

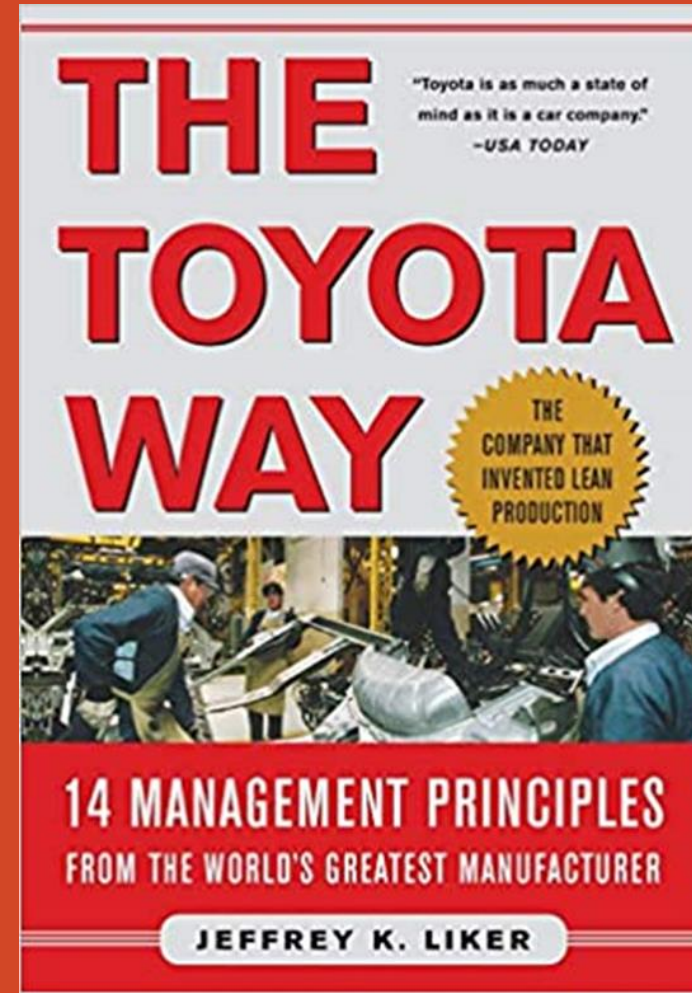
Book Review

The Toyota Way

14 Management Principles from the worlds greatest manufacturers

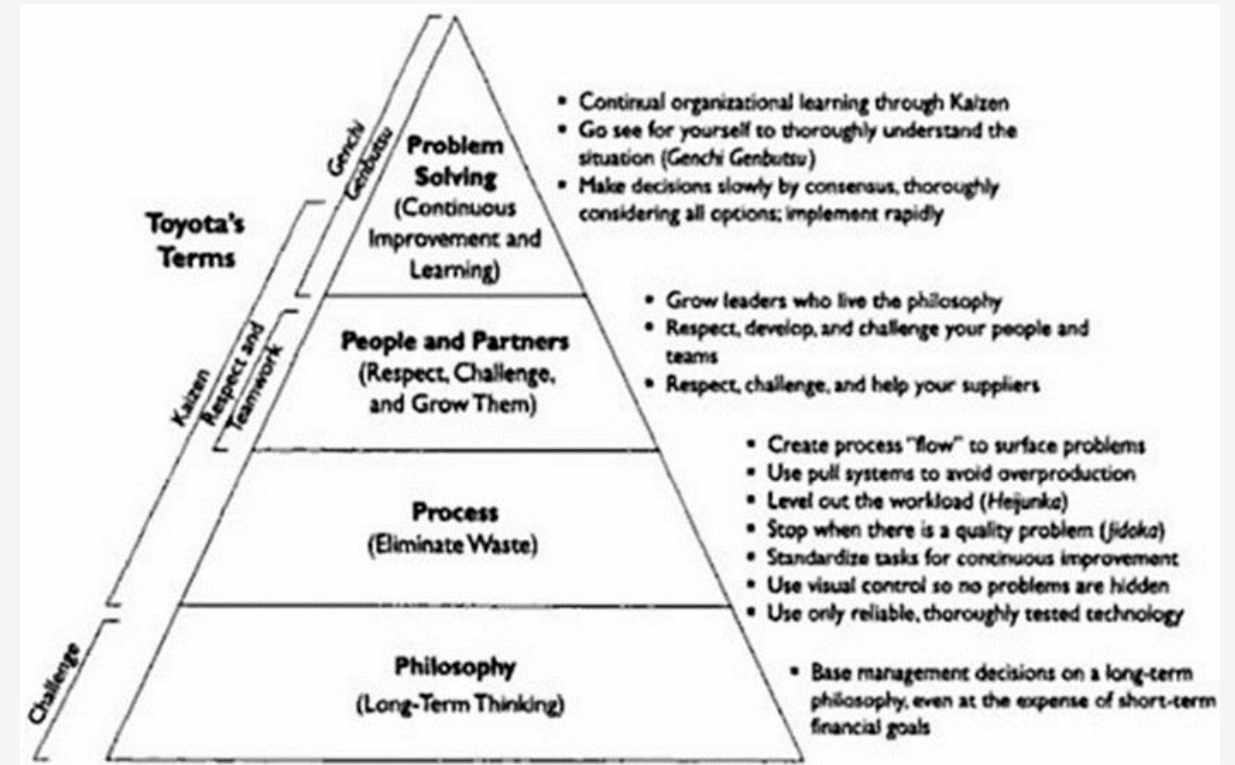


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1. Using Operational Excellence as a Strategic Weapon

- 4P Model of Toyota (Influenced by the 14 core principles of Toyota incorporated by Toyota in their internal document "Toyota Way" the author incorporated the 4 high level principles from the document (Genchi Genbutsu, Kaizen, Respect and teamwork and challenge) into the below 4 principle categories
- 4 principle categories
 - Philosophy
 - Process
 - People and Partners
 - Problem Solving



"4 P Model conceptualized by Author of Book "

2. The Story of the Toyoda Family and the Toyota Production System

Key Concepts /TPS	Who Established these Concepts / Impact Creators
Genchi genbutsu & Jidoka	Sakichi Toyoda , as a boy learned carpentry from his father and eventually build wooden spinning machines, in 1894 made high quality manual looms that were cheaper also compared to existing looms and eventually through experimentation made Automatic Looms work ,the parent firm of Toyota group Sakichi Toyoda did all this through trial and error , making his hands dirty (working on the floor , doing it himself) – Genchi genbutsu. Concept of automation with a human touch called Jidoka (credit to his invention of stopping the machine /ability of loom to automatically stop)
JIT Kanban	Kiichiro Toyoda started the car business because Sakichi Toyoda Father of Kiichiro believed that Power looms will become yesterdays technology and automobiles were tomorrows technology. He followed fathers footsteps of learning by doing Just in time Was Kiichiros Toyodas contribution (Concept he was inspired from US supermarkets system of relacing products from shelves Just in time as customer purchased them, his Vision of JIT was the root for the Kanban system
Empowerment	Eiji Toyoda Role in selecting and empowering the leaders who shaped sales , manufacturing and product development
Single Piece Flow	Taiichi Ohno

3. The Heart of the Toyota Production System : Eliminate Waste

- Waste in a Value System
 - Toyota identified seven major types of non-value adding wastes in business or manufacturing processes. 8th waste was included by author
 - Over Production
 - Waiting time
 - Unnecessary transport
 - Over processing or incorrect processing
 - Excess inventory
 - Unnecessary Movements
 - Defects
 - Unused employee creativity

- Toyota Production System**

The "TPS House" Diagram : A system based on a Structure , Not just a set of techniques



Liker, J.K. (2003). The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer. McGraw-Hill

4. The 14 Principles of the Toyota Way – Culture Behind TPS

SECTION 1 Long Term Philosophy	SECTION 2 THE RIGHT PROCESS WILL PRODUCE THE RIGHT RESULTS	SECTION 3 ADD VALUE TO THE ORGANIZATION BY DEVELOPING YOUR PEOPLE AND PARTNERS	SECTION 4 : CONTINUOUSLY SOLVING ROOT PROBLEMS DRIVES ORGANIZATIONAL LEARNING
<ul style="list-style-type: none"> Principle 1 : Base your Management decisions on a long term philosophy , even at the expense of short term financial goals 	<ul style="list-style-type: none"> Principle 2 : Create Continuous Process Flow to Bring Problems to the Surface Principle 3 : Use Pull System to Avoid Over production Principle 4 : Level out the work load (heijunka) Work Like the tortoise not the hare Principle 5 : Build a culture of stopping to fix problems , to get quality right the first time Principle 6 : Standardized tasks are the foundation for continuous improvement and employee empowerment Principle 7 : Use Visual controls so no problems are hidden Principle 8 : Use only Reliable , thoroughly tested technology that serves your people and processes 	<ul style="list-style-type: none"> Principle 9 : Grow leaders who thoroughly understand the work , Live the philosophy and teach it to others Principle 10 : Develop Exceptional Peoples and teams who follow your company's Philosophy Principle 11 : Respect your extended network of partners and suppliers by challenging them and helping them improve 	<ul style="list-style-type: none"> Principle 12 : Go and see for yourself to thoroughly understand the situation (genchi genbutsu) Principle 13 : Make Decisions Slowly by consensus , thoroughly considering all options : Implement decisions rapidly Principle 14 : Become a learning organization through relentless reflection (hansei) and continuously improvement (Kaizen)