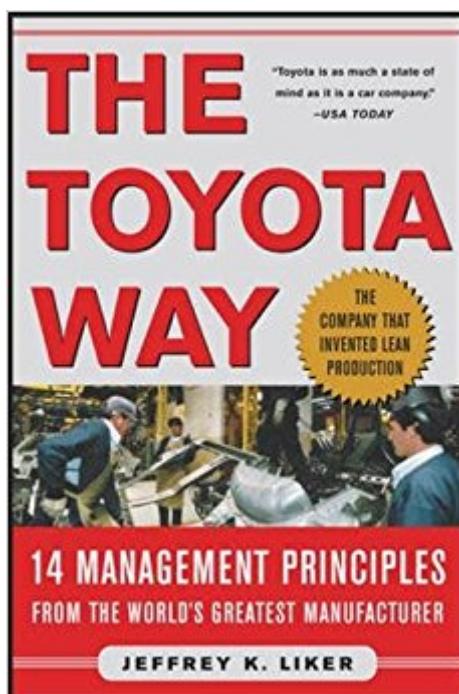


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# The Toyota Way: 14 Management Principles From The World's Greatest Manufacturer



## **Synopsis**

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

## **Book Information**

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## **Customer Reviews**

Winner of the Institute for Industrial Engineer's Book-of-the-Year award and the Shingo Prize for Manufacturing Excellence

"This book will give you an understanding of what has made Toyota successful and some practical ideas that you can use to develop your own approach to business."--Gary Convis, former Managing Officer of ToyotaFewer man-hours. Less inventory. The highest quality cars with the fewest defects of any competing manufacturer. In factories around the globe, Toyota consistently raises the bar for

manufacturing, product development, and process excellence. The result is an amazing business success story: steadily taking market share from price-cutting competitors, earning far more profit than any other automaker, and winning the praise of business leaders worldwide. The Toyota Way reveals the management principles behind Toyota's worldwide reputation for quality and reliability. Dr. Jeffrey Liker, a renowned authority on Toyota's Lean methods, explains how you can adopt these principles--known as the "Toyota Production System" or "Lean Production"--to improve the speed of your business processes, improve product and service quality, and cut costs, no matter what your industry. Drawing on his extensive research on Toyota, Dr. Liker shares his insights into the foundational principles at work in the Toyota culture. He explains how the Toyota Production System evolved as a new paradigm of manufacturing excellence, transforming businesses across industries. You'll learn how Toyota fosters employee involvement at all levels, discover the difference between traditional process improvement and Toyota's Lean improvement, and learn why companies often think they are Lean--but aren't. The fourteen management principles of the Toyota Way create the ideal environment for implementing Lean techniques and tools. Dr. Liker explains each key principle with detailed, examples from Toyota and other Lean companies on how to:

- Foster an atmosphere of continuous improvement and learning
- Create continuous process "flow" to unearth problems
- Satisfy customers (and eliminate waste at the same time)
- Grow your leaders rather than purchase them
- Get quality right the first time
- Grow together with your suppliers and partners for mutual benefit

Dr. Liker shows the Toyota Way in action, then outlines how to apply the Toyota Way in your organization, with examples of how other companies have rebuilt their culture to create a Lean, learning enterprise. The Toyota Way is an inspiring guide to taking the steps necessary to emulate Toyota's remarkable success. What can your business learn from Toyota? How to double or triple the speed of any business process

- How to build quality into workplace systems
- How to eliminate the huge costs of hidden waste
- How to turn every employee into a quality control inspector
- How to dramatically improve your products and services!

With a market capitalization greater than the value of General Motors, Ford, and Chrysler combined, Toyota is also, (by far), the world's most profitable automaker. Toyota's secret weapon is Lean production--the revolutionary approach to business processes that it invented in the 1950's and has spent decades perfecting. Today businesses around the world are implementing Toyota's radical system for speeding up processes, reducing waste, and improving quality. The Toyota Way, explains Toyota's unique approach to Lean--the 14 management principles and philosophy that drive Toyota's quality and efficiency-obsessed culture. You'll gain valuable insights that can be applied to

any organization and any business process, whether in services or manufacturing. Professor Jeffrey Liker has been studying Toyota for twenty years, and was given unprecedented access to Toyota executives, employees and factories, both in Japan and the United States, for this landmark work. The book is full of examples of the 14 fundamental principles at work in the Toyota culture, and how these principles create a culture of continuous learning and improvement. You'll discover how the right combination of long-term philosophy, process, people, and problem solving can transform your organization into a Lean, learning enterprise--the Toyota Way.

A great book about the Toyota Way. If you read between the lines it's really not about the 14 principles but about people. People are a powerful resource. Treat people right, teach people to think, teach people to care, teach people to be passionate about what they believe in -- do all these things and you can build a great company. Oh, you may build a few cars along the way, too.

Although the content feels old and the writer perhaps a little too star-struck with the Toyota way, the book is excellent in describing the history, culture, and subsequent modus operandi of Toyota. It has many examples of how the principles were applied successfully (in Toyota), making the content feel practical (it still remains to be tested in RSA for me though). I would like to see more of the thinking and doing in comparison to other manufacturing systems (not just bashing other manufacturers for superficial application of the principles). But this book never pretended to be anything but the Toyota way, so no points lost there. Highly recommended!

OK, like anything else, you have to dig for the truth. Dr Liker provides lots of material (regardless of Toyota itself) that you can learn from to help your business! I had a 2007 Toyota Camry and I doubt I would ever buy another one. It never got the gas mileage I was promised (oh yeah that was by a car lot) plus it wore out way too quickly. However, my review is on Dr Liker's book and not Toyota itself. He clearly showed a passion for a company who on some level was committed to quality at some point. That is what you want to learn from, not from what Toyota may or may not have devolved too. One piece flow: You can and better implement that in any business. Reducing waste: You can and better implement that in any business. Employee involvement: You can and better implement that in any business. Leveling workflow: You can and better implement that in any business. Make Mistakes: You can and better implement that in any business (or you aren't trying hard enough). Continuous Improvement: You can and better implement that in any business (another reviewer said that it's better to change lots of things, and the two are not mutually exclusive).

- the book says something like "queue where you have to, but otherwise get rid of queues" which would apply to changes also). Standardized processes: You can and better implement that in any business. (This is why you go to eat at mom and pop restaurants and they are great when chef mom is there, but suck when they are off for the day.) I have learned a lot from The Toyota Way and I have implemented some of the things and they have helped our business substantially. Great book, the criticisms of Toyota are more than warranted, but if you are imaginative, you can use the tools in this book to help your business. Maybe you won't use all of them, but if you use 1 or 2 you will have paid for the price of this book many times over. (If Toyota wants to improve their cars, they need to buy this book and start working at the tail which is the car dealership and bring the Toyota Way to the sales process there first, then move down the line to the factory.)

I agree that the TPS ought to be all business way for small & large. Excellent read with so much wisdom & insight in the 14 management principles. Learn how to use JIDOKA, POKA-YOKE, HEIJUNKA, 6S, process flow mapping, brainstorming, Gemb! All of these concepts will help you & your organization with Lean and Six Sigma. Remember to question the status quo. Just because it's always done that way, does not mean it's the right or most efficient way. Apply PDCA - plan, do, check act. Oh and read this book!

Great book to either get you started on Lean methodologies or dive deep in to how Toyota uses Lean/Just-in-Time techniques that can apply to any industry (manufacturing, software, design...any industry that delivers a product can benefit from the concepts in this book). It is a bit lengthy and as the title indicates, this book is about the Toyota way--not specifically Lean or Six Sigma which are not the same as the Toyota way, though they are similar and use many of the same concepts.

The definitive text on the TPS - Toyota Production System. Toyota wrote the book on Lean and this is the one. Belongs in every successful business person's library. The text isn't a how-to on Lean, there are other books that are better on how to implement. This text is about how Toyota developed the system - their journey and the development of the Management Principles that support any pursuit of world class processes and world class quality. The management principles apply to any business and in any industry including Financial Services, distribution, software development, manufacturing, hospitals and healthcare, government, education, retail, anything and everything that involves processes will benefit from the principles and practices of Lean. Just be sure to write your name in it so that you get it back when you lend it to someone - it can get passed from person to

person before you know it!

The original story by the original people - buy this for the "lean production" method.

a little too much Toyota Fan Boy at times, a bit repetitive, not much Japanese culture context (a lot traces back to this but it's not discussed) but a good read for a biz book. I can't remember the 14 principles after a few months but a lot sticks with me such as the 5 why's, one page reports, and a few other things that might come in handy. Having lived in Japan I am certainly sympathetic to this system and way of thinking but the book really helped clarify what I don't see in American and European companies & their McKinsey consultant masters.

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