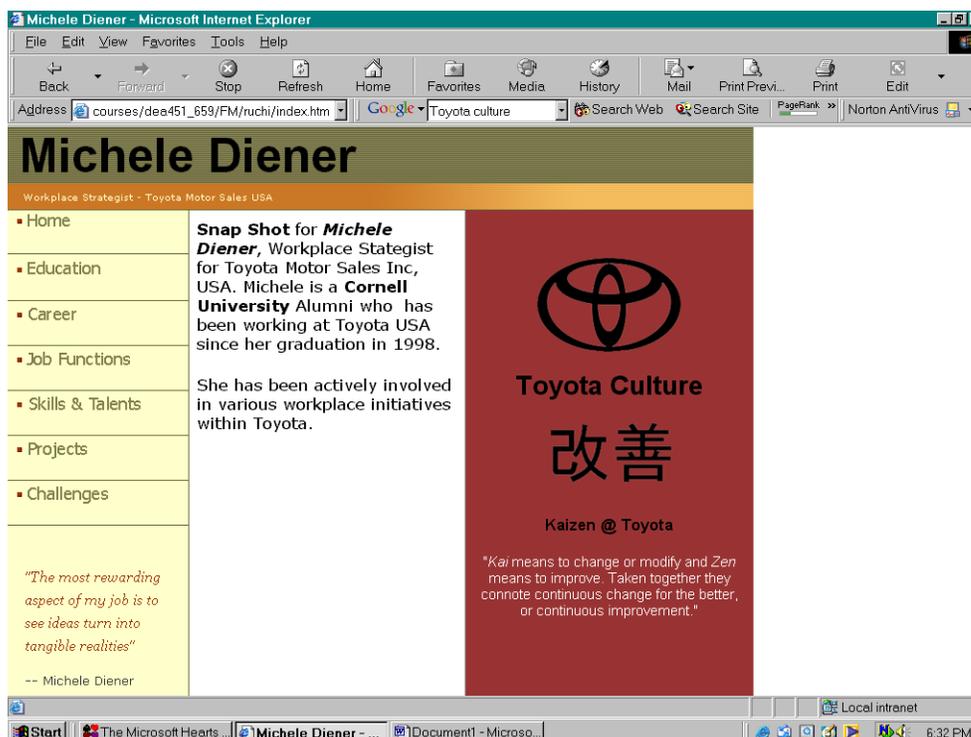


Notes on Toyota culture:

"*Kai* means to change or modify and *Zen* means to improve. Taken together they connote continuous change for the better, or continuous improvement."

http://instruct1.cit.cornell.edu/courses/dea451_659/FM/ruchi/index.htm



Use of teams as a way of embracing diversity; developing managers to handle diversity; shared values is the third dynamic; Schein's assertion: "the unique and essential function of leadership is the manipulation of culture;" orchestration of value-sharing as "the critical leadership task"

Spear, S. & Bowen, H. K. (1999) "Decoding the DNA of the Toyota production system." Harvard Business Review. pp. 97-105

- paradox of the system: rigidly scripted yet flexible and adaptable
- continuous innovation and improvement
- scientific method actively employed by everyone at all levels; learning organization
- four rules of for the production system
 - all work is highly specified with regard to content, sequence, timing, outcome
 - every customer-supplier connection must be direct; no ambiguous communication
 - pathways for every product and service must be simple and direct
 - all rules require that activities, connections, and flow paths built in test to signal problems automatically; continual response to problems

Toyota culture:

In the Toyota system, there is no room for variation, which hinders learning and improvement because variations hide the link between how the work is done and the results.

Questioning and problem solving are both taught and used.

If assistance is needed there is no confusion about who will provide it, how it will be delivered, and what services will be delivered.

The system and its basic hypotheses are constantly tested to keep the system flexible, adjusting continually and constructively.

Learning to improve the system is taught at the lowest possible level under the guidance of a teacher using the scientific method.

Toyota and other such learning organizations believe that people are the organization's most significant asset. Learning organizations invest in the skills and knowledge of people. Managers are expected to be able to do the jobs of everyone they supervise and to teach workers how to solve problems according to the scientific method. the organization employs learner-leader-teachers who provide training.

Toyota workers share a common goal: continuous improvement. They consider the expectations to be tested when implementing a change that has been planned. They have a sense of the ideal production system. Their shared vision motivates them to make improvements beyond merely meeting their customers' needs. They work toward a practical ideal that is concretely defined.

The screenshot displays the Toyota website's 'Operations' section. The browser window title is 'About Toyota: Operations — Manufacturing — WHAT SETS US APART?'. The address bar shows 'bout/operations/manufacturing/index.html'. The page has a navigation menu with 'ABOUT TOYOTA' selected. The main content area is titled 'Manufacturing' and includes sections for 'WHAT SETS US APART?' and 'WONDERING WHERE TOYOTAS ARE BUILT?'. A map at the bottom shows locations like 'CAPTIN' and 'TMMC'.

WHAT SETS US APART?

The Toyota Production System is at the heart of everything we do. Based on the concept of continuous improvement, or kaizen, every Toyota team member is empowered with the ability to improve their work environment. This includes everything from quality and safety to the environment and productivity. Improvements and suggestions by team members are the cornerstone of Toyota's success.

WONDERING WHERE TOYOTAS ARE BUILT?*

Our four vehicle assembly facilities and five parts and materials facilities work together to produce the Toyota Camry, Avalon, Camry Solara, Corolla, Sienna, Tacoma, Tundra, and the new full-size sport utility vehicle, the Sequoia.* Coming soon... Toyota will build North America's first Lexus, the RX 300, beginning in 2003.

To learn more about our various facilities, click on the map or on the links below.