

THE TOYOTA WAY : **Driving Continuous Improvement and Innovation The** **Toyota Way**

Key focus

1. Understand the management principle and business philosophy behind Toyota's success.
2. Understand Toyota's approach - Lean Production (known as Toyota Production System).
3. Understand the 14 principles that drive Toyota towards quality and excellence.
4. How to apply TOYOTA success model in your organizations and businesses.
5. Pros and cons of lean implementation methods
6. How to create a process of continuous improvement that will return benefits for many years.

Who will benefit

This seminar is excellent for anyone in a leadership position who has responsibility for developing people and improving processes. It is also beneficial for anyone charged with leading the lean transformation such as lean coaches, industrial engineers, or any managers or business owners.

Take The Next Step

Day one

1. Introduction “The Toyota Way”

- ▶ Learn the Secrets of Toyota’s amazing success
- ▶ How you can make it a reality in your company.

0900-1030

2. A deeper understanding of The Toyota Way philosophy

- ▶ Using Operational Excellence as a Strategic Weapon
- ▶ The Toyota Production System (TPS) and Lean Production Toyota Invented Lean Production in the 1940s and 50s.
- ▶ Focused on eliminating wasted time and material from every steps of the production process (from raw materials to finished goods).

Morning tea break

1030-1045

3. The “4P” Model of the Toyota Way

- ▶ Philosophy: Long term thinking
- ▶ The Right Process will produce the right results
- ▶ Add value to the organization by developing your People and Partners
- ▶ Continuously solving root problems drives organizational learning

1045-1300

4. The Business principles of the Toyota Way

- ▶ Principle 1: Base your management decision on a long-term philosophy, even at the expense of short-term financial goals
 - Do the right thing for the company, its employees, the customer and the society as a whole.
- ▶ Principle 2: Create continuous process flow to bring problems to the Surface
 - Benefits of the one-piece/continuous process flow
 1. Builds in quality.
 2. Creates real flexibility.
 3. Creates higher productivity.
 4. Frees up floor space.
 5. Improves safety.
 6. Improves moral.
 7. Reduces cost of inventory.

Lunch

1300-1400

Take The Next Step

- ▶ Principle 3: Use the “Pull-System” to avoid over production
 - restocking inventory based on the day-to day demand of the customers rather than on a fixed schedule or system.
- ▶ Principle 4: Level out the Workload (Heijunka)
 - The leveling of production by volume and product mix

Afternoon tea break

- ▶ Principle 5: Build a culture of shopping to fix the problem, to get the quality right the first time
- ▶ Principle 6: Standardized Tasks are the foundation for continuous improvement and employee empowerment

1400-1530

1530-1545

1545-1700

Take The Next Step

Day two

- ▶ Principle 7: Use visual control so no problems are hidden
 - Five S's for elimination of waste
 1. Sort
 2. Straighten
 3. Shine or cleanliness
 4. Standardize
 5. Sustain

- ▶ Principle 8: Use only reliable, thoroughly tested technology that serves your people and process

0900-1030

Morning tea break

- ▶ Principle 9: Grow Leaders who thoroughly understand your work, live the philosophy and teach it to others

- ▶ Principle 10: Develop Exceptional people who follow your company's Philosophy
 - Use and understand different motivation theory to motivate and inspire its employees
 1. Maslow's Need Hierarchy
 2. Herzberg's Job Enrichment theory
 3. Taylor's Scientific Management theory
 4. Behavior Modification theory
 5. Goal Setting theory

- ▶ Principle 11: Respect your extended network of partners and suppliers by challenging them and helping them improve
 - Toyota maintains the principle of partnership
 - Supplier relationships and partnerships are usually long term and it is seldom that a supplier is replaced

1030-1045

1045-1300

Lunch

1300-1400

Take The Next Step

- ▶ Principle 12: Go and see for yourself to thoroughly understand the situation (Genchi Genbutsu)
 - Go and confirm the facts yourself
 - Don't speculate on the basis of what you heard and what other people have told you.
- ▶ Principle 13: Make decisions slowly by consensus, thoroughly considering all options; implementing decisions rapidly

Afternoon tea break

- ▶ Principle 14: Become a Learning Organization through Relentless Reflection (Hansei) and Continuous Improvement (Kaizen)
 - Establish a process for continuous monitoring and continuous Improvement
 - Create a process that requires the least inventory.
 - Promote people within the organization.
 - Standardize the best process

5. Applying the Toyota Way in your organization

- ▶ Use the Toyota Way to transform technical and service organizations.
- ▶ Develop and implement value stream maps through Kaizen workshops.
- ▶ Phase 1: Preparation for the workshop
- ▶ Phase 2: The Kaizen workshop
- ▶ Phase 3: After the workshop – Staining and continuous improvement

1400-1530

1530-1545

1545-1700

Take The Next Step