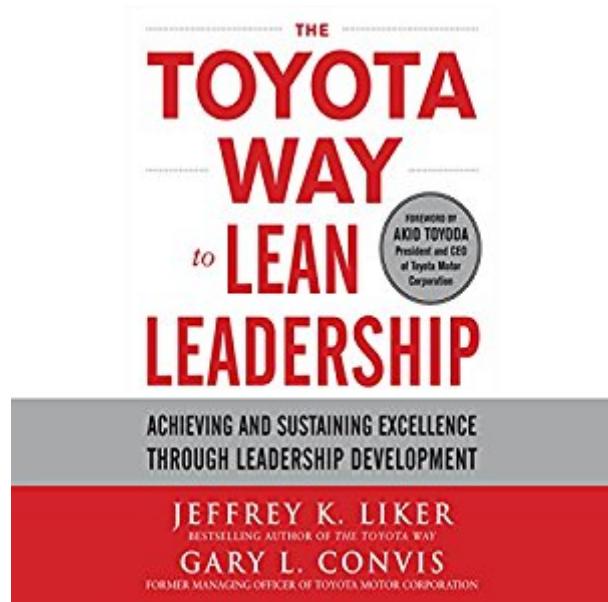


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# The Toyota Way To Lean Leadership: Achieving And Sustaining Excellence Through Leadership Development



## Synopsis

The missing link to long-term Lean success! Despite the fact that companies worldwide have adopted Lean production, none has sustained the same levels of excellence as Toyota. Why? Leadership. In *The Toyota Way to Lean Leadership*, Jeffrey Liker and Gary L. Convis, a former executive V.P. and managing officer of Toyota, help executives and senior managers get employees to refocus their efforts - from simply performing their singular function to continuously improving in collaboration across the organization. Case studies from Toyota clearly illustrate the methods that create powerful, effective Lean leadership. Jeffrey Liker, author of the popular *Toyota Way* books, is the acknowledged expert on Toyota processes. He is professor of Industrial and Operations Engineering at the University of Michigan. After his executive leadership at Toyota, Gary L. Convis became the CEO of Dana Holding Corporation, a \$6.1 billion supplier to the global automotive, commercial vehicle, and off-highway markets, and helped lead it to a successful turnaround from bankruptcy.

## Book Information

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## Customer Reviews

This book guides you through the Toyota way of developing their leader. Much useful information for those who want to learn from the other's success. Please read my comprehensive review. The Toyota way of self-development focus on developing leaders so they can develop others, the main function of the leader is to produce more leaders not more followers. Toyota don't carry traditional trainings like what other companies do in the most of the United States. The learning journey is very

comprehensive, actionable, and effective for developing strong capable leaders that are able to impact everywhere in the company. Also, you are going to see why Toyota prefer to bring problems to the surface rather than hiding them beyond a frustrating production system that is based on a lot of inventory and mass productivity. And how this affect the leadership development process. The book pass greatly through the most common Toyota approaches of leadership development, and didn't miss either the main pillars of the TPS such as JIT. There are a lot of stories, and a lot of interesting read. Chapter 1 & 2 is a great introduction for the self-developing program. Also the book has started with how Toyota managed successfully to turn the recall crisis into lessons for continuous improvement to reach the perfection! Chapter 3 focus on the coaching process, and Toyota way of Leadership and developing bottom, middle, and senior leaders as well as the Toyota approach of problem solving and how they use Kaizen in coaching people. Chapter 4 is all about the removal of wasted motions and walking through innovation thinking using the daily Kaizen which would never relay on Copy & Paste from other plants. Chapter 5 is my favorite chapter. I call it the Toyota way of Business Practice. It is like a MBO chapter (management by objectives) but with the unique and incredible Toyota Way. How Toyota perform the Strategic Planning process and set goal, targets, and plans and align them with the Company's vision. It is just another great job from this author. Enjoy ;) Thanks Jeff

This book leaps ahead of over 30 books I've read on lean/business excellence. Here's some thoughts and opinions, potential pro and con, for you to maybe consider... Pro:+ Topic is spot on: It's all about leadership+ Describes what leadership is, and how to create more of it ("shu ha ri" which is Toyota's apprentice / Socratic Method model)+ Answers common questions (can lean be copied by Western companies, how do I sustain gains) Con:- Would prefer more specific science from a wider pool of authors; credibility would benefit from citing more studies- Some the figures and tables are not as well constructed and/or informative as I would have hoped- Indirectly refer to workers as being at the bottom and leaders at the top despite periodically emphasizing the opposite - a mixed message that I hope they fix Neutral:> Neither verbose, nor concise - sort of an in between Bottom line: Highly recommended, 5 stars. Hard to put down once I started reading it. Don't let 3 pro and 3 con dissuade you from getting this book; this book really gets to the heart of, "Why is lean so hard to copy?" The short answer they provide is that it can't because it must be created. Superb!

It's a dry book - but the content is conveyed in a perfect manner. You get the story of what Lean actually is - and that is not fancy spreadsheets, buzz-words, or process mapping. It's the method

and mentality of how you run your business and shape your culture. The examples are great, and the you should get the point that just because Toyota did it this way, doesn't make it a cut and paste fit for other businesses. Take that away and it should be good

Gary Convis, is the senior American leader of Toyota's "NUMMI Miracle"--the transformation of General Motors worst plant to its best plant in just two years; Toyota's top North American manufacturing executive, Toyota Motor Corporation's first non-Japanese Managing Officer, and brilliant CEO of Dana Corporation who--adapting the Toyota Way to this global auto supplier, led them from the brink of bankruptcy in the depths of the Great Recession to prosperity and significant competitive advantage. You will find his clear and logical explanations of how he led his people and organizations to overcome challenges, build capability, create world-class competitive advantage to satisfy customers to grow a business extremely valuable, no matter what your leadership role.

It really goes deep in how the individual and the organization commits to excellence. There is no evidence of the "cost" this commitment has on the personal side of the leader, it brings a laser focus on the work side of one's life and what is required/expected. Maybe there is nothing to explore as work is everything in this case. The Dana case is exceptional and the final insights, even a bit repetitive, very useful.

This is the 4th installment in Liker's Toyota way series (at least how I read it) This covers one of the last Ps in LEAN: People. To me the 4 Ps are all interconnected, people determines the philosophy which determines the purpose and processes. Some parts are repetitive, but it's still well worth the money. The best is still the original Toyota way, more operational and down to earth

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