

Developing Lean Leaders at all Levels: A Practical Guide

Chapter 1 Figures

Lean Leadership Development Model

1 Commit to Self Development

Learn to live True North values through repeated Learning Cycles



2 Coach and Develop Others

See and challenge true potential in others through self-development learning cycles



3 Support Daily Kaizen

Build local capability throughout for daily Management & *Kaizen*



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*

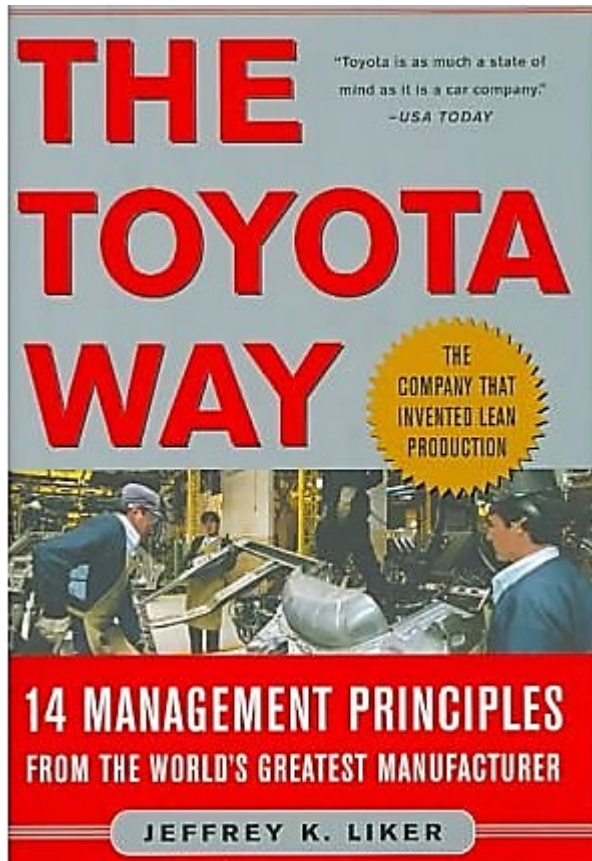


Figure 1-1. *The Toyota Way*

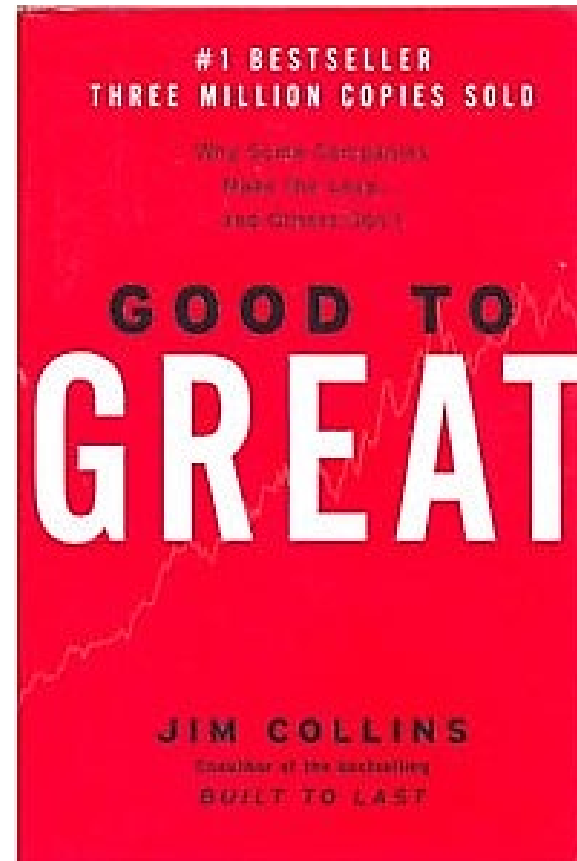


Figure 1-2. *Good to Great*

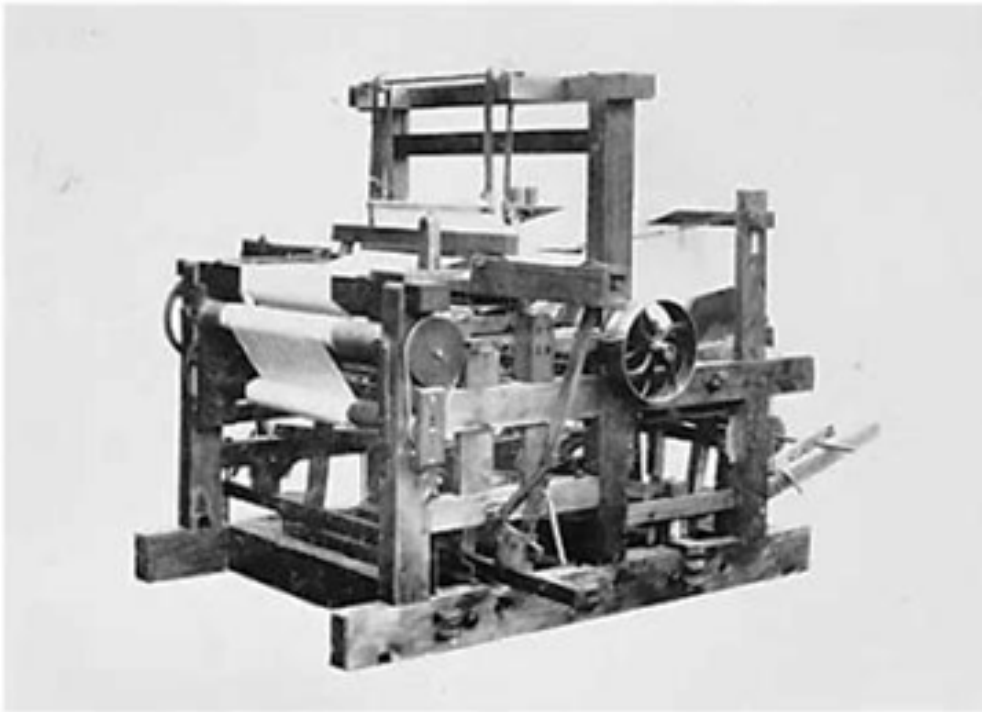


Figure 1-3. Picture of an early automatic loom and its inventor, Sakichi Toyoda



Taiichi Ohno

Taiichi 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.

Figure 1-4. Picture of Taiichi Ohno



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

A Mindset of Continuous Improvement
in all Employees



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)

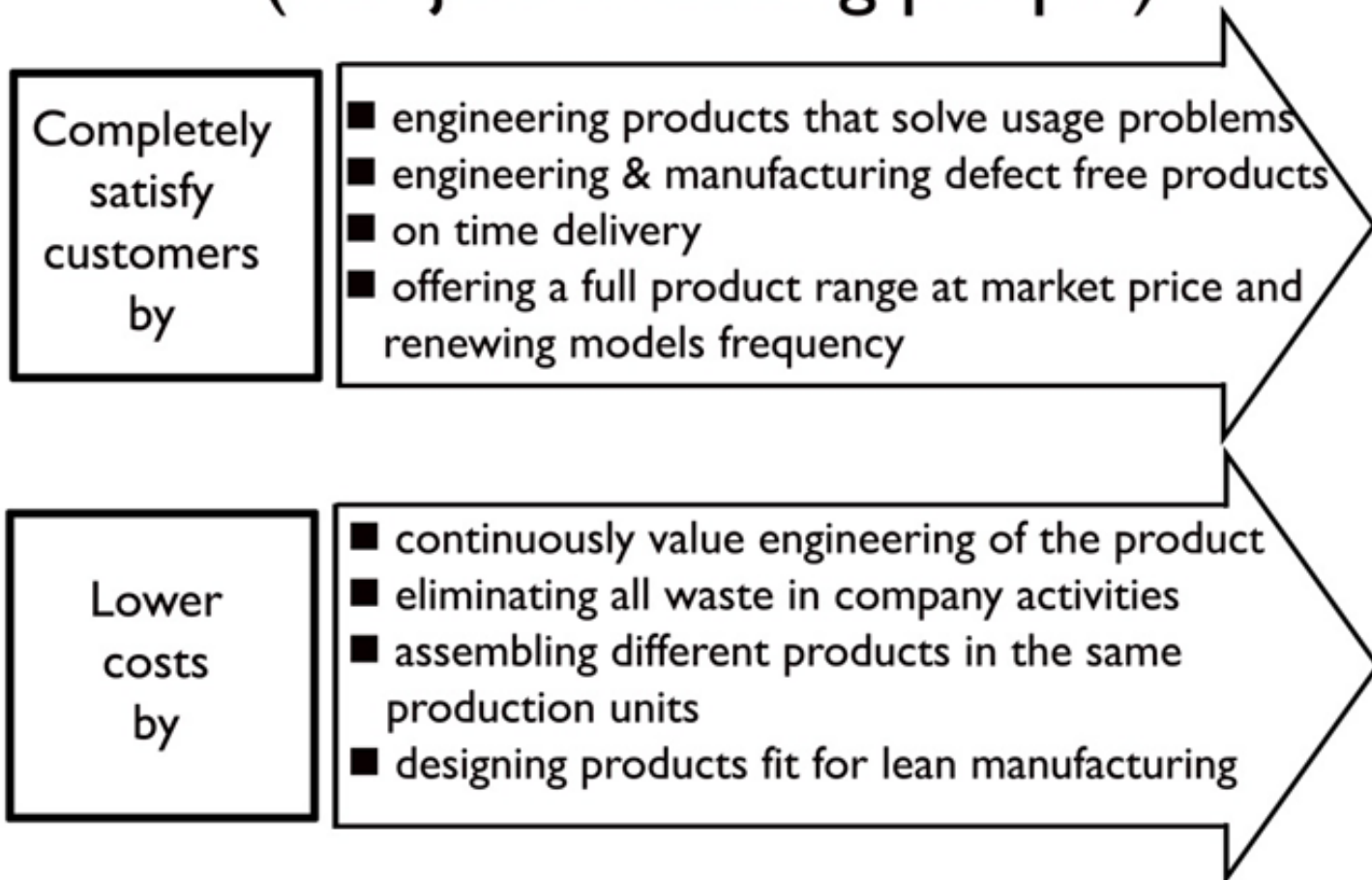


Figure 1-8. Typical Lean Goals – Satisfying Customers and Lowering Costs

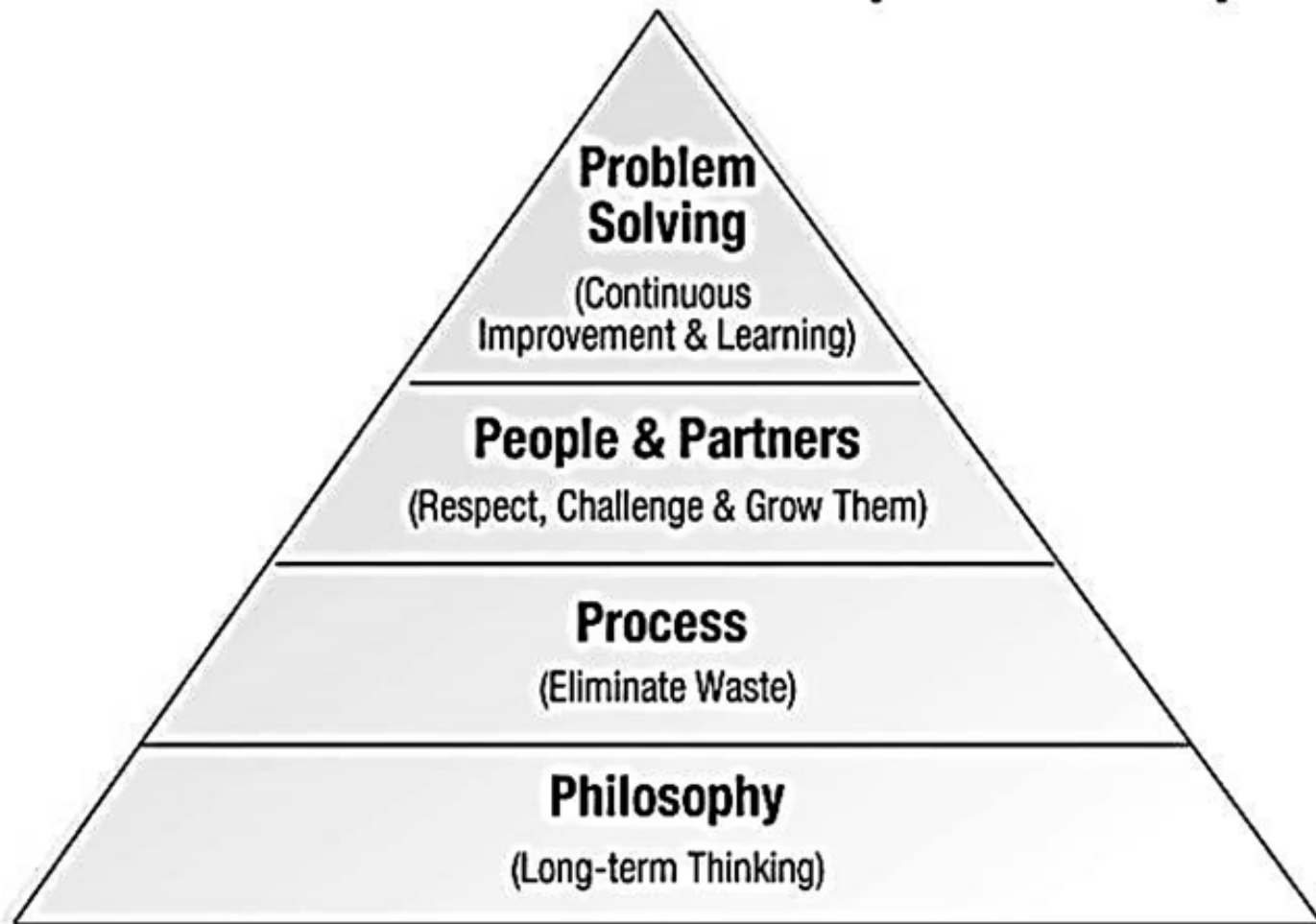


Figure 1-9. Liker's Pyramid (4Ps) of The Toyota Way

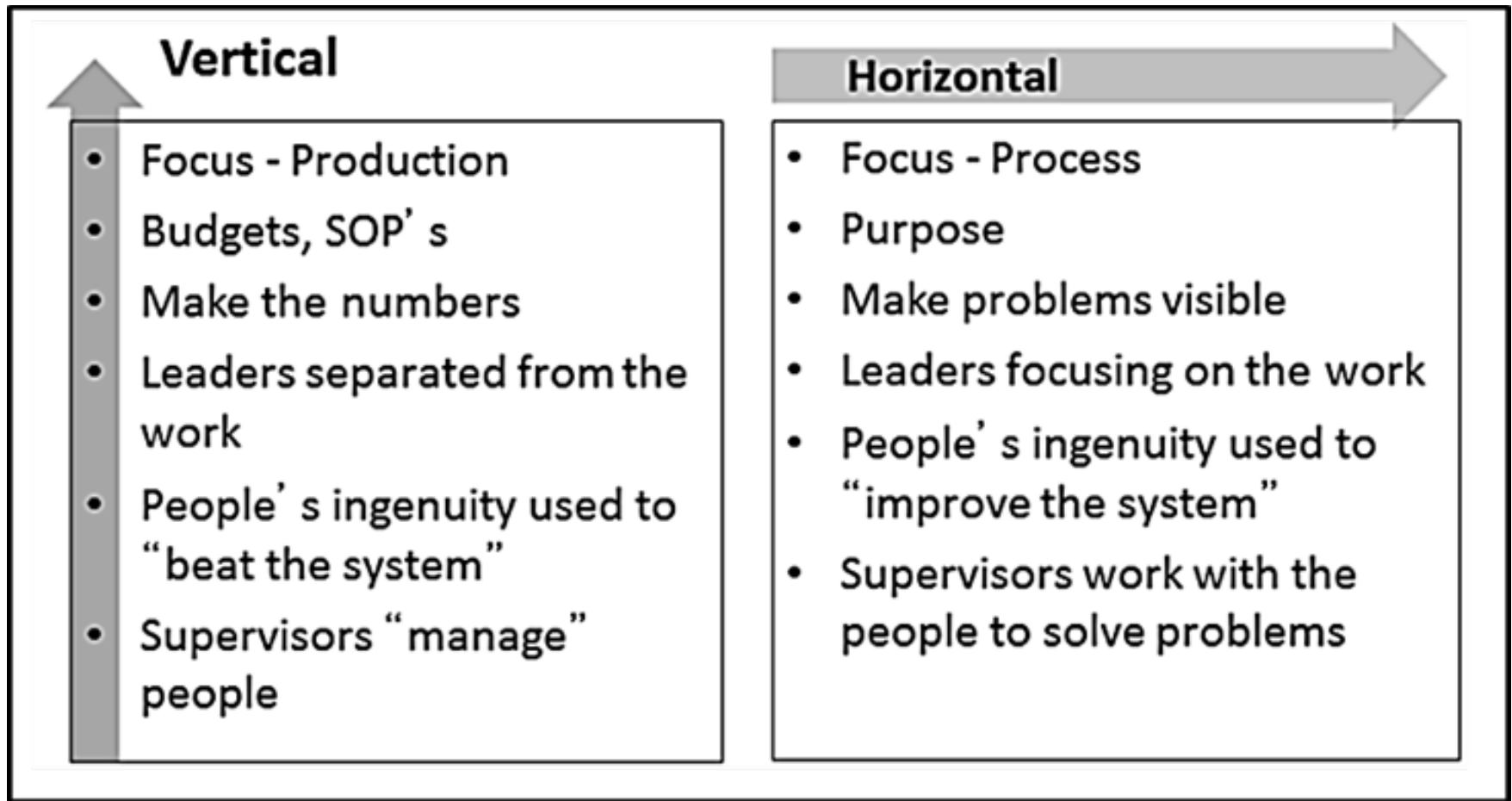
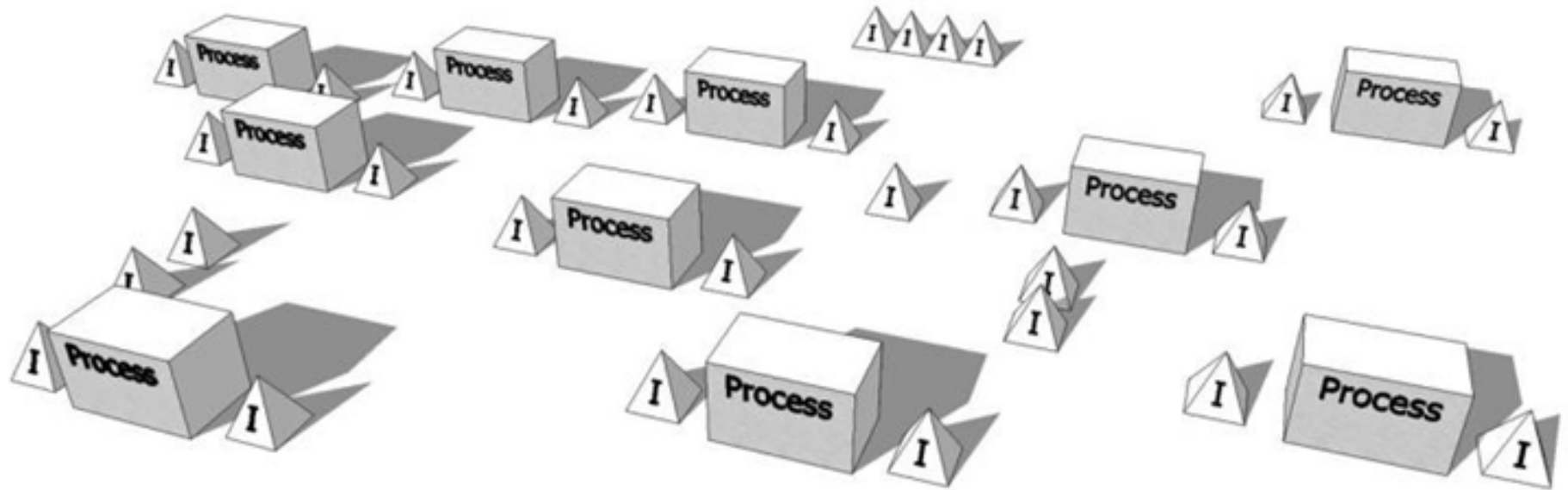


Figure 1-10. Vertical versus Horizontal Organizations

Many Disconnected Processes and Inventory



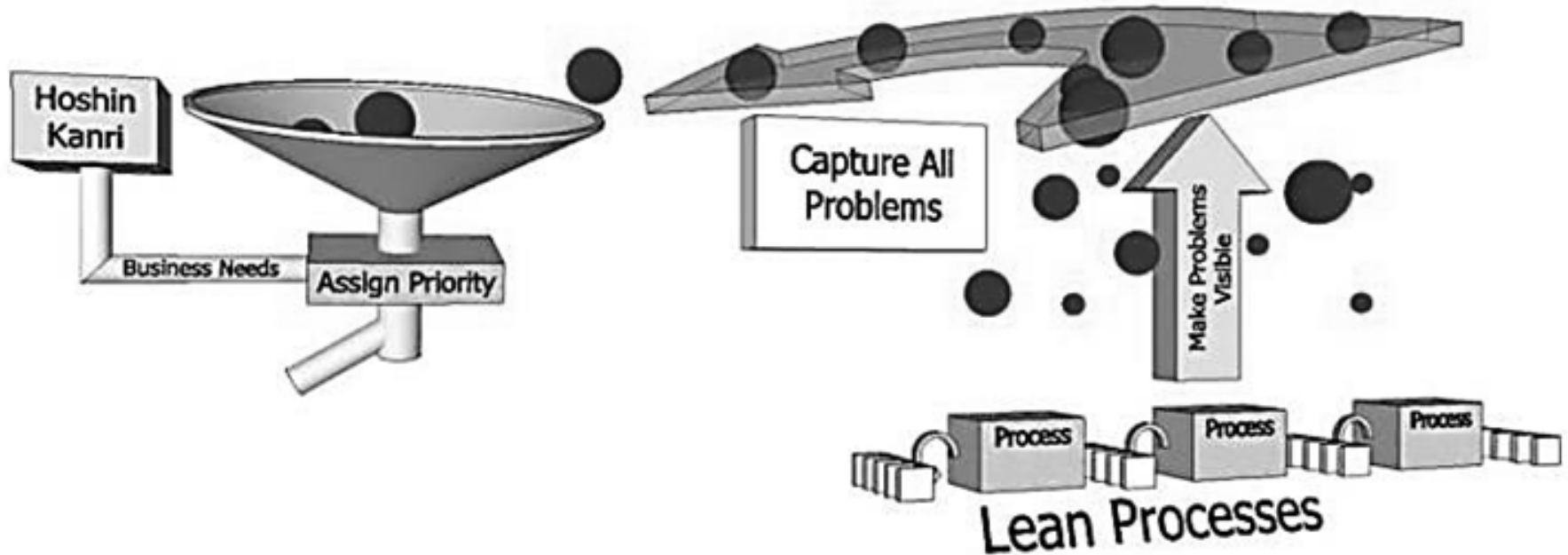
Source: *The Toyota Way to Continuous Improvement*

Figure 1-11. Disconnected processes and inventory hide problems.



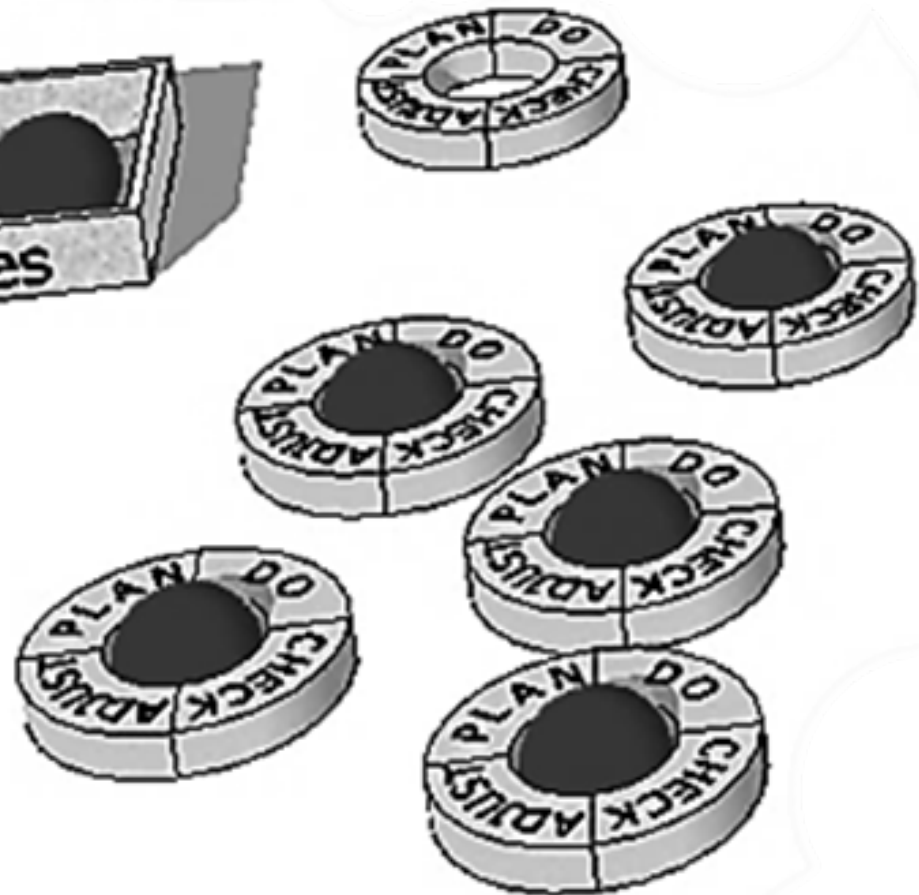
Source: *The Toyota Way to Continuous Improvement*
Figure 1-12. Process connected together surface problems

Capturing & Sorting Problems

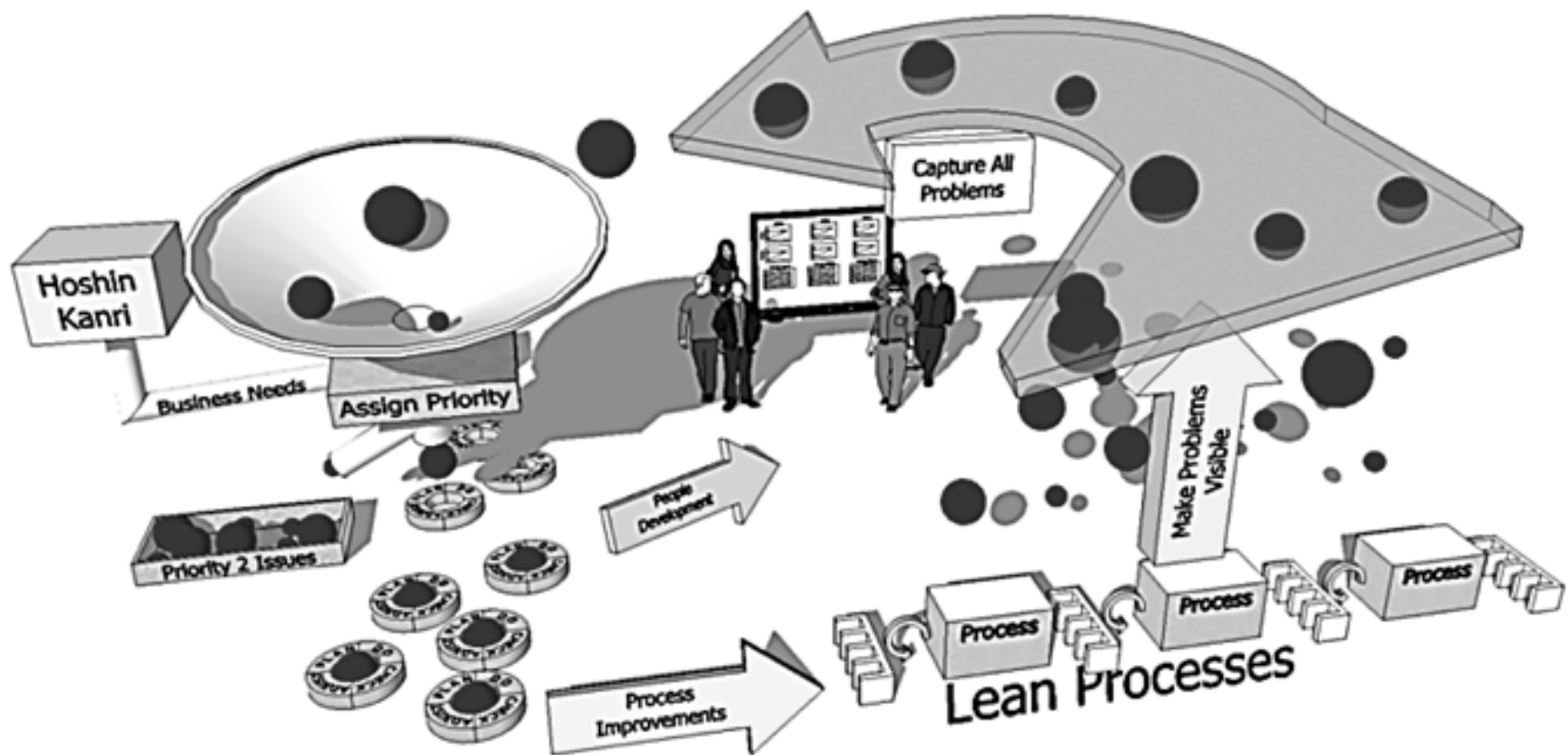


Source: *The Toyota Way to Continuous Improvement*

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.