## Developing Lean Leaders at all Levels:

**A Practical Guide** 

Copyright © 2014 Jeffrey Liker

All rights reserved.

Dr. Jeffrey K. Liker

with George Trachilis

## **Table of Contents**

FOREWORD	ix
ABOUT THE AUTHOR	xiii
CHAPTER 1	
LEAN AND LEAN LEADERSHIP	1
Overview of Lean Leadership and Recommended Learning Approach What is Lean Leadership? History of The Toyota Way What is Real TPS? What is the Real Toyota Production System? Lean Processes as a System Developing Exceptional People through Problem Solving Lean is now redefined	1 8 11 13 17 22 29
CHAPTER 2	31
PROBLEM SOLVING, IMPROVEMENT, & A3 THINKING	33
Problem Solving your way toward an Ideal State Toyota Business Practices: One Company, One Improvement Process Toyota Business Practices: Experimentation and Learning Toyota Business Practices for Warranty Reduction Driving to the root cause through 5 Whys Countermeasures and Problem Solving to Develop People Why is PDCA so rarely followed? Why do so many companies miss the PCA from the PDCA cycle? A3 Thinking to Slow Down Problem Solving The other A3 Stories The Improvement <i>Kata</i> , Another Approach Lean Leaders Strive for Continuous Improvement	33 37 43 45 52 56 61 64 67 72 84
CHAPTER 3	
STANDARDS, STANDARD WORK, AND VISUAL MANAGEMENT	93
Standard Work and Visual Management Standard Work Document for non-cyclical Work Standards and Continuous Improvement Lean's Core Leadership Model Visual Management to See the Gaps: Standard vs Actual	93 96 99 102 105

## DEVELOPING LEAN LEADERS AT ALL LEVELS

A Non-traditional Lean Case: Menlo Innovations	109
Visual Management and Teamwork at Menlo	113
Visual Management Supports a Collaborative Culture	117
What did we learn about Visual Management?	120
CHAPTER 4	
COMMIT TO SELF DEVELOPMENT	123
What are you trying to Self-Develop?	123
How do you work to become a Lean Leader?	129
Leadership Self-Development Learning Cycles (PDCA)	131
How do Lean Leaders develop and get promoted?	134
Deep Expertise through Shu-Ha-Ri Stages	137
Do senior executives still need to self-develop?	140
Important Factors for Leader Success in an Exceptional Company	145
CHAPTER 5	
LEARNING TO COACH AND DEVELOP OTHERS	149
While self-developing begin to learn how to develop others	149
Beginning the Steps of Coaching and Developing Others	153
How to Coach and Develop Others at the Gemba	158
Using Kata to Coach One Person at a Time	161
Three-Part Recipe for What Lean Leaders Must Learn	165
How can this Apply to Developing Others in Your Organization?	168
CHAPTER 6	
SUPPORT DAILY KAIZEN	173
Bringing Lean Leadership to Work Groups	173
Toyota work groups are at the heart of Continuous Improvement	176
Visual Controls and the Andon System Support Improvement	179
Creating a teacher who creates a critical mass of Lean Thinkers	182
Role of B-labor at Toyota to Supplement the Work Groups	184
Creating a Material Flow Revolution (Minomi Case)	185
Minomi Project Results	190
Standard Work to Support Kaizen in Work Groups	191
What is Leader Standard Work?	198
Tying it all Together	204
What is the Current State in your organization?	207

267

## **CHAPTER 7**

CREATE VISION AND ALIGN GOALS THROUGH Hoshin Kanri	211
Create the Vision and the Capability	211
Hoshin Kanri to focus energy on aligned learning cycles	213
Hoshin Kanri at Toyota	215
Align people horizontally and vertically	220
How Hoshin Kanri and Daily Management Work Together	222
Philosophy in Hoshin Kanri	227
Comparison between MBO and Hoshin Kanri	229
Radical Lean Transformation: Dana Chassis Parts Supplier	232
With the Right Philosophy it all Comes Together	247
Final Feedback: Deliberate Practice is not Fun	251
CHARTER O	
CHAPTER 8	
CONNECTING STRATEGY TO OPERATIONAL EXCELLENCE: The Scior	1
Example	255
Every Improvement Starts with a Challenge	255
Scion Sales-Marketing Approach	257
Connecting Purpose to Results	261
Relationship between Strategic Innovation & Operational Excellence for Scion	262
Toyota Way Principles in Action	264

**DEVELOPING LEAN LEADERS: For Further Reading**