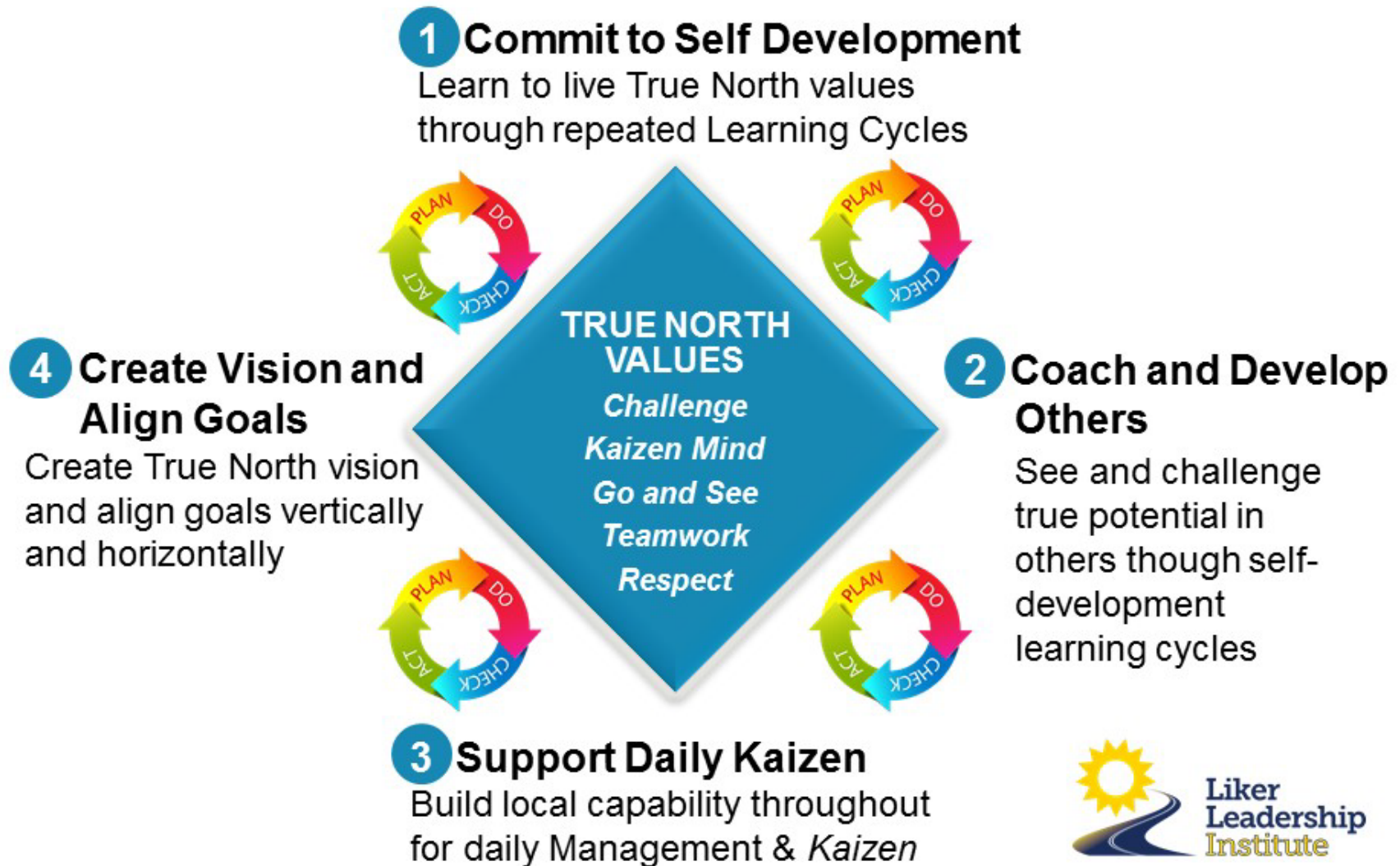


# Developing Lean Leaders at all Levels: A Practical Guide

## Chapter 4 Figures

# Lean Leadership Development Model



Source: *The Toyota Way to Lean Leadership*

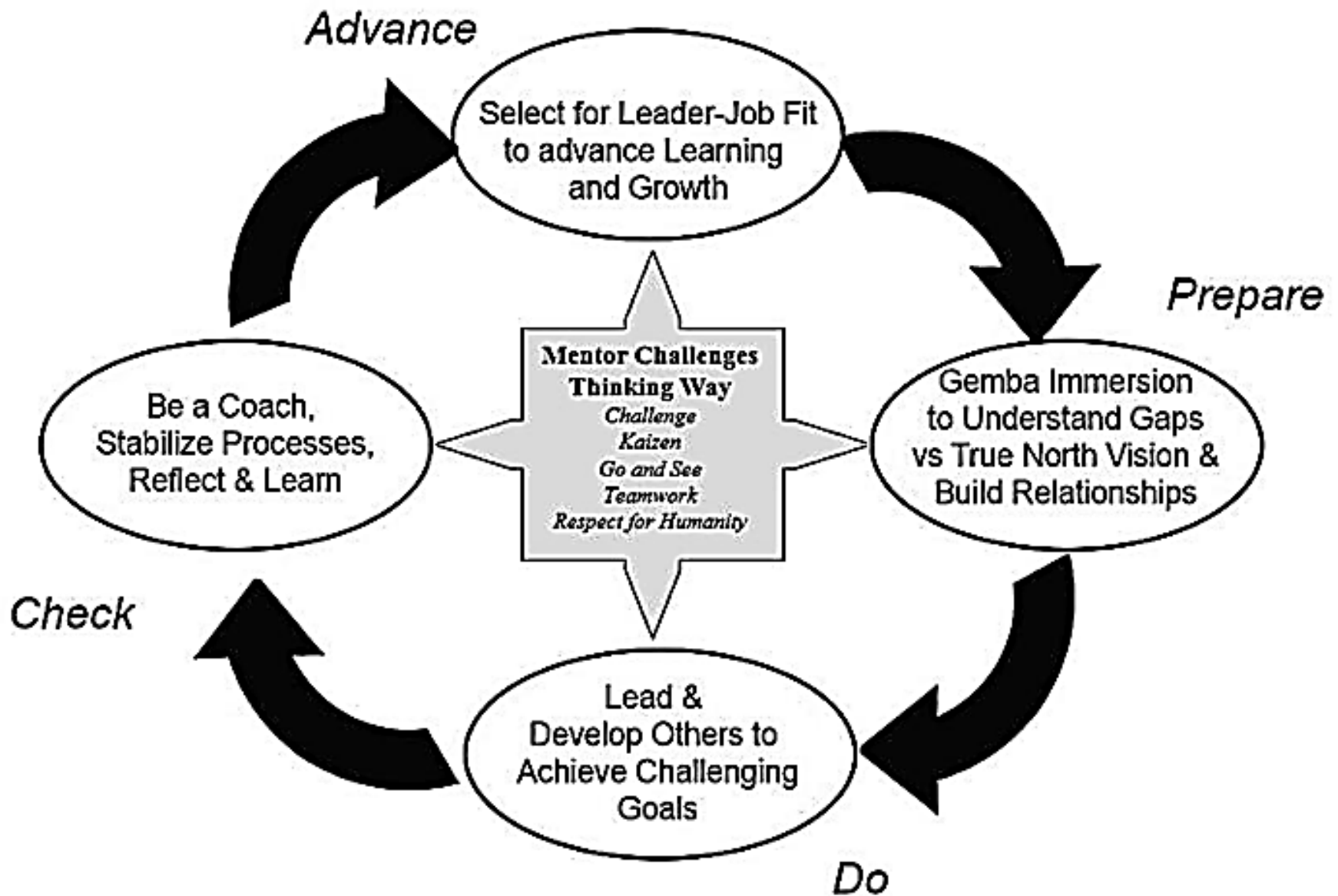
**Figure 4-1.** The Lean Leadership Development Model (The Diamond Model)



**Figure 4-2.** Finding the balance in Degree of Challenge

<b><i>Traditional Western Leader</i></b>	<b><i>Toyota Leader</i></b>
Work to a financial Plan	Reach for True North Vision
Quick Results	Patient
Proud	Humble
Climb Ladder Rapidly	Learn Deeply and gradually Earn Way up Ladder
Results at all Costs	Need the Right Process to consistently get the Right Results
Achieve Objectives through People	Develop People through process improvement

**Figure 4-3.** Traditional Western Leader versus a Toyota Leader

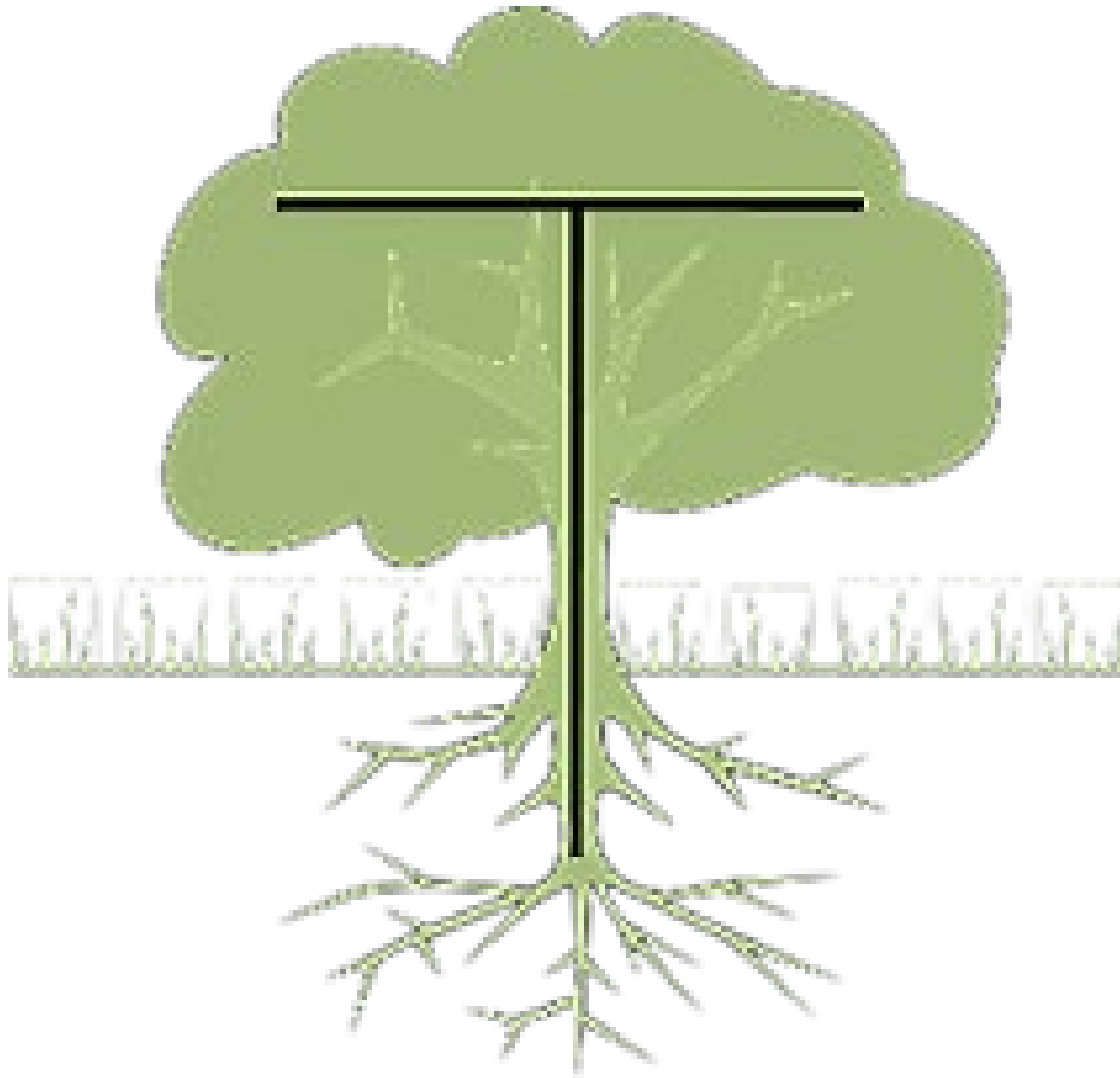


Source: *The Toyota Way to Lean Leadership*

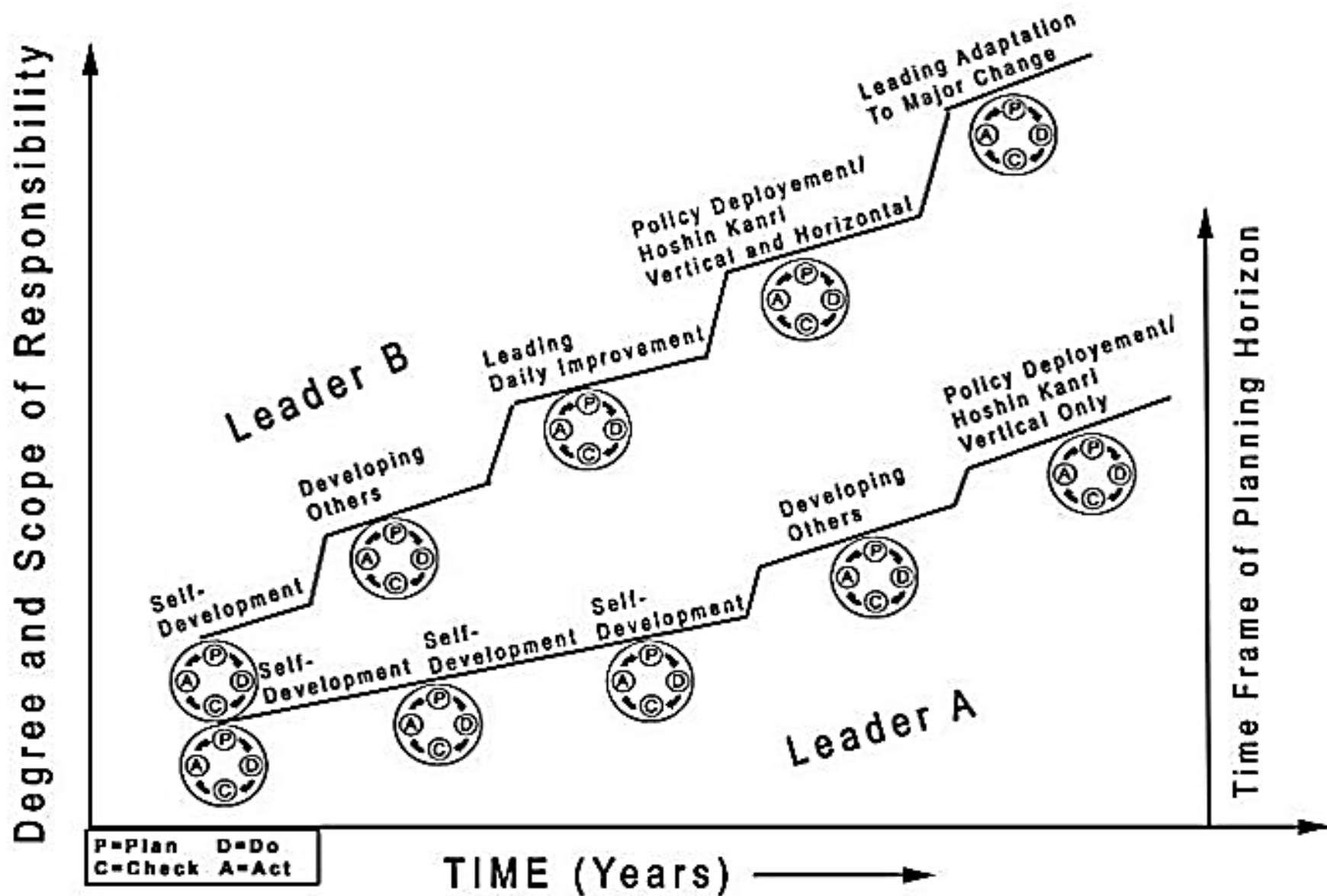
**Figure 4-4:** Leadership Self-Development Learning Cycles (PDCA)



**Figure 4-5.** Developing Deep Rooted Expertise



**Figure 4-6. T-Type Leadership**



Source: *The Toyota Way to Lean Leadership*

**Figure 4-7.** Hypothetical Career Paths of two Toyota Leaders



# Deep Expertise through Shu-Ha-Ri

**KATA** = A defined routine  
for thinking and acting



- Shu– Embracing the kata (learn exactly)
- Ha– Diverging from the kata (some improvisation)
- Ri– Discarding the kata (The form is now mastered; focus on deepening skill and understanding)

**Figure 4-8.** The *Shu-Ha-Ri* Cycle

# GOALS



- 1) Leaders at all levels regularly go and see to observe people and processes to understand gaps to True North.
- 2) Leaders at all levels are experts at process improvement.



- 3) There are deliberate programs in place to teach leaders.
- 4) Leaders are deliberately learning and practicing to self-develop their leadership abilities to fit a continuous improvement culture.

**Figure 4-9.** Conditions for Effectively Developing Lean Leaders

### RECOMMENDED EXECUTIVE EDUCATION, Steve St. Angelo, Executive Vice President

COURSE / TOPIC	NEXT SCHEDULED OPPORTUNITY	TIME	STATUS
Functional overview at TMMK	April - June, 2005	3 mos.	Completed
Functional overview at TMMNA	Jul-05	2 days	Completed
Toyota Quality Way	2005-05-06	1 Day	Completed
TPS Classroom Training	2005-08-18	1 Hour	Completed 8/18
TPS Floor Training	8/19, 8/22-26, 8/31, 9/7-9, 9/26-30	20 Days	Completed 8/19 to 9/30
Supplier Visits	Scheduled individual basis	1/2 Day each	Completed
Global Problem Solving	May, 2005	1 Day	Completed 5/05
Executive Development Program	9/11-16 & 10/3-7, 2005	2 Weeks	Completed 9/16 and 10/7
Toyota Way Learning Map	Aug. (approx)	2 Hours	Completed 8/11
Health Exam	Scheduled individual basis	1 Hour	Completed
HR Policies (Systems)	2005-10-18	1 Hour	Completed
Succession Planning Process	Scheduled individual basis	1 Hour	Completed 8/2
Labor - History / Current Assess.	Scheduled individual basis	2 Hours	Completed
Floor Mgmt Development System	Scheduled individual basis	1 Hour	Completed 6/17
Group Leader 40 Hr. Training	June, 2005 (approx)	2 Hours	Completed 6/8
		Plastics Body Assembly 1 and 2 Paint 1 and 2 Stamping Powertrain Quality Control Maintenance	Completed Most
Work on the Line	Scheduled individual basis		
Process Diagnostics	Scheduled individual basis	(2) 4 Hour sessions	Completed 9/2
N.A. Toyota Plant Visits	Scheduled individual basis	10 Days	Completed
Toyota Sales Customer Sat. Groups	November, 2005	3 Days	Completed 11/11
Toyota Technical Center Review	Scheduled individual basis	1 Day	Completed
Cross Dock Visit	Scheduled individual basis	1/2 Day	Completed
Go & See: Bolt Counter, Torque Improvement, Tracability	August 8-9, 2005	1 Day	Completed 8/8 to 8/9
Media Training	20-Sept-05	1 Day	Completed

Source: Toyota Motor Manufacturing Kentucky, Inc.

**Figure 4-10.** Recommended Executive Education for Steve St. Angelo

# Current state of leadership in your company?

1=Critical Gap, 2=Major Gap, 3=Some Serious Gaps, 4=Minor Gaps, 5=We are there

1. Leaders regularly go and see at the gemba to observe the gap between the actual situation and True North.
2. Leaders at all levels have been coached to lead process improvement at a high level of expertise.
3. There are deliberate programs to teach leaders disciplined problem solving through on the job development.
4. Leaders deliberately practice process improvement to enhance their skills every day.

**Figure 4-11.** Current State of Leadership in your company