Developing Lean Leaders at all Levels: A Practical Guide

Chapter 1 Figures

Lean Leadership Development Model

Commit to Self Development

Learn to live True North values through repeated Learning Cycles

4 Create Vision and Align Goals

Create True North vision and align goals vertically and horizontally

TRUE NORTH VALUES

Challenge Kaizen Mind Go and See Teamwork Respect

3 Support Daily Kaizen

Build local capability throughout for daily Management & Kaizen

2 Coach and Develop Others

See and challenge true potential in others though selfdevelopment learning cycles



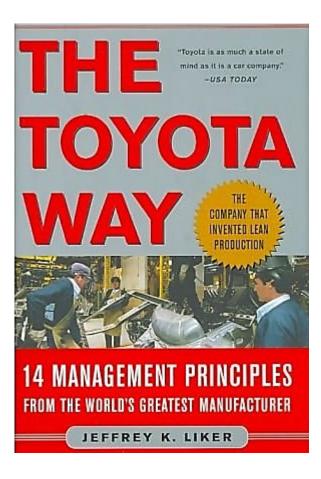


Figure 1-1. The Toyota Way

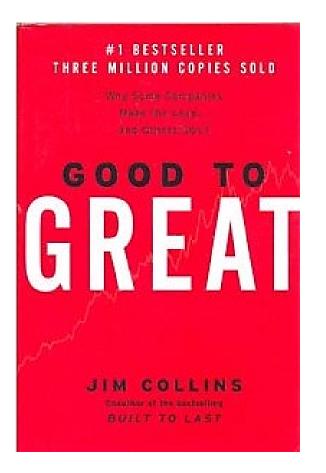


Figure 1-2. Good to Great

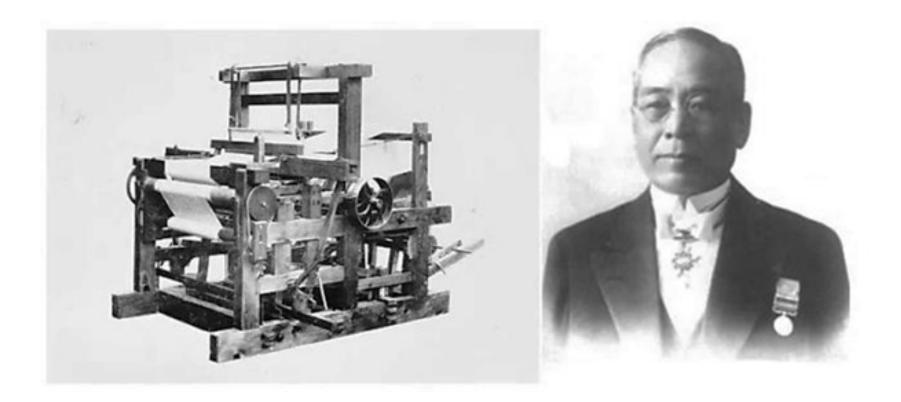


Figure 1-3. Picture of an early automatic loom and its inventor, Sakichi Toyoda



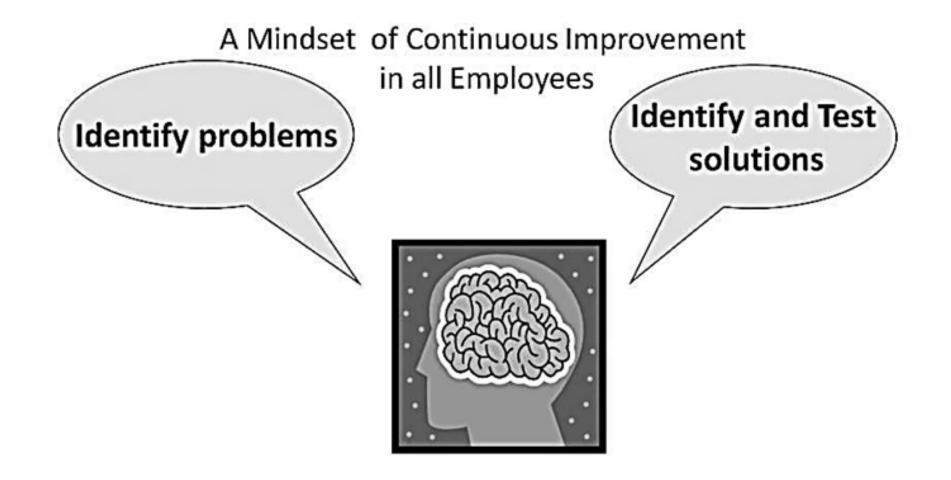
Taicihi Ohno and his team accepted Kiichiro Toyoda's Challenge by laboring non-stop to develop the Toyota Production System...through adaptive problem solving like Sakichi Toyoda.

Taiichi Ohno

Figure 1-4. Picture of Taiichi Ohno



Figure 1-5. Visual of the Toyota Production System (TPS)



Source: Michael Balle Figure 1-6. The Thinking Production System (TPS)



Figure 1-7. The Toyota Way 2001 (Toyota Motor Company)

Typical Lean Goals (not just shedding people)

| satisfy | engineering products that solve usage problems engineering & manufacturing defect free products on time delivery offering a full product range at market price and renewing models frequency |
|---------|---|
|---------|---|

| Lower costs by by Lower costs by Lower costs by Lower costs by Lower costs by Lower costs by Lower costs by Lower costs |
|---|
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Figure 1-8. Typical Lean Goals – Satisfying Customers and Lowering Costs

V

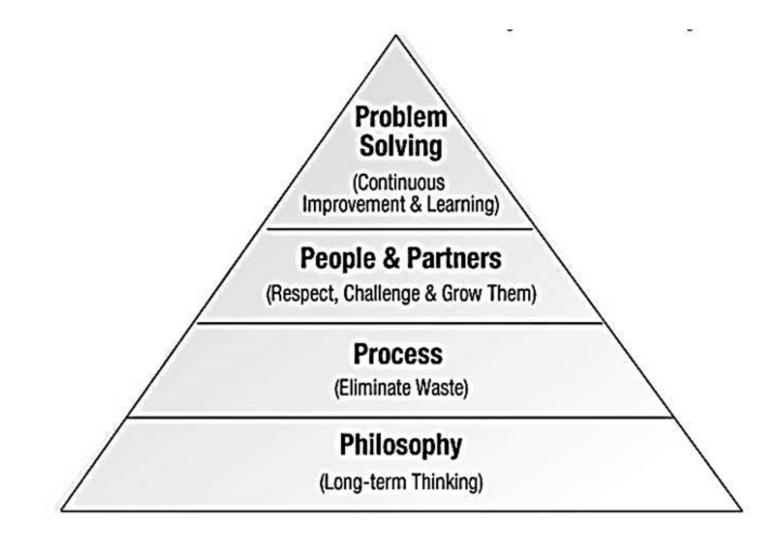


Figure 1-9. Liker's Pyramid (4Ps) of The Toyota Way

Vertical

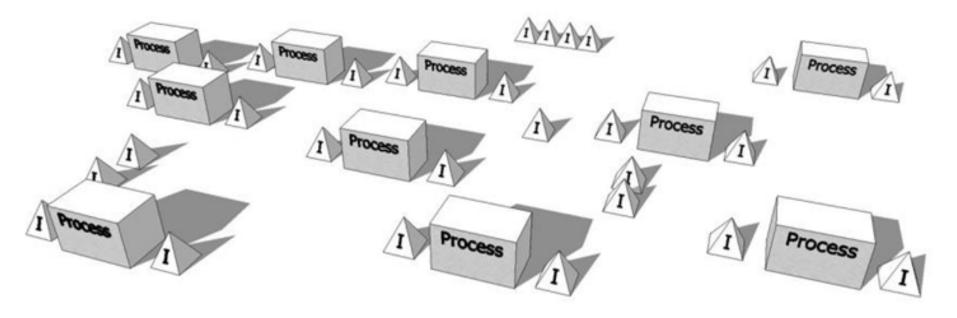
- Focus Production
- Budgets, SOP' s
- Make the numbers
- Leaders separated from the work
- People's ingenuity used to "beat the system"
- Supervisors "manage" people

Horizontal

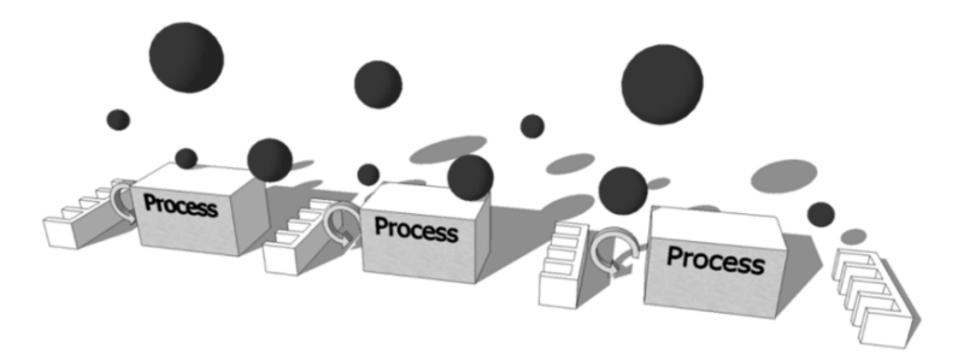
- Focus Process
- Purpose
- Make problems visible
- Leaders focusing on the work
- People's ingenuity used to "improve the system"
- Supervisors work with the people to solve problems

Figure 1-10. Vertical versus Horizontal Organizations

Many Disconnected Processes and Inventory

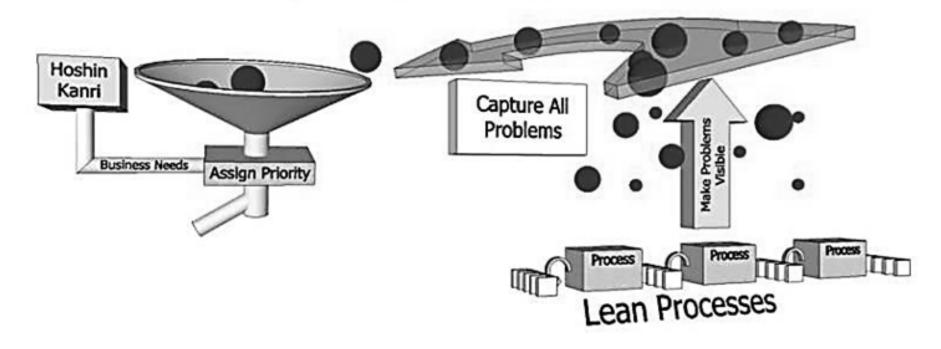


Source: *The Toyota Way to Continuous Improvement* **Figure 1-11.** Disconnected processes and inventory hide problems.

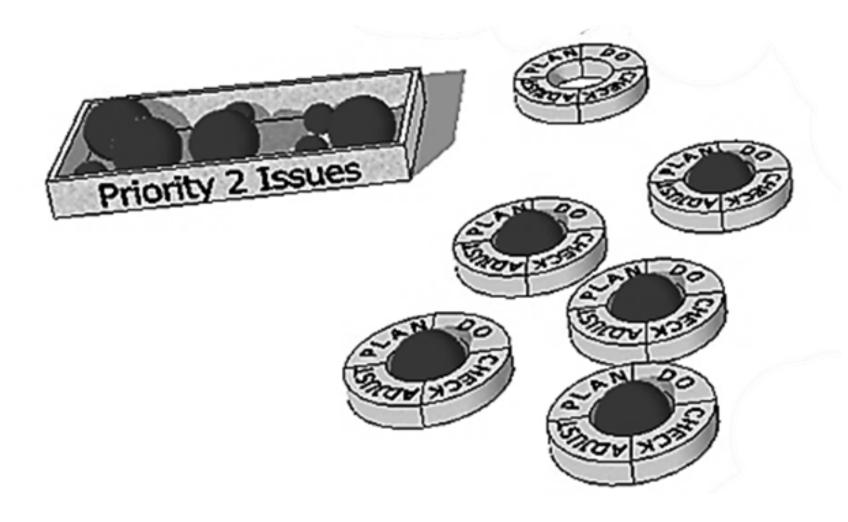


Source: *The Toyota Way to Continuous Improvement* **Figure 1-12.** Process connected together surface problems

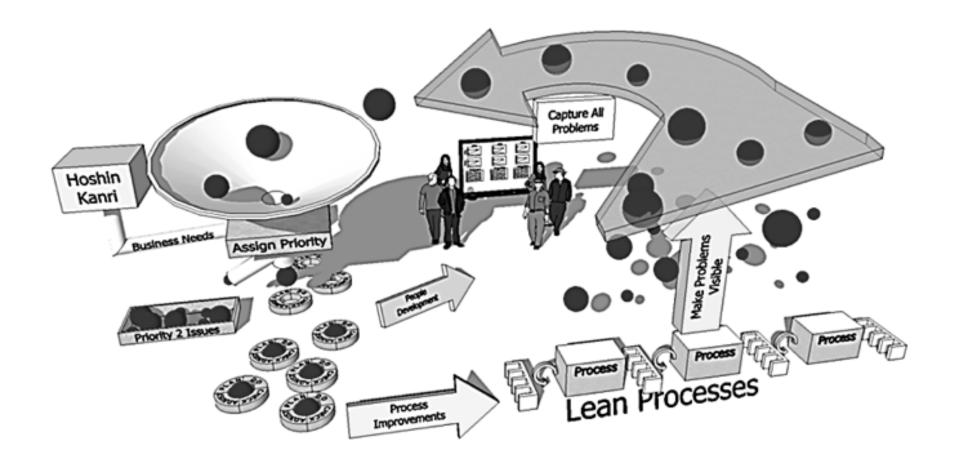
Capturing & Sorting Problems



Source: *The Toyota Way to Continuous Improvement* **Figure 1-13.** Capturing, Sorting Problems and Assigning Priority



Source: *The Toyota Way to Continuous Improvement* **Figure 1-14.** Priority 1 (PDCA) Issues and Priority 2 Issues



Source: *The Toyota Way to Continuous Improvement* **Figure 1-15.** The Complete Lean System

-Lean is

A Strategy for Operational Excellence based on Clearly Defined Values to Engage People in Continuously Improving Safety, Morale, Quality, Cost, and Productivity.