

A Study Of The Toyota Production System From An Industrial Engineering Viewpoint Produce What Is Needed When Its Needed

Examines the reasons behind the success of Toyota as the world's number one automaker, focusing on its history, the abilities of its senior management, and the power of its corporate culture.

Written by former Toyota associates, *Toyota By Toyota: Reflections from the Inside* Leaders on the Techniques That Revolutionized the Industry focuses on the purpose of Lean methodologies, techniques, and principles. It compiles more than a century of combined experience from management-level employees who supply little-known insights about the Toyo

In this book, author Sadao Nomura taps into his decades of experience leading and advising Toyota operations in a wide variety of operations to tell the story of radical improvement at Toyota Logistics & Forklift (TL&F). This book tells in great detail what the author did with TL&F, how they did it, and the dramatic results that ensued. TL&F has long been a global leader in its industry. TL&F is part of Toyota Industries Corporation, which was founded by Toyota Group founder Sakichi Toyoda almost 100 years ago. Sakichi Toyoda is legendary in the Lean community as the originator of the all-important "JIDOKA" pillar of TPS, which ensures 1) built-in quality and 2) respect for people through ensuring that technology works for people rather than the other way around. Although TL&F seemed to be performing well, insiders knew that, as the founding company of the Toyota group, it needed to do better, especially in the quality performance of its global subsidiary operations. But improvement would not be easy in a company that already prided itself in its history as an exemplar in providing highest quality products and services. In 2006, TL&F requested assistance from Sadao Nomura. The initial request was for Mr. Nomura to support quality improvement in three global operations that had become part of TL&F through acquisition: US, Sweden, and France. Improvement was expected at these affiliates, but the dramatic nature of the improvement was not. Further, the improvement activities were so powerful that they were also instituted at the parent operations in Japan. Over a period of almost ten years, the company with the name most associated with product quality experienced quality improvement unparalleled in its history. "Dantotsu" means "extreme," "radical," or "unparalleled."

In this book, author Nate Furuta, former chair and CEO of Toyota Boshoku America Inc., shares the story of his decades of experience directly leading the establishment of Toyota cultures outside Japan. Furuta was the first Toyota employee on the ground at New United Motor Manufacturing Inc. (NUMMI), Toyota's joint venture in California with General Motors, where he directly led the establishment of the most revolutionary labor-management agreement in the history of the US auto industry. In addition, Furuta was the first Toyota employee on the ground in Georgetown Kentucky at Toyota's first full-scale, wholly owned manufacturing operation outside Japan, where he led (working directly with President Fujio Cho) the establishment of Toyota's general management systems and culture there. This book tells the stories of establishing successful operations in those two iconic organizations as well as others. Furuta reveals details, both stories and process descriptions that only he can tell. He takes you along as he and others lead Toyota's intense globalization from the early 1980s to recent days. He introduces you to the critical leaders in Toyota's history, such as Taiichi Ohno and Fujio Cho as well as Kenzo Tamai, the head of the company's HRM function in the 1980s. This book is not about human-resource management (HRM) policies and procedures. It provides a deep dive into the way senior leaders embody deep awareness of HRM matters, developing and executing company strategy while at the

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same time developing organizational capability. The role of senior leaders isn't just a matter of directing the company to achieve objectives; it is a matter of building the capability to achieve those objectives, consistently, and further developing capability as it executes. Key to this is to develop the awareness, attitude, capability, and practice of identifying problems as progress is made toward achieving objectives, which is, in fact, attained through steadily eliminating each problem as it arises. This becomes a self-reinforcing loop of the organization, tapping in to the essence of solving problems while simultaneously developing ever better problem-solving skills and better problem solvers. This loop propels an organization toward meeting its purpose while developing capability for capability development. Essentially, this book reveals Toyota's general management systems from the firsthand experience of a Toyota Japanese senior manager and describes, with stories and process examples, the attitude, behaviors, and systems needed to successfully establish and lead in a true Lean business environment.

There are many books on the market that discuss the Toyota Production System but few that insightfully analyze its marketing strategy. Authored by former Toyota marketing executives, this is the first book of its kind to detail how Toyota's thinking habits go beyond the shop floor and influence and guide Toyota's marketing function. Toyota has expanded from a venture enterprise to one of the biggest global enterprises because of its innovative mindset (Toyota thinking habits) using Breakthrough Thinking, which supports a new philosophical approach to problem solving, turning 180 degrees away from conventional thinking. Written by Toyota's former executive managing director and founder of Breakthrough Thinking, Toyota's Global Marketing Strategy: Innovation through Breakthrough Thinking and Kaizen: Explores Toyota's "Breakthrough Thinking" Examines how Toyota conducts information gathering. Illustrates how Toyota builds and maintains its unique business culture Shows how Toyota "goes to the customer" and comprehensively studies how customers use their products Reveals Toyota's cars have become some of the biggest selling models in the USA The authors of this book explore Toyota thinking habits as well as Toyota's global marketing strategy, which, since the 1980sa, has been expanding exponentially. The reader will understand the importance of thinking habits in the workplace and will know how to apply them using Toyota as the prime case study.

It was the oil shock in the fall of 1973 that drew attention to our Toyota Production system. This was because in the slow growth economy which followed, Toyota Motor Company showed a relatively stronger resistance to recession than other companies. The Toyota approach was the result of many years trial and error as searched for a way to survive in competition with the mass production system already well established in Europe and America. It is a product of the Toyota history which started with Mr. Sakichi Toyota and has continued through Kiichiro Toyota to the present. From the beginning we felt we had some original ideas particularly suited to the economic environment of Japan. So, we did not want other companies especially those of the advanced countries, to understand it easily. Consequently we practiced the system and other techniques without publicizing them. Thus it is only natural that our system was not understood easily. Recently I heard often from the outside that there seems to be some sort of secret in the Toyota production system and in "kanban", which is the method of operating the system. We have received many direct and indirect inquiries from many people on the Toyota method of making things. They were not only from people in business, but from professors who are teaching production management in the universities and management consultants. We are grateful for this interest on the Toyota Production system. However as the attention grows and as more people in the business in this country study the subject, there seems to be misunderstanding in some cases or, sometimes certain convenient portion are abused. One specific example is to make a shortcut conclusion that Toyota Production System is a "Kanban system", but factually wrong. "Kanban" is one of the operational means of the Toyota Production System and just the adoption of "Kanban" alone does not mean that productivity will rise accordingly. And the intent of improving the record of a parent firm by "harassing the subcontractors" is entirely out of

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character with the idea of the Toyota Production System. So in order for others to understand and apply Toyota Production system correctly I have written this book. In order to ensure correct understanding, emphasis was placed on the ideas and principles involved rather than giving many specific examples. I would like to tell this to readers in advance. March, 1973 Taiichi Ohno

Shingo, whose work at Toyota provided the foundation for JIT, teaches how to implement non-stock production in your JIT manufacturing operations. The culmination of his extensive writings on efficient production management and continuous improvement, this book is an essential companion volume to his other landmark books on key elements of JIT, including SMED and poka-yoke. It includes: Fundamental flaws in European and American production philosophies. Basic concepts for improving production systems. The "scientific thinking mechanism" -- a new approach to improvement. Implementing a production method in an age of authorized stock production. Development of production functions in the age of non-stock production. Significance of the different production systems.

Written by actual Toyota team members, *One Team on All Levels: Stories from Toyota Team Members, Second Edition* is not another technical explanation of the Toyota Production System (TPS). Rather, it illustrates the culture it creates. The stories, told by employees from various levels of the organization, illustrate how Toyota's presence in Kentucky. The book presents a mixed research method adopted to assess and present the Toyota Way practices within construction firms in general and for firms in China specifically. The results of an extensive structured questionnaire survey based on the Toyota Way-styled attributes identified were developed and data collected from building professionals working in construction firms is presented. The quantitative data presented in the book explains the status quo of the Toyota Way-styled practices implemented in the construction industry, as well as the extent to which these attributes were perceived for lean construction management. The book highlights all the actionable attributes derived from the Toyota Way model appreciated by the building professionals, but alerts the readers that some attributes felled short of implementation. Further findings from in-depth interviews and case studies are also presented in the book to provide to readers an understanding how these Toyota Way practices can be implemented in real-life projects. Collectively, all the empirical findings presented in this book can serve to enhance understanding of Toyota Way practices in the lean construction management context. The readers are then guided through to understand the gaps between actual practice and Toyota Way-styled practices, and the measures that they may undertake to circumvent the challenges for implementation. The book also presents to readers the SWOT analysis that addresses the strengths, weaknesses, opportunities and threats towards the implementation of the Toyota Way in the construction industry. The book prescribes the Toyota Way model for use in construction firms to strategically implement lean construction management. The checklist presented in the book enables readers to draw lessons that may be used additionally as a holistic assessment tool for measuring the maturity of firms with respect to their Toyota Way implementation. Consequent to this, management would then be in a better position to develop plans for Toyota Way implementation by focusing on

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weak areas, strengthening them, and thus increasing the likelihood of success in the implementation of the Toyota Way. In a nutshell, this book provides a comprehensive and valuable resource for firms not only in the construction industry but also businesses outside of the construction sector to better understand the Toyota Way and how this understanding can translate to implementation of lean construction/business management to enhance profitability and survivability in an increasingly competitive global market place.

When James Womack, Daniel Jones, and Daniel Roos wrote THE MACHINE THAT CHANGED THE WORLD in 1990, Japanese automakers, and Toyota in particular, were making a strong showing by applying the principles of lean production. However, the full power of lean principles was unproven, and they had not been applied outside of the auto industry. Today, the power of lean production has been conclusively proved by Toyota's unparalleled success, and the concepts have been widely applied in many industries. Based on MIT's pioneering global study of industrial competition, THE MACHINE THAT CHANGED THE WORLD offers a groundbreaking analysis of the entire lean business system, including product development, supplier management, sales, service, and production - an analysis even more relevant today as GM and Ford struggle to survive and a wide range of British and American companies embrace lean production. A new Foreword by the authors brings the story up to date and details how their predictions were right. As a result, this reissue of a classic is as insightful and instructive today as when it was first published.

Toyota's world-renowned success proves that just-in-time (JIT) makes other manufacturing practices obsolete. This simple but powerful book is based on the seminars given by Taiichi Ohno and other senior production staff to introduce Toyota's own supplier companies to JIT. It teaches the philosophy and implementation of what many call the most efficient production system in the world. Provides a clear structure for an introductory JIT training program. Explains every aspect of the JIT system, including how to set it up and how to refine it once it's in place. Shows how to use a simple visual system to control the production process. Every day more American companies are learning that JIT works outside Japan. Now you can get started with this step-by-step book which guides you through the implementation process. Every engineer, manager, supervisor, and worker should read this book to get the clearest, simplest, and most complete introduction to JIT available in English. Results at American companies after reading this book: Lead-time on one product was reduced from 12 weeks to 4 days. Setup time on a large blanking press was reduced from eight hours to one minute and four seconds. Work-in-process has been reduced 50 percent plant-wide. Factory floor space was opened up 30 to 40 percent in every one of their plants.

Winner of the Shingo Prize for Research and Professional Publication, 2009 The international bestseller The Toyota Way explained the company's success by introducing a revolutionary 4P model for organizational excellence-Philosophy,

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People, Process, and Problem Solving. Now, in *Toyota Culture*, preeminent Toyota authorities Jeffrey Liker and Michael Hoseus reveal how Toyota selects, develops, and motivates its people to become committed to building high-quality products—and how you can do the same for your company. *Toyota Culture* examines the “human systems” that Toyota has put in place to instill its founding principles of trust, mutual prosperity, and excellence in its plants, dealerships, and offices around the world. Beginning with a look at the evolution of the Toyota culture and why its people are the heart and soul of the Toyota Way, the authors explain the company's four-stage process for building and keeping quality people: Attract, Develop, Engage, and Inspire. Drawing upon numerous examples from Liker's decades of research as well as Hoseus' insider access as a Toyota manager, *Toyota Culture* gives you the tools you need to: Find competent, able, and willing employees Start training and socializing your people as you hire them Establish and communicate key business performance indicators at every level of your organization Train your people to solve problems and continuously improve processes in their daily work Develop leaders who live and teach your company's philosophy Reward top performance—and offer help to those who are struggling Fascinating vignettes of Toyota's innovative culture highlight the nuances of translating and recreating a people-centric culture in factories and offices across the globe. These exclusive, behind-the-scenes details are just what your company needs to successfully learn from *The Toyota Culture*.

"Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture." —Jeffrey K. Liker, bestselling author of *The Toyota Way* "[Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking." —The Systems Thinker "How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way." —James P. Womack, Chairman and Founder, Lean Enterprise Institute "Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization." —John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of research into Toyota's employee-management routines, *Toyota Kata* examines and elucidates, for the first time, the company's organizational routines—called kata—that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of

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performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, Toyota Kata gives executives and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

The ability to bring new and innovative products to market rapidly is the prime critical competence for any successful consumer-driven company. All industries, especially automotive, are slashing product development lead times in the current hyper-competitive marketplace. This book is the first to thoroughly examine and analyze the truly effective product development methodology that has made Toyota the most forward-thinking company in the automotive industry. Winner of the 2007 Shingo Prize For Excellence In Manufacturing Research! In The Toyota Product Development System: Integrating People, Process, and Technology, James Morgan and Jeffrey Liker compare and contrast the world-class product development process of Toyota with that of a U.S. competitor. They use extensive examples from Toyota and the U.S. competitor to demonstrate value stream mapping as an extraordinarily powerful tool for continuous improvement. Through examples and case studies, this book illustrates specific techniques and proven practices for dealing with challenges associated with product development, such as synchronizing multiple disciplines, multiple function workload leveling, compound process variation, effective technology integration, and knowledge management. Readers of this book can focus on optimizing the entire product development value stream rather than focus on a specific tool or technology for local improvements.

Si usted quiere entender como se origino el sistema de producci?n Toyota y por que tiene exito, debe leer este libro. Aqui encontrara una introducci?n avanzada del justo a tiempo. El mundo le debe mucho a Taiichi Ohno. Nos ha demostrado como fbricar con mayor eficacia, como reducir costos, como producir una mayor calidad, y a examinar atentamente como nosotros, en nuestra calidad de seres humanos, trabajamos en una fbrica. El relato que Ohno cuenta en este libro es brillante. Deberia ser leido por todos los gerentes. No es solo un relato acerca de la fabricaci?n; sino tambien sobre como dirigir exitosamente una empresa.

Toyota Kaizen Methods: Six Steps to Improvement focuses on the skills and techniques practiced inside Toyota Motor Corporation during the past decades. This workbook focuses on the actual training course concepts and methods used by Toyota to develop employee skill level, a core element of Toyota's success. It is not a book about holding Western-st

The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way. The Toyota Way Fieldbook builds on the

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philosophical aspects of Toyota's operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success-proven practices to life in any organization. The Toyota Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model—Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to Define the company's purpose and develop a long-term philosophy Create value streams with connected flow, standardized work, and level production Build a culture to stop and fix problems Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning of true root cause problem solving Lead the change process and transform the total enterprise The depth of detail provided draws on the authors' combined experience of coaching and supporting companies in lean transformation. Toyota experts at the Georgetown, Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge, the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System.

The definitive inside account of Toyota's greatest crisis—and lessons you can apply to your own company "Those who write off Toyota in the current climate of second-guessing and speculation are making a profound mistake and need to read this book to get the facts. Toyota is a company that will channel the current challenges to push themselves to even more relentless continuous improvement." —Charles Baker, former Chief Engineer and Vice President for R&D, Honda of America "Toyota Under Fire is a superb book and should prove very helpful to American industry's understanding of the problems faced and how any company can prevent similar occurrences in the future." —Norman Bodek, author, founder of Productivity Press, and inductee in 2010 Industry Week Manufacturing Hall of Fame "As a former automotive supplier executive and student of Toyota, I was concerned to see the many negative reports and investigations into the quality and safety of its vehicles. Toyota Under Fire tells the story of how this great company is growing wiser and stronger by living its culture and values." —Michael Fisher, CEO, Cincinnati Children's Hospital Medical Center "Just as Toyota has put itself through excruciating soul-searching in order to understand what went wrong, so should we all take advantage of the opportunity for learning presented to us by Toyota's misfortune. In these pages, you will find that the actual circumstances were far more complex, nuanced, and uncertain than you saw reported in the news." —John Y. Shook, Chairman and CEO, Lean Enterprise Institute "The most comprehensive and detailed review to date of the circumstances that led to the crisis, and the events and contexts that caused it to escalate." —Strategy & Business About the Book For decades, Toyota has been setting standards that are the envy—and goal—of organizations worldwide. Its legendary management principles and business philosophy, first documented by Jeffrey K. Liker in his influential book *The Toyota Way*, changed the business world's approach to operational excellence. Granted unprecedented access to Toyota's facilities worldwide, Liker, along with Timothy N. Ogden, investigated the inside story of how Toyota faced the challenges of the recession and the recall crisis of 2009–2010. In both cases, the company was caught off guard—and found that a root cause of the challenges it faced was its failure to live up to its own principles. But the fundamentals were still there, and the company has ultimately come out of the most challenging years of its postwar existence even stronger than before. *Toyota Under Fire* chronicles all the events of the recession and the recall crisis in detail, providing valuable lessons any business leader can use to survive and thrive in a crisis, no matter how large: Crisis response must start by building a strong culture long before the crisis hits. Culture matters far more than decisions made by top executives. Investing in people, even in the depths of a recession, is the surest path to long-term profitability. Because it had founded its culture on such principles, Toyota didn't need to amass an army of public relations,

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marketing, and legal experts to "put out the fire"; instead, it redoubled efforts to live up to its founding tenet, going "back to basics." Toyota began solving this crisis more than 70 years ago, when its organizational culture was first established. Apply the lessons of Toyota Under Fire to your company, and you'll meet any future management challenge calmly, responsibly, and effectively—the Toyota Way.

One million. That's how many new ideas the Toyota organization receives from its employees every year. These ideas come from every level of the organization - from the factory floors to the corporate suites. And organizations all over the world want to learn how they do it. Now Matthew May, Senior Advisor to the University of Toyota, reveals how any company can create an environment of every day innovation and achieve the elegant solutions found only on the far side of complexity. A tactical guide for team-based innovation, THE ELEGANT SOLUTION delivers the formula to the three principles and ten practices that drive business creativity. Innovation isn't just about technology - it's about value, opportunity and impact. When a company embeds a real discipline around the pursuit of perfection, the sky is the limit. Dozens of case studies (from Toyota and other companies) illustrate the power and universality of these concepts; a unique 'clamshell strategy' prepares managers to ensure organizational success. At once a thought-shaper, a playmaker, and a taskmaster, THE ELEGANT SOLUTION is a practical field manual for everyone in corporate life.

This is the "green book" that started it all -- the first book in English on JIT, written from the engineer's viewpoint. When Omark Industries bought 500 copies and studied it companywide, Omark became the American pioneer in JIT. Here is Dr. Shingo's classic industrial engineering rationale for the priority of process-based over operational improvements in manufacturing. He explains the basic mechanisms of the Toyota production system, examines production as a functional network of processes and operations, and then discusses the mechanism necessary to make JIT possible in any manufacturing plant. Provides original source material on Just-In-Time Demonstrates new ways to think about profit, inventory, waste, and productivity Explains the principles of leveling, standard work procedures, multi-machine handling, supplier relations, and much more If you are a serious student of manufacturing, you will benefit greatly from reading this primary resource on the powerful fundamentals of JIT.

The Just-in-time (JIT) manufacturing system is an internal system in use by its founder, Toyota Motor Corporation, but it has taken on a new look. Toyota Production System, Second Edition systematically describes the changes that have occurred to the most efficient production system in use today. Since the publication of the first edition of this book in 1983, Toyota has integrated JIT with computer integrated manufacturing technology and a strategic information system. The JIT goal of producing the necessary items in the necessary quantity at the necessary time is an internal driver of production and operations management. The addition of computer integrated technology (including expert systems by artificial intelligence) and information systems technology serve to further reduce costs, increase quality, and improve lead time. The new Toyota production system considers how to adapt production schedules to the demand changes in the marketplace while satisfying the goals of low cost, high quality, and timely delivery. The first edition of this book, Toyota Production System, published in 1983, is the basis for this book. It was translated into many languages including Spanish, Russian, Italian, Japanese, etc., and has played a definite role in inspiring production management systems throughout the world.

Lean Organization for Excellence describes the right way to implement lean thinking inside both manufacturing and service industries. After explaining the origins of the concept and discussing 'wastes' and value added, the book aims to set out a precise path of action. To this end, the so-called Hoshin Kanri method of defining business objectives and

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targets is explained, and a Value Stream Mapping tool that serves to identify all wastes is described. Subsequent chapters cover each of the TPS (Toyota Production System) tools, from 5S to SMED, and special attention is devoted to the Ducati case study, in which tools such as 5S and Kanban are applied. Lean metrics and the innovative Value Stream Accounting are discussed, and the closing chapter focuses on Lean Office for the service industry. Each chapter includes illustrations and tables relating to practical cases concerning the subject under consideration, based on real consultancy experiences.

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Written by a recognized leader in the manufacturing industry with nearly two decades of experience working for Toyota, this book supplies a firsthand account of the realities behind implementing the Toyota Production System (TPS). The Toyota Kaizen Continuum: A Practical Guide to Implementing Lean presents authoritative insight on how to use the TP Building upon the international bestselling Toyota Way series of books by Jeffrey Liker, The Toyota Way to Continuous Improvement looks critically at lean deployments and identifies the root causes of why most of them fail. The book is organized into three major sections outlining: Why it is critical to go beyond implementing lean tools and, instead, build a culture of continuous improvement that connects operational excellence to business strategy Case studies from seven unique industries written from the perspective of the sensei (teacher) who led the lean transformation Lessons about transforming your own vision of an ideal organization into reality Section One: Using the Plan-Do-Check-Adjust (PDCA) methodology, Liker and Franz contrast true PDCA thinking to that of the popular, superficial approach of copying "lean solutions." They describe the importance of developing people and show how the Toyota Way principles support and drive continuous improvement. Explaining how lean systems and processes start with a purpose that provides a true north direction for all activities, they wrap up this section by examining the glaring differences between building a system of people, processes, and problem- solving that is truly lean versus that of simply trying to "lean out" a process. Section

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Two: This section brings together seven case studies as told by the sensei who led the transformation efforts. The companies range from traditional manufacturers, overhaul and maintenance of submarines, nuclear fuel rod production, health care providers, pathology labs, and product development. Each of these industries is different but the approaches used were remarkably similar. Section Three: Beginning with a composite story describing a company in its early days of lean implementation, this section describes what went right and wrong during the initial implementation efforts. The authors bring to light some of the difficulties the sensei faces, such as bureaucracies, closed-minded mechanical thinking, and the challenges of developing lean coaches who can facilitate real change. They address the question: Which is better, slow and deep organic deployment or fast and broad mechanistic deployment? The answer may surprise you. The book ends with a discussion on how to make continuous improvement a way of life at your company and the role of leadership in any lean transformation. The Toyota Way to Continuous Improvement is required reading for anyone seeking to transcend his or her tools-based approach and truly embrace a culture of continuous improvement. Much has been written about Toyota over the last 30 years focusing on both its products (superior vehicles), and its operational excellence based on its Toyota Production System (TPS). The Toyota Template details the critical concepts and methods that Taiichi Ohno implemented in developing the Toyota Production System. This book is different, however, regarding the parallels it draws between Toyota's pre-TPS condition and companies today who are attempting to become more efficient and Lean. In view of efficiency, excellence, culture, and general "Leanness," many organizations are in the same position as Toyota prior to implementing what was once called the "Ohno System." The building of TPS, with the goal to eliminate waste, evolved as problems were encountered and solutions put in place. A wonderful byproduct of these years of work was the growth of a problem-solving culture throughout Toyota that is unique in the business world. Currently, the Toyota Production System is well established. Though constantly improving, the historical picture is visible. The question many have tried to answer for their own companies is "how can they achieve world class efficiency?" The Toyota Template answers this question. This book: Explains the critically important elements of the Toyota Production System. Analyzes the sequence of implementation as the system developed. Places these elements in a logical order of implementation based on the history and current knowledge. In addition, it addresses the effect of each element on the culture. The author was prompted to write this book because of his personal observations of the failure of most attempts to develop Lean systems. What makes Toyota stand out is not any of the individual elements – It is crucially important to have all the elements together as a system. Most attempts have been focused on bits and pieces of the elements, or the tools. The Toyota Template is about the relevance of the Toyota Production System to "any type of business" today. It is not an all-inclusive explanation of every aspect of TPS. Rather, this book

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succinctly identifies the key elements, places them in a logical, sequential order of implementation, and explains how each contributed to the formation of the Toyota culture.

Winner of a Shingo Research and Professional Publication Award Toyota's sustained growth attracts the attention of economists and industrialists around the world eager to learn the secrets of Toyota's lasting success. In *Inside the Mind of Toyota: Management Principles for Enduring Growth*, Satoshi Hino examines the source of Toyota's strength: the fundamental thinking and management structures that lie beneath the creation of its famed Toyota Production System. From the perspective of a professional with 30 years experience in the auto industry, Hino presents a fresh and detailed analysis of Toyota's essential management system, from its very beginnings into the 21st century. The ultimate goal is not simply to mimic Toyota's formula, but to learn from it and, in doing so, surpass it. From the Translator's Foreword: Unlike most Toyota watchers, Hino urges us to set our sights not on replicating Toyota's success, but on surpassing it. This point is crucial, because it moves our attention away from slavish imitation of what is visible on the surface and challenges us to tap into deeper and more powerful mechanisms of excellence. This is not a cookbook and it is not 'Toyota Lite.' It deserves serious study, application and experimentation. Learn how Toyota thinks, Hino is telling us. Learn Toyota's strengths, make them your own and then exceed them. —Andrew Dillon, September

After six years of research, six case studies, and more than 220 interviews with Toyota employees, distributors, and dealers across the globe, the authors provide fascinating insights on the inner workings of the Toyota company and why it is so successful.

COMMEMORATING THE 100th BIRTHDAY OF TAIICHI OHNO Businesses worldwide are successfully implementing the Toyota Production System to speed up processes, reduce waste, improve quality, and cut costs. While there is widespread adoption of TPS, there is still much to be learned about its fundamental principles. This unique volume delivers a clear, concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements, Taiicho Ohno, published to mark what would have been his 100th birthday. Filled with insightful new commentary from global quality visionaries, Taiichi Ohno's *Workplace Management* is a classic that shows how Toyota managers were taught to think. Based on a series of interviews with Ohno himself, this timeless work is a tribute to his genius and to the core values that have made, and continue to make, Toyota one of the most successful manufacturers in the world. "Whatever name you may give our system, there are parts of it that are so far removed from generally accepted ideas (common sense) that if you do it only half way, it can actually make things worse." "If you are going to do TPS you must do it all the way. You also need to change the way you think. You need to change how you look at things." -- Taiichi Ohno "This book brings to us Taiichi Ohno's philosophy of workplace management--the thinking

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behind the Toyota Production System. I personally get a thrill down my spine to read these thoughts in Ohno's own words." -- Dr. Jeffrey Liker, Director, Japan Technology Management Program, University of Michigan, and Author, *The Toyota Way* Based on a series of interviews with Taiicho Ohno, this unique volume delivers a clear, concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements, published to mark what would have been his 100th birthday. INCLUDES INSIGHTFUL NEW COMMENTARY FROM: Fujio Cho, Chairman of Toyota Corporation Masaaki Imai, Founder of the Kaizen Institute Dr. Jeffrey Liker, Director, Japan Technology Management Program, University of Michigan, and author John Shook, Chairman and CEO of the Lean Enterprise Institute Bob Emiliani, Professor, School of Engineering and Technology, Connecticut State University Jon Miller, CEO of the Kaizen Institute

The Missing Link to Toyota-Style Success—LEAN LEADERSHIP Winner of the 2012 Shingo Research and Professional Publications Award "This great book reveals the secret ingredient to lean success: lean leadership. Not only is it a pleasure to read, but it is also deep and enlightening. This book is an absolute must-read for anyone interested in lean: it's both an eye opener and a game changer." —Michael Ballé, Ph.D., coauthor of *The Gold Mine* and *The Lean Manager* "This will immediately be recognized as the most important book ever published to understand and guide 'True North Lean' and the goal of perpetual business excellence." —Ross E. Robson, President and CEO, DnR Lean, LLC, and the original Director of The Shingo Prize "An excellent book that will shape leadership development for decades to come." —Karen Martin, Principal, Karen Martin & Associates, and author of *The Kaizen Event Planner* About the Book: TOYOTA. The name signifies greatness— world-class cars and game-changing business thinking. One key to the Toyota Motor Company's unprecedented success is its famous production system and its lesser-known product development program. These strategies consider the end user at every turn and have become the model for the global lean business movement. All too often, organizations adopting lean miss the most critical ingredient—lean leadership. Toyota makes enormous investments in carefully selecting and intensively developing leaders who fit its unique philosophy and culture. Thanks to the company's lean leadership approach, explains *Toyota Way* author Jeffrey Liker and former Toyota executive Gary Convis, the celebrated carmaker has set into motion a drive for continuous improvement at all levels of its business. This has allowed for: Constant growth: Toyota increased profitability for 58 consecutive years—slowing down only in the face of 2008's worldwide financial difficulties, the recall crisis, and the worst Japanese earthquake of the century. Unstoppable inventiveness: Toyota's approach to innovative thinking and problem solving has resulted in top industry ratings and incredible customer satisfaction, while allowing the company to weather these three crises in rapid succession and to come out stronger. Strong branding and respect: Toyota's reputation was instrumental in the

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company's ability to withstand the recalls-driven media storm of 2010. But what looked to some to be a sinking ship is once again running under a full head of steam. Perhaps the Toyota culture had weakened, but lean leadership was the beacon that showed the way back. In fact, writes Liker, the company is "as good and perhaps a better model for lean leadership than it ever has been." of innovation and growth. Yet, Industry Week reports that just 2 percent of companies using lean processes can likewise claim to have had long-term success. What the other 98 percent lack is unified leadership with a common method and philosophy. If you want to get lean, you have to take it to the leadership level. The Toyota Way to Lean Leadership shows you how.

Here is a great introduction to the remarkable mind of Shigeo Shingo, indisputably one of the great forces in manufacturing. In this soft cover book, Dr. Shingo describes his approach to manufacturing improvements, developed and refined over the course of a brilliant career. He called it the Scientific Thinking Mechanism (STM). The Sayings of Shigeo Shingo leads you through the five stages of STM, with appropriate examples taken from notes Dr. Shingo collected during his consulting trips to American and Japanese plants. It shows how, in many cases, the most brilliant ideas are often so simple they're overlooked. Or they're dismissed because they seem ridiculous: - A Japanese plant, after first rejecting the idea as too silly, finds that unhulled rice is ideal for smoothing the rough surfaces on pressure-formed ebonite switches - Granville-Phillips, in Boulder, Colorado, reduced defects to zero in one process after Dr. Shingo suggested illuminating circuit boards from below to reduce errors involved in the insertion of diodes and resistors The Sayings of Shigeo Shingo is must reading for plant managers and engineers. It formalizes the powerful and creative way of thinking that Shingo himself used time and again to overcome problems that seemed virtually insurmountable. How to speed up business processes, improve quality, and cut costs in any industry In factories around the world, Toyota consistently makes the highest-quality cars with the fewest defects of any competing manufacturer, while using fewer man-hours, less on-hand inventory, and half the floor space of its competitors. The Toyota Way is the first book for a general audience that explains the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability. Complete with profiles of organizations that have successfully adopted Toyota's principles, this book shows managers in every industry how to improve business processes by: Eliminating wasted time and resources Building quality into workplace systems Finding low-cost but reliable alternatives to expensive new technology Producing in small quantities Turning every employee into a qualitycontrol inspector Numerous books have been written about Toyota's approach to workplace improvement; however, most describe Toyota's practices as case studies or stories. Designed to aid in the implementation of Lean manufacturing, The Modern Theory of the Toyota Production System: A Systems Inquiry of the World's Most Emulated and Profitable Management

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System explains that your organization already has what it takes to succeed with TPS and what's probably missing is balance. Bridging the gap between implementation and theory, this text is the first of its kind to use systems theory to study how the pieces of the Toyota Production System (TPS) work together to achieve this much needed balance. Lean practitioners will learn how to use system theory to improve overall decision making when applying Lean or Toyota-like management systems. Explaining that the glue that holds the pieces of TPS together is just as important as the pieces themselves, the book provides you with invaluable guidance in the implementation of Lean manufacturing from a management perspective. It outlines a blueprint to help you develop a clear understanding of how the pieces of TPS need to come together so you can achieve something greater than what's possible with the individual pieces.

The world's bestselling Lean expert shows service-based organizations how to go Lean, gain value, and get results—The Toyota Way. A must-read for service professionals of every level, this essential book takes the proven Lean principles of the bestselling Toyota Way series and applies them directly to the industries where quality of service is crucial for success. Jeff Liker and Karyn Ross show you how to develop Lean practices throughout your organization using the famous 4P model. Whether you are an executive, manager, consultant, or frontline worker who deals with customers every day, you'll learn how take advantage of all Lean has to offer. With this book as your guide, you'll gain a clear understanding of Lean and discover the principles, practices and tools needed to develop people and processes that surprise and delight each of your customers. These ground-tested techniques are designed to help you make continuous improvements in your services, streamline your operations, and add ever-increasing value to your customers.

Fascinating case studies of Lean-driven success in a range of service industries, including healthcare, insurance, financial services, and telecommunications, illustrate that Lean principles and practices work as well in services as they do in manufacturing. Drawn from original research and real-world examples, The Toyota Way to Service Excellence will help you make the leap to Lean.

Examines Japan's innovative, highly successful production methods

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