True Lean: It’s not what you think!

Presented by:
Toyota Material Handling
True Lean: It’s not what you think!

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What kind of belt do you have?
“Canvas. JC Penney. $3.98”

True Lean is about the head and heart – focus on the people!
Toyota Material Handling

Columbus, Indiana
Objectives

**Beginner Level Introduction to TLM/TPS**

- What is Lean?
  - Context of TPS as the “Original Lean”
  - “Other Lean” vs. “Original Lean”
- Lean as a Journey
- Successful Lean is About People
- Kaizen is Culture – not an Event
Early History of Lean

Birth of Lean

• Sakichi Toyoda’s Automatic Loom
• Taichi Ohno’s “system”
• Terms “Lean” and “TPS”
Sakichi Toyoda lived by the maxims of labor, gratitude and service, which are reflected in the Toyoda Precepts.
Why Share?

• Obligation to share, core values
• DNA of Toyota
• Lean applied, but not exactly the same from factory to factory
• Share our own lean journey and lessons learned, +/-
• Emphasis on People (the secret sauce)
“Toyota Lean Management”???

• TPS Rebranded
  • Remove stigma of “production” and “system”

• But what is TPS?
  • Not just for “Production”
  • Not really a “System” at all
  • Original Lean
WHAT IS TPS?

Continuous Improvement
Lean
Minimizing Defects
Toyota Production System
Waste Elimination
Organization
Efficiency
Productivity
Error Proofing
5S
FIND YOUR WOW

WHAT DOES TPS DO?
ELIMINATES WASTE
“All we are doing is looking at the time line, from the moment the customer gives us an order to the point when we collect the cash. And we are reducing the time line by reducing the non-value adding wastes.”
The Toyota House

- Core Values (Bedrock)
- 5S (Foundation)
- Standardized Work (Foundation)
- Just In Time (Pillar)
- Jidoka (Pillar)
- Muda
- Kaizen
Where to Start?

1. Top of the Organization commitment
2. 5S
3. Genchi Genbutsu
4. Visualization
5. Standardization
6. Kaizen Culture
Organizational Commitment

Very top of the organization

• Do it for the right reasons
• It’s not about immediate ROI
• It’s really about developing people
• It’s a forever journey
5S: Way Deeper than Cleaning!

Why?
- To recognize the abnormal condition!
- Standardization is required for kaizen!
Go and See!

Why?
• See for yourself! First hand understanding with the process experts
• Sound decisions
• Accountability
Visualization

• Everyone has the same understanding
• We see together, we learn together, we take action together
• You can’t manage what you can’t see!
Standardization

“is the necessary foundation on which tomorrow’s improvement will be based.”
– H. Ford 1926

“Without standards there can be no kaizen.”
- T. Ohno

- Training
- Audit
- Reference
- Process Improvement
Kaizen Culture

Continuous Improvement

• Everyone’s ideas are valued
• Make the job easier!
• Not about reducing manpower. Lean isn’t Mean!
• Kaizen is about human development
• Kaizen is not an Event!
• Everybody, everywhere, every day
“Other Lean” vs. “Original Lean”

“Other Lean”

• Uses qualitative and quantitative statistical analysis for process improvement
• Kaizen is an “event” or project
• Driven by “experts”
• Focus on “tools” such as:
  • Value Stream Mapping
  • Statistical Process Control

“Original Lean (TPS)”

• Emphasis on small, incremental improvement
• Kaizen is “culture”. Everybody, Everyday, Everywhere
• Driven by the “people” in the process
• Focus on developing human capital
“Other Lean” vs. “Original Lean (TPS)”

“Other Lean”
- Focus on Lag Measures
  - Quality
  - Cost
  - Productivity

“Original Lean (TPS)”
- Focus on Lead Measures
  - Respect for People
  - Development of People
  - Small incremental improvement
“Other Lean” vs. “Original Lean”

“Other Lean”

“Original Lean (TPS)”
Key Takeaways

• Lean can be applied anywhere

• Original Lean is all about **People and Culture**!

• We are all students of Lean. We all have an obligation to share our Lean journeys!
  • For the betterment of society!
  • Personal growth as Lean students
  • To help customers solve problems!
FIND YOUR WOW

T P S
Toyota Production System

Teach employees to identify the wastes in their processes

Trust in the creative power of the employees to eliminate the waste

Empower employees to implement those ideas
Questions?
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