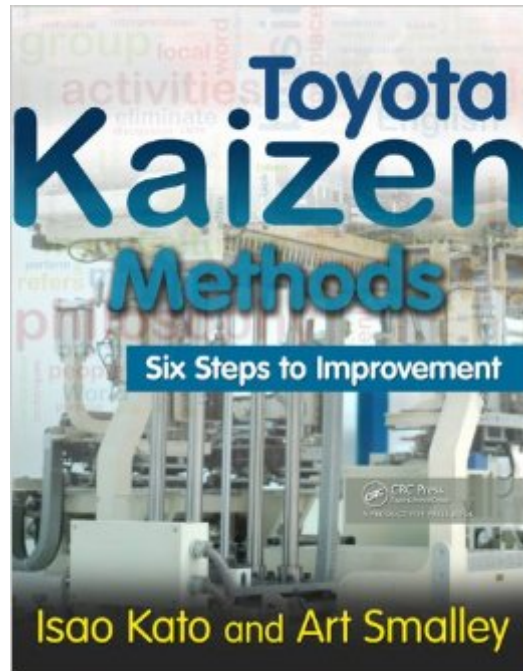


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# Toyota Kaizen Methods: Six Steps To Improvement



## Synopsis

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-style five-day Kaizen events, which were in reality quite rare during the development of Toyota's production system and are virtually nonexistent today inside Toyota. Written by two of Toyota's most revered and experienced trainers, the book "Traces the origins of Kaizen since the inception of Toyota Motor Corporation Articulates the basic six-step Kaizen improvement skills pattern taught inside Toyota Helps practitioners of Kaizen improve their own skill level and confidence by simplifying concepts and removing any mystery in the process Provides homework assignments and a wealth of forms for analyzing work processes If you take the time to study the concepts detailed here, you will be reviewing the same methods and techniques that were harnessed by generations of Toyota supervisors, managers, and engineers. These techniques are not the secret ingredient of Lean manufacturing; however, mastery of these timeless techniques will improve your ability to conduct improvement in almost any setting and generate improvement results for your organization.

## Book Information

File Size: 3609 KB

Print Length: 154 pages

Simultaneous Device Usage: Up to 4 simultaneous devices, per publisher limits

Publisher: Productivity Press; 1 edition (December 5, 2011)

Publication Date: December 5, 2011

Sold by: Digital Services LLC

Language: English

ASIN: B006IED76Q

Text-to-Speech: Enabled

X-Ray: Not Enabled

Word Wise: Enabled

Lending: Not Enabled

Enhanced Typesetting: Not Enabled

Best Sellers Rank: #1,008,439 Paid in Kindle Store (See Top 100 Paid in Kindle Store) #96

in Kindle Store > Kindle eBooks > Engineering & Transportation > Engineering > Industrial,

Manufacturing & Operational Systems > Quality Control #169 in Kindle Store > Kindle eBooks > Engineering & Transportation > Engineering > Industrial, Manufacturing & Operational Systems > Manufacturing #187 in Books > Business & Money > Management & Leadership > Quality Control & Management > Lean

## Customer Reviews

If you're involved in any kind of change effort, take the time to read this book NOW! Since Toyota appeared on the business world's radar twenty years ago, when it was realized that a minor national automotive OEM had set itself a course to become the world's number one carmaker (bringing GM to its knees in the process), researchers, pundits and management writers have been seeking for the magic potion, the secret ingredient in Toyota's mixed bag of practices that could explain the fastest industrial growth since Henry Ford (and in a mature environment: every car sold is a car taken away to the competition). Isao Kato and Art Smalley, both veterans of the miracle years at Toyota have revealed the secret. A Toyota top expert once said of companies trying to duplicate Toyota's success by copying its practices that they mostly "build a buddha image without putting the spirit into it". The spirit is kaizen. Over the years Toyota veterans have all said that the key to superior performance was NOT to apply lean tools to every process but to DEVELOP THE KAIZEN MIND IN EVERY EMPLOYEE. Yet, surprisingly, there is very little published about how Toyota did this. Kaizen means change for the better. kaizen is about involving employees to get them to scratch their heads and improve the way their work so that they reduce the mental and physical burden of their own jobs, and, in doing so, deliver astonishing productivity. The secret ingredient is that all employees are taught, again and again, how to kaizen their jobs. Kato and Smalley tell the tale of Kaizen at Toyota and describe in a detailed and pragmatic way how kaizen training was designed and delivered in Toyota, and how it evolved over the years - adapting to new challenges but always keeping to the core principles.

I was not originally in the market for a book on Kaizen but I ordered this book on the recommendation of a colleague I trust. Also I was familiar with one of the authors work on A3 Thinking and got a lot out of that book. This one was a hit for me as well and I will explain why I think it is an excellent read for anyone in the business of improvement. The subtitle of this book is Six Steps to Improvement but it could also be the History of Kaizen Inside of Toyota. The early chapters of the book chronicle the development of Kaizen inside of Toyota in a very well documented and fact based manner by two former employees of the company. Kaizen is not some

vague mystical concept as it is often made out to be by various parties I come across. There are logic and historical influences such as the work of Taylor, Gilbreth, Osborne, and the Training Within Industry (TWI) documents that clearly influenced Toyota. On top of that and based upon need Toyota layered on some of its own internal concepts for training and developing people and promoting continuous improvement. That story alone was of great interest to me however the major mind shift for me in this book is that Kaizen is a structured process and not just an event. Most western companies I have visited attempting Lean are addicted to five day Kaizen Events like a drug addict to crack. Move a bunch of stuff around, clean up a bit, involve people from different areas, implement a tool like standardized work, and then declare it a victory a few days later. Usually the "results" if there are any fade away in little or no time. Employees wind up pretty cynical before too long. I always knew there was something wrong with that pattern but I could not explain why...

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