# THE TOYOTA WAY to LEAN LEADERSHIP

### ACHIEVING AND SUSTAINING EXCELLENCE THROUGH LEADERSHIP DEVELOPMENT

## JEFFREY K. LIKER GARY L. CONVIS



New York Chicago San Francisco Lisbon London Madrid Mexico City Milan New Delhi San Juan Seoul Singapore Sydney Toronto

# Contents

~

1

Foreword by Akio Toyoda	xi
Prologue: Toyota as a Model in Light of a Period of Intense Challenges	xiii
Introduction: The Roots of Toyota's Global Business Leadership	1
The Failure of the Lean Quick Fix	3
A Legacy of Unique Leadership	5
Silos of Lean	7
More than an ROI Exercise	9
Differing World Views	10
The Leader's Role	15
Toyota as a Model	16
Toyota's Challenges: There Are Always Weaknesses	19
What Follows	21
Chapter 1 Leading in the Toyota Way: A Lifelong Journey	25
What Is Toyota Way Leadership?	25
Comparing Traditional to Toyota Leadership	29
Toyota Leadership Is Continually Developing	33
Toyota Leadership and Leadership Development	34
Core Values	35
The Toyota Way Leadership Development Model	39
Can Others Learn from Toyota Leadership?	44

#### Contents

Chapter 2 Self-Development: Reliably Identifying and Coaching Developing Leaders at the <i>Gemba</i>	47
Self-Development Begins with Learning	<del>4</del> / 51
Shu Ha Ri and Leadership	58
A Shu Ha Ri Story of Developing a Young Leader at the Gen	
How Shu Ha Ri Allows For and Helps Identify Self-Develop	
Selecting Outside Leaders for Capability as Toyota Grew	Jilent 01
in North America	81
Conclusion	84
Chapter 3 Coach and Develop Others	89
TPS Creates Challenges to Force Employees' Development	90
A3 Problem Solving Makes the Thinking Process Visible	95
Sometimes Leadership Training Must Be Structured	99
Learning to Manage Vertically and Horizontally: T-Type Le	aders 101
A Massive Commitment to Developing Leaders	106
Developing Leaders the Toyota Way	111
Clarifying Expectations and Accountability through Visual Management	114
Conclusion	114
Chapter 4 Daily <i>Kaizen</i> : Continually Developing Leaders	hin
from the Bottom Up	P 121
A Better Understanding of Kaizen	123
Minomi—A Material Flow Revolution in Small Steps	126
Kaizen and Leadership	132
Supporting Kaizen: Adding Energy and Developing Leaders	138
Conclusion	143
Chapter 5 Hoshin Kanri: Align Vision, Goals, and Plans	
for Continuous Improvement	147
Hoshin Kanri: Management by Objectives by Another Nam	
The Hoshin Kanri Process	154
Translating Global Vision 2010 for North America	164
Catch-Ball to Agree on Actual Targets at Every Level	167
Doing and Checking through Visual Tracking	170
Hoshin Kanri in Action	177
Conclusion	183

٠

### Contents

•

Chapter 6 Toyota Leadership Turning Around Dana Corporation	185
Dana's Situation and Setting Priorities	186
Formalizing Implementation of the Dana Operating System	212
Conclusion	221
Chapter 7 Learning from Toyota Leadership	227
Do You Really Want to Be Excellent?	229
Is Lean Leadership in the Toyota Way Really That Different?	231
Lean Leadership Is the Force That Allows Toyota to	
Adapt to Major Environmental Change	241
Starting the Journey	246
Notes	253
Acknowledgments	261
Index	271

.

٩.-

•

.