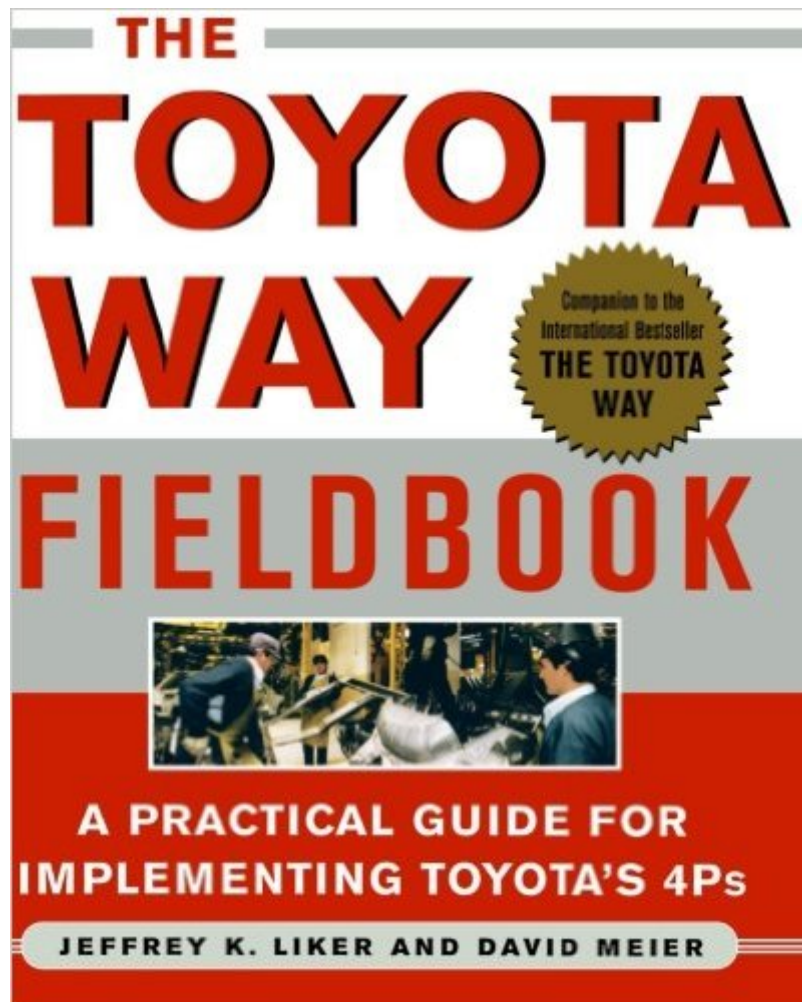


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# The Toyota Way Fieldbook



## Synopsis

The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way. The Toyota Way Fieldbook builds on the philosophical aspects of Toyota's operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success-proven practices to life in any organization. The Toyota Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model-Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to Define the companies purpose and develop a long-term philosophy Create value streams with connected flow, standardized work, and level production Build a culture to stop and fix problems Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning of true root cause problem solving Lead the change process and transform the total enterprise The depth of detail provided draws on the authors combined experience of coaching and supporting companies in lean transformation. Toyota experts at the Georgetown, Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System.

## Book Information

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## Customer Reviews

This tremendous book is the best book I have read on the specifics of TPS so far, and the one closest to its elusive spirit - it's an absolute must read for any lean implementer. Far beyond the description of tools, it's a brilliant attempt at giving a feel for what TPS is truly about. For instance, there's a lovely story of one of the authors looking at a western traditional automotive assembly chain. At some point, he spots a problem with a carpet in the cars being assembled. Instinctively, he looks for the andon cord, before reminding himself that, of course, there would be one. Then he points out the defect to the supervisor, who answers, that, yeah, he's right - they'll probably spot it at rework and deal with it. Should they talk to someone upstream? Not necessary, the previous process is probably aware of the problem and trying to do something about it. The author then describes his moment of total anguish at seeing a defect go through the process and not being able to do anything about it. This, I believe is a reflection of the true TPS spirit. I know a plant manager who used to work with Toyota before choosing to come back home and take a local non-Toyota plant. The first thing he did was set up an andon board. At first, he was puzzled to see the lights never went off. Then he realized there was nothing, but absolutely nothing in the current social system of the plant that would make the operators trigger an andon signal, or the management react to it. To implement TPS, everything had to be constructed from scratch. The Toyota Way Fieldbook is far more than a companion to The Toyota Way, which is a great management book about Toyota. The Fieldbook goes explicitly into some of the least described aspects of TPS: the development of people through constant problem-solving.

Book description: what's the key message? While Jeffrey Liker's book *The Toyota Way* was an examination of the 14 Principles of the Toyota Way, it was not an explicit "how to" guide at a tactical level. This follow up book is intended as the more practical guide to *Becoming Lean* (to borrow the title of an earlier book written by Liker). The Fieldbook is organized in the framework of Toyota's 4 P's: \* Philosophy \* Process \* People and Partners \* Problem Solving. The book starts first with "philosophy," not lean tools. It develops an important relationship between the two. The book, in its entirety, emphasizes that copying Toyota tools, regardless of how thoroughly, is not enough to become lean. Early chapters talk about defining your company's purpose and philosophy, providing many examples of Toyota's purpose and unique view of their place in society and the world. From there, the Fieldbook guides you through a reasonable progression of lean topics and methods to work with in your own company. While there is no simple linear progression through a lean transformation, the authors address the challenge well in structuring the flow of the book. Typical "early" stages of lean learning and implementation are covered first, including learning how to

identify waste, establishing process stability, and developing flow. The book spends more time on organizational culture and management methods, as opposed to tools. The book remains practical and actionable, rather than theoretical. A strong central portion of the book focuses on developing leaders, how to lead in a lean environment, and how to develop "exceptional" employees.

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