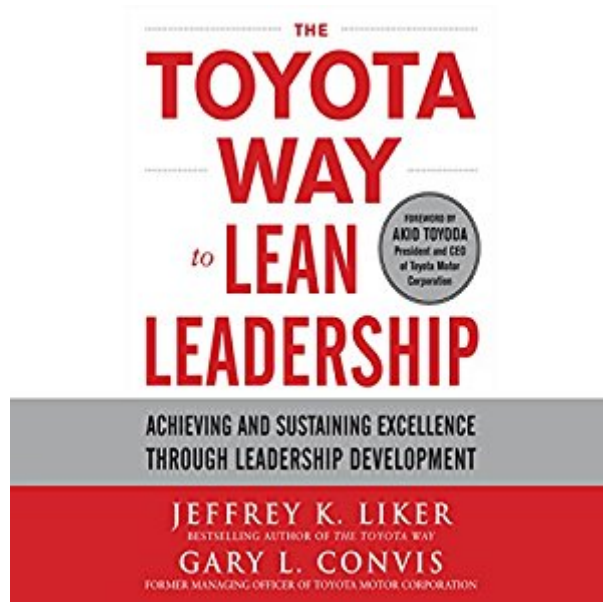


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# The Toyota Way To Lean Leadership: Achieving And Sustaining Excellence Through Leadership Development



## 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 is another groundbreaking book, and I meant it. Those of us who've been involved with the Toyota Way and the lean movement for decades have known all along that it's really about leadership - but not the kind of leadership you read about in leadership book. In reading Ohno, we can feel there is a special kind of leadership there. In reading about Sakichi, Kiichiro and Eiji Toyoda as well. The puzzle has always been that this is another kind of leadership, so hard to articulate and

key to making the whole thing take off. Jeff Liker and Gary Convis have cracked the code. Jeff's insights into the Toyota Way are combined with Gary's unique experience of living the Toyota Way and being taught by the old time senseis come together to present a truly different model of leadership to sustain the lean enterprise. It's a model starting from self development, then coaching others, keeping a clear direction, and supporting kaizen until the big changes are possible. It completely turns the tables on two basic assumptions in modern business: 1) that the leader is hired because he or she already knows everything and needs to get other to execute and 2) that competence is hired in because it's the employee's personal responsibility to sharpen their skills outside the context of the company. If you feel that both of these assumptions are profoundly misguided but don't know what to do about it? Read this book. The Toyota way to Lean Leadership will blow you away and revolutionize how you see yourself as a leader: are you developing more leaders or more followers (I have to confess I personally failed that test earlier or and I'm trying to mend my wicked ways - but it's real hard :)).

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 State. 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.

*\*What we appreciate\**- The book provides missing link to fully understand how a lean organization is built up, nurtured and continuously improved. Simply speaking, you cannot say lean organization without saying lean leadership. Through a balance of theory, practical steps and story telling, Liker & Convis describe the essential ingredients for organizations to prosper in the decade to come. It is an easy read, with concepts that challenges thinking of most contemporary businesses, and once you start thinking of the implications, it even challenges your individual contributions to the world of work.- Confirmation that the five values that define Toyota Way: spirit of challenge, Kaizen, genchi genbatsu (go and see to deeply understand), teamwork, and respect, do not automatically result in leadership. Trust is an essential, if not the key, element of leadership. Hard cuts, though sometimes inevitable as the Dana case study shows, must be a last resort.- Liker & Convis offer a clear explanation of Toyota's leadership development model. Basically, this model consists of 4 levels: (1)commit to self-development, (2) coach and develop others,(3) support daily kaizen, (4) create vision and align goals. We see the importance of "True North" as overarching vision, which is central to decision making. We see the importance of lean leadership throughout the hierarchy, a need for shared responsibility according to expertise and the concept of leadership as a team sport. Last but not least, we see the importance of first line managers to provide a role model for the behavior they want to see in place.- The Toyota Way focuses on culture of leadership rather than metrics or processes, and links the cultivation of leadership, as a leader's primary responsibility.

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