

14 Original Principles of the Toyota Way

+ an explicit suggestion by pstamp.com

- 1. Base your management decisions on a long-term philosophy, even at the expense of short-term financial goals.** Generate value for the customer, society, and the economy. Have a sense of purpose that supersedes short-term decision-making. Strive to decide your own fate.
- 2. Create continuous process flow to bring problems to the surface.** Move material and information quickly, and make the flow clear so that continuous improvement can occur.
- 3. Use “pull” systems to avoid overproduction.** Material replenishment stimulated by consumption is the basic principle.
- 4. Level out the workload.** This includes eliminating overburden to people and equipment, as well as eliminating unevenness in the production schedule.
- 5. Build a culture of stopping to fix problems, to get quality right the first time.** As a base for this culture, build in support systems to quickly solve problems.
- 6. Standardized tasks are the foundation for continuous improvement and employee empowerment.** Allow creativity to improve the standard, but follow the current standard to maintain reliability.
- 7. Use visual controls so no problems are hidden.** Keep these methods simple so people can easily see the current situation at any time.
- 8. Use only reliable, thoroughly tested equipment that serves your people and processes.** Often it is best to work out a reliable process manually before attempting to apply new technology.
- 9. Grow leaders who thoroughly understand the work, live the philosophy, and teach it to others.** Leaders should be grown from within, and they should be role models of the company’s philosophy and way of doing business.
- 10. Develop exceptional people and teams who follow your company’s philosophy.** Work very hard to reinforce the company culture, and to influence people to work in teams towards the company’s goals.
- 11. Respect your extended network of partners and suppliers by challenging them and helping them improve.** Partners and suppliers should be treated as if they were an extension of your business.
- 12. Go and see for yourself to thoroughly understand the situation.** Don’t rely only on what you hear from other people or what you see on the computer screen. Even top executives should practice this principle.
- 13. Make decisions slowly by consensus, thoroughly considering all options; implement decisions rapidly.** The consensus process broadens the search for solutions, and guarantees a more rapid implementation.
- 14. Become a learning organization through relentless reflection and continuous improvement.** Always have the approach that there is something new to learn at all times.

Inspection = improvement. Stimulate daily awareness of all employees. If you don’t inspect, you can’t understand. If you can’t understand, you can’t manage. If you can’t manage, you can’t improve!

