked there 15-20 years and never gone to the plant. So when I would find that out, I would take them and say, “well, you got to come to the plant. Let’s go, you know, during lunch, and I’ll give you a tour”. And so it was something to get people out to see what you actually do. And you have to do that. Steve, you have a question? I’ll have you asked that one.

Steve

Yeah, Shingo-san. First of all, thank you for connecting with me today. I would I absolutely love your story about show your back. Oh, okay. Good. And I was just wondering if you had a memorable example of show your back that you remember from maybe your childhood, from your father’s teaching?

Ritsuo Shingo

I yes. I’ve seen his back a long time. And I noticed that when he he went back home, he was always recording recording of the Assam training material. Like motion analysis. Yeah. He he is doing and he told me at Shinkansen booth and he wrote books, so I’ve never seen him having rest. I remembered him to play with me is playing ping pong one time and playing pool one time. Two times only. But, at that time is the he was always working. That is the back. I was watching. I don’t know what that is good or not. But yes, I’ve seen his back. Okay, good.

Jared Thatcher

Very good. Well, we’ve gone a little bit over I appreciate everybody, you know, staying a little bit extra long for this one. The final session was supposed to be at eight o’clock. I’m figured since I was the only one that was at that session. You’re all here. We would go ahead and postpone that a little bit. So thank you for, for staying. And especially to you, you know, a single Sensei, we really appreciate you coming in and sharing with all of us. And I know I learned a lot and I’m sure everyone else did as well. So thank you. We really appreciate that. And then like I said, I will have information about The nk Institute’s program, I will make that available so that you can go ahead and if you’re interested in joining the next cohort, the next group that meets with a Shingo sensei you can you can do that. So anyway, thank you so much for for being here. Really appreciate it. Company, Coca Cola. I got the goods I miss.

Ritsuo Shingo

My pleasure. I appreciate that. I’ll see you again somewhere.