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**Performance improvement of management systems — Guidelines for small group improvement activities**

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## Foreword

This Japanese Industrial Standard has been established by the Minister of Economy, Trade and Industry based on the provision of Article 14, paragraph (1) of the Industrial Standardization Act in response to a proposal for establishment of Japanese Industrial Standard with a draft being attached, submitted by Japanese Standards Association (JSA), an accredited standards development organization.

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# Performance improvement of management systems — Guidelines for small group improvement activities

## 0 Introduction

### 0.1 General

In order to continuously create new value by linking the customer and the society needs to organizational technologies, it is necessary to solve the problems and achieve the tasks that arise with the change in needs and technologies. In order to do so, everyone working for that organization should participate in the activities with a high level of motivation, closely cooperate with one another, and hone and utilize their respective abilities through the activities.

However, there could be organizations with diverse employees, some of whom may not show interest in the activities in the said organizations. Communication could also be found wanting. In addition, in spite of spending a lot of time on education and training, learning curve of some of them may not improve and their potential abilities may not have shown results. “Small Group Improvement Activity” is the method conceived to overcome such difficulties. “Small Group Improvement Activity” is the basic activity to link problem solving and task achieving with human development and workplace energization. The organization’s growth and development depend vastly on the quality of such activity. Therefore, it is desirable that they be practiced in all the departments and all the layers.

This Japanese Industrial Standard summarizes the fundamental principles of small group improvement activities and guidelines for systematically promoting small group improvement activities, in order to provide a basis for the spread and development of small group improvement activities.

No corresponding International Standard has been established at this point.

### 0.2 Consistency with other standards

This Standard is designed with the aim of small group improvement activities and intended to be used independently; however, this Standard may be used with consistent group of such standards as **JIS Q 9023** for policy management, **JIS Q 9026** for daily management, **JIS Q 9027** for quality assurance by process and **JIS Q 9024** for procedures and methodology for continual improvement to complement each other.

Annex A shows the role of policy management, daily management, small group improvement activity and quality assurance in Total Quality Management (hereafter referred to as TQM). Also, this Standard is designed to be used as a supporting technique for the construction and operation of quality management for achieving sustainable success, specified in **JIS Q 9005**.

### 0.3 Relation with JIS Q 9001 and JIS Q 9004