**ORGANISATIONAL DESIGN AND DEVELOPMENT**

**Learning Outcome 5: ACTIVITY 3**

**Pairs Activity**

**Understanding Kaizen**

To understand Kaizen more thoroughly read the following article (which will be available in your online student resources):

Macpherson, WG, Lockhart, JC, Kavan, H and Iaquinto, AL (2015) "Kaizen: a Japanese philosophy and system for business excellence", Journal of Business Strategy, Vol. 36 Iss: 5, pp.3 – 9.

Then, compare the use of Kaizen with one of the OD techniques – such as Action Research. What are the main similarities and differences between the two techniques? When might it be most appropriate to use the different techniques?