# Kamishibai Boards: A Lean Visual Management System That Supports Layered Audits

*Joseph Niederstadt*

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Part of the Toyota Production System, Kamishibai boards are simple and flexible visual controls for performing audits within a manufacturing process. When used properly, they are powerful tools for performing, managing, and auditing tasks of specific duties.

**Kamishibai Boards: A Lean Visual Management System That Supports Layered Audits** explains how to use this visual management system to identify normal conditions versus abnormal conditions in your organization. Filled with easy-to-follow instructions that require minimal training, it outlines a layered audit system for sustaining continuous improvement that can be applied to any organization in any industry.

The book includes a CD with master forms you can use to create your own daily, weekly, or monthly Kamishibai cards for any subject. The CD also includes electronic copies of all examples in the book.

Helping you focus on resolving abnormal situations, the book supplies the understanding required to make problems, abnormalities, and variations from the standard visible so corrective actions can be made right away?so you can spend more of your valuable time on achieving sustainable improvement.

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